Survey report on Nordic initiative for social responsibility using ISO 26000

2013

Contents

Summary

This survey is a part of the Nordic initiative for social responsibility using ISO 26000, supported by the Nordic Council of Ministers. The objective has been to identify knowledge of ISO 26000 in the Nordic countries and uncover the extent to which ISO 26000 is being implemented in companies and organizations. Along with this the survey uncovers advantages and constraints on the use of ISO 26000 and maps areas for improvement in order to enhance the implementation of ISO 26000 in companies and organizations.

The survey was distributed via link from October to November 2013 to different target groups. In total there have been 221 answers to the survey. Due to the relatively small number of answers we recommend that the survey results are not used in a generalizing manner but only as indicators of trends or as a pilot study.

There is in general a high level of awareness and knowledge of ISO 26000 among the respondents. 91% of the respondents have heard about ISO 26000, the international standard on social responsibility. When it comes to the extent to which the respondents are familiar with the contents of the standard, ¾ of them answers from a moderate to a high extent. In general it seems that conferences, seminars, networking as well as of course purchasing the standard are the most popular way to acquire knowledge of ISO 26000.

Concerning the extent to which ISO 26000 is being implemented, the survey displays that the implementation of ISO 26000 is at a moderate level compared to other standards on CSR, which all have a higher level of implementation. When it comes to the respondents' primary purpose of applying ISO 26000 it is mainly to ensure that all essential CSR elements of relevance to the company are considered. When it comes to which part of the standard has added the most value the survey shows that the standard as a whole is relevant.

In respect of advantages and constraints on the use of ISO 26000, this has mainly been covered qualitatively in this survey. The two themes 'contents of the standard' and 'design of the standard' have both been perceived as advantages as well as constraints by the respondents. Further advantages are that ISO 26000 is internationally recognized and valuable for branding. When it comes to experienced constraints, respondents point to the relation between ISO 26000 and other standards, i.e. one in a group of many, direct cost of implementation as well as communication. This implies that ISO 26000 is not promoted in a coordinated way and some respondents find it difficult to communicate the use of ISO 26000 when it is not certifiable.

The areas for improvement in order to enhance the implementation of ISO 26000 can be categorized into 5 themes consisting of; 1) development of concrete tools i.e. checklists, illustrative step by step guides for implementation, videos, 2) communication and lobbyism, 3) network, 4) consulting services i.e. courses, seminars and advice on how to get started and 5) research on ISO 26000 including collection of case studies and best practice.

All in all there is a wide knowledge of ISO 26000 in the Nordic countries, which must be seen in conjunction with the type of respondents participating in the survey. There is still room for improvement regarding the extent of implementation of ISO 26000. The disclosure of advantages and constraints on the use of ISO 26000 provided valuable insight into areas for improvement in order to enhance the future implementation of ISO 26000 in companies.

1. Introduction

Following the European CSR Strategy the Nordic Council of Ministers has approved a Nordic Strategy for Corporate Social Responsibility (CSR). It identifies ISO 26000 as one of three recommended international CSR standards/frameworks for organizations to use in order to structure their CSR approach. In continuation of this the project 'Nordic Initiative for Social Responsibility using ISO 26000' has been established under which this survey has been launched. The survey aims to assess the awareness and use of ISO 26000 in the Nordic countries in order to support Nordic organizations in implementing ISO 26000 and capture their experience in a structured format. The survey is conducted by Danish Standards in Denmark.

1.1   Objective of the survey

The objective of this survey has been to:

- identify knowledge of ISO 26000 in the Nordic countries
- uncover the extent to which ISO 26000 is being implemented in companies and organizations 2 years after its publication
- uncover advantages and constraints on the use of ISO 26000
- map areas for improvement in order to enhance the implementation of ISO 26000 in companies and organizations

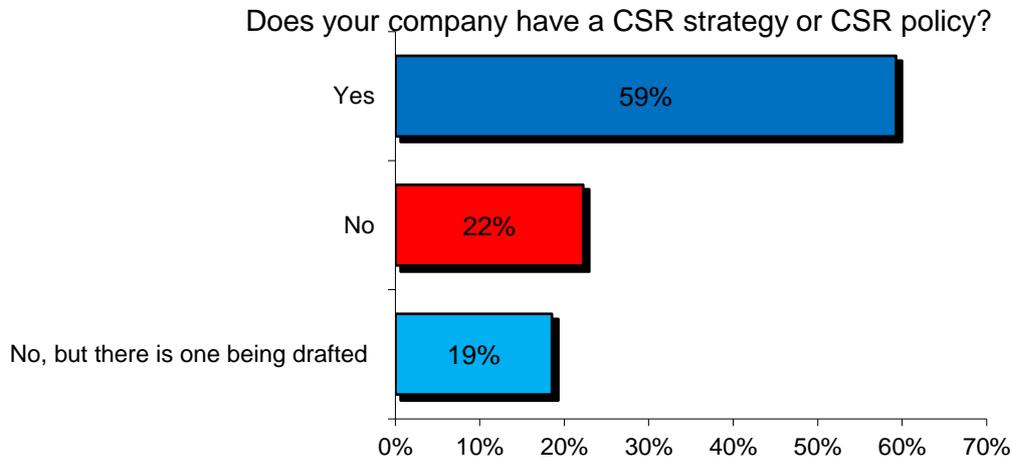## 1.2   Basic information about the respondents

The survey in general is based on replies from 221 respondents distributed among the following Nordic countries (in percent); Denmark 29%, Finland 25%, Norway 13% and Sweden 33%. Due to the relatively small number of replies, the findings in this report should not be generalized and used as absolute results, but only perceived as trends or as a pilot study.

Regarding the distribution of respondents by size of company, 43% are from small and middle sized companies (0-200 employees) and 57% from large companies (200+ employees). In the following, small and middle-sized companies will be referred to as SMEs[1]. When it comes to distribution by job title the respondents are mainly: environmental manager, quality manager, CSR manager or other (such as CEO, consultant within the field of CSR etc.). In addition to this it should be noted that the survey was distributed primarily to CSR professionals as well as people who had been in contact with the national standardization bodies (NSB's) i.e. bought the standard or participated in creating the standard. In order to clarify to which extent this has influenced the survey results more research is needed on the matter.

When the subject falls on the extent to which the respondents' company focuses on CSR, 91% answer that it is from moderate to a very high extent. Only 2 % of the respondents reply they do

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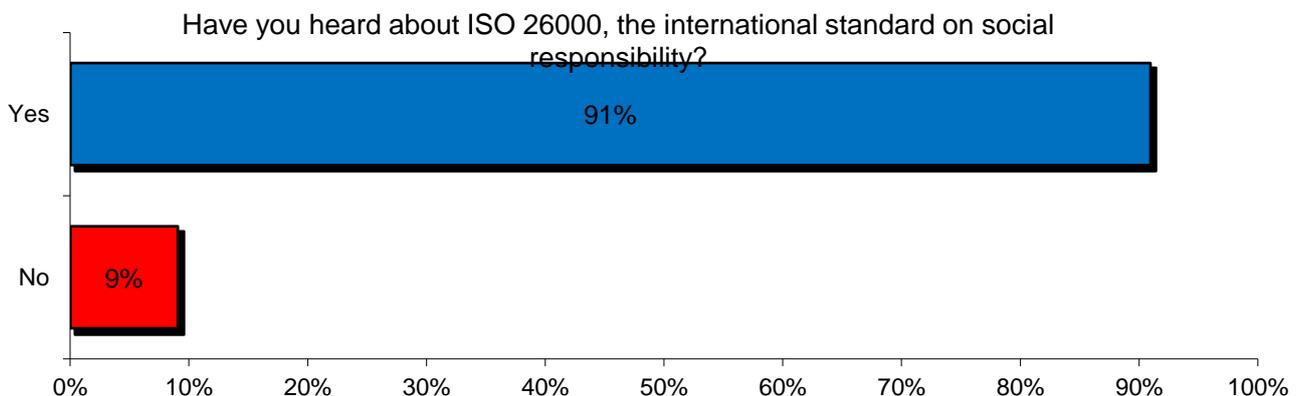[1] This definition differs from the formal definition of SMEs which is as follows: micro, small and medium-sized enterprises consist of enterprises which employ fewer than 250 persons and which have either an annual turnover not exceeding 50 million euro, or an annual balance sheet total not exceeding 43 million euro. http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/

not focus on CSR. This indicates a high focus on CSR among the respondents and reflects that business considerations on CSR are increasing.

Does your company have a CSR strategy or CSR policy?

Yes	59%
No	22%
No, but there is one being drafted	19%

0% 10% 20% 30% 40% 50% 60% 70%

As seen above 59% of the respondents have a CSR strategy or CSR-policy and 19% are drafting one. The Nordic country distribution on this matter shows a tendency that the respondents from Finland (64%) and Denmark (66%) have a greater performance in developing CSR-strategies compared to Sweden (53%) and Norway (52%). Out of the remaining 22% which do not have a CSR-strategy or CSR-policy, ¾ of them have considered changing that in the future. This also shows a high level of engagement and the will to work with CSR among the respondents. The survey shows no direct sign of difference between SMEs and large companies on this subject.

2. Knowledge of ISO 26000

Have you heard about ISO 26000, the international standard on social responsibility?

Yes	91%
No	9%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
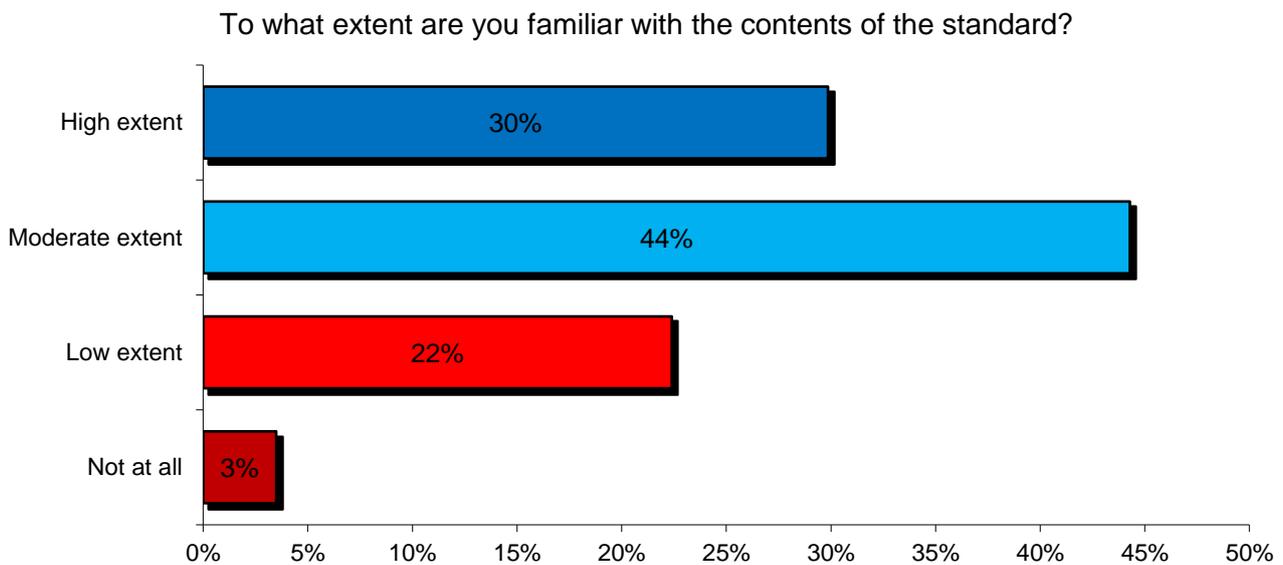
The graph above shows that 91% of the respondents have heard about ISO 26000, the international standard on social responsibility. This indicates a very high level of awareness and

knowledge of ISO 26000 among the respondents. This high level should be seen in relation to the distribution of the survey to CSR professionals as well as people who have been in contact with their NSBs regarding ISO 26000 as noted in the introduction.

There is a slight tendency of country variation on this subject. Respondents from Sweden (97%), Norway (97%) and Finland (93%) seem to have a slightly higher level of knowledge of ISO 26000 than respondents from Denmark. Denmark stands out with the lowest level of respondents (80% compared to the other Nordic countries) who have heard of the standard, which indicates that more communication and marketing-related activities could be beneficial. The survey shows no direct sign of difference between SMEs and large companies on this subject.

To what extent are you familiar with the contents of the standard?

¾ of the respondent are from a moderate to a high extent familiar with the contents of ISO 26000. As shown in the table below, it seems there could be an indication of country variation on this subject.

To what extent are you familiar with the contents of the standard?	Country				Total
	Finland	**Sweden**	**Norway**	**Denmark**	**Percent**
High extent	17%	35%	50%	24%	30%
Moderate extent	37%	52%	46%	40%	44%
Low extent	37%	11%	4%	34%	22%
Not at all	10%	1%	0%	2%	3%
Total	26%	35%	14%	25%	

Where respondents from Sweden and Norway are very familiar with the contents of the standard, especially in Norway where 50 % reply to a high extent, Denmark and Finland reply a low or a moderate extent. This calls for more research on the actions taken in Sweden and Norway to promote the general knowledge of ISO 26000 in order to understand why their knowledge of ISO 26000 is better. Hereafter, these research results must from a learning perspective be shared with the rest of the Nordic countries. There is no direct sign of difference between SMEs and large companies on this subject.

Regarding the way in which the respondents have acquired knowledge about ISO 26000 there is a slight difference between the Nordic countries as shown in the table below.

How did you acquire knowledge about ISO 26000?	Country				Respondents, total
	Finland	Sweden	Norway	Denmark	Percent
I have purchased the ISO 26000 standard	36%	54%	82%	31%	48%
Conferences, seminars etc.	55%	60%	29%	35%	48%
Visiting the websites of national standardisation bodies	15%	20%	4%	18%	16%
Information on the internet	40%	29%	25%	31%	31%
Networking	34%	37%	14%	51%	37%
Other	9%	13%	7%	20%	13%
Respondents, total	24%	36%	14%	25%	

In general it seems that conferences, seminars, networking as well as purchasing the standard are the most popular ways to acquire knowledge on ISO 26000. The table indicates that the Norwegian respondents mainly acquire knowledge through the purchase of the standard. This indication may explain why the respondents from Norway are - to a higher degree than respondents from the other Nordic countries - familiar with the contents of the standard as shown above. Sweden and Finland mainly acquire knowledge about the standard through conferences, seminars and in Denmark also through networking. In Finland they have the highest level of respondents who find the information on the internet. In Denmark there is a tendency that networking is the main way to acquire knowledge on ISO 26000. In order to get a better understanding of how to improve activities related to spreading knowledge about ISO 26000 further in the Nordic countries additional research on the actual supply of activities is needed. There is no direct sign of difference between SMEs and large companies on this subject.
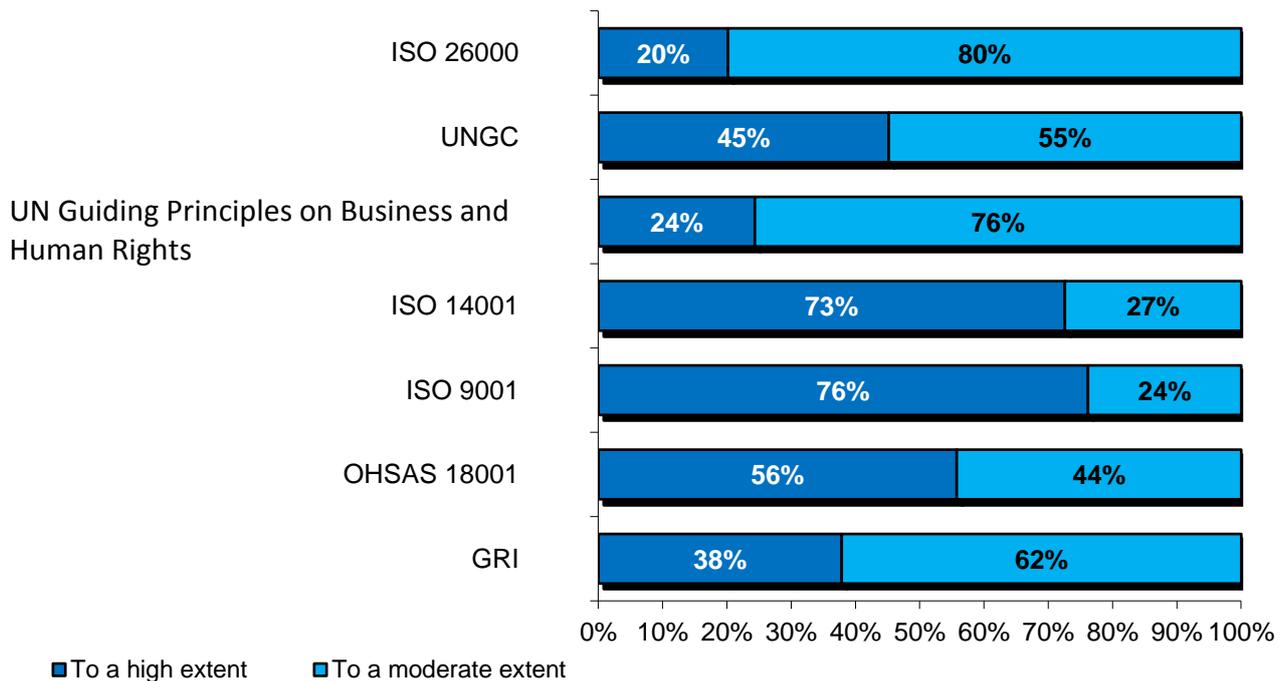
2.1   Conclusion on knowledge of ISO 26000

There is generally a high level of awareness and knowledge of ISO 26000 among the respondents. 91% of the respondents have heard about ISO 26000, the international standard on social responsibility. When it comes to the extent to which the respondents are familiar with the contents of the standard, ¾ of them reply from a moderate to a high extent. In general it seems that conferences, seminars, networking as well as purchasing the standard are the most popular way to acquire knowledge of ISO 26000.

3. Extent to which ISO 26000 is being implemented

When it comes to which international guidelines and principles the companies have implemented 80% replies that ISO 26000 has been implemented to a moderate extent as shown in the below graph.

What international guidelines and principles does your company apply with respect to CSR?

(To a high extent: We have implemented the standard/guideline)
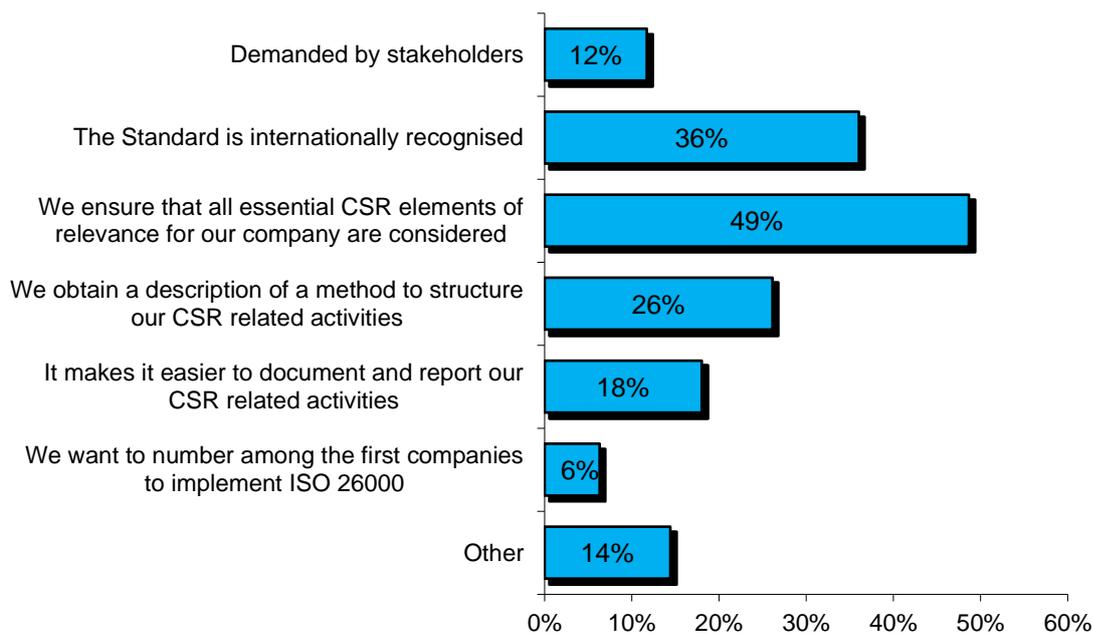*(To a moderate extent: Used the standard/guideline as a source of inspiration)*

The other standards shown above have a higher degree of application which is related to the fact that ISO 26000 is a relatively new standard, and experience from other standards shows that it takes time for dissemination and consolidation in the market. Traditional management system

standards such as ISO 14001, ISO 9001 and OHSAS 18001 are very well- known, especially the first two mentioned. An essential reason why UNGC is very well- known is also the great marketing mechanism and political support behind, which also, to some extent, characterizes the dissemination of UN Guiding Principles on Business and Human Rights. ISO standards are not marketed in the same way, mainly on the sales front. There is no sign of variation between country and SMEs vs. large companies on this subject.

Regarding the level of interest in ISO 26000 compared to other standards in the respondents' countries, 66% of the respondents answer their interest is moderate to high.

When it comes to the respondents' primary purpose of applying ISO 26000, the distribution is as follows in the below graph:

What is your primary purpose of applying ISO 26000?

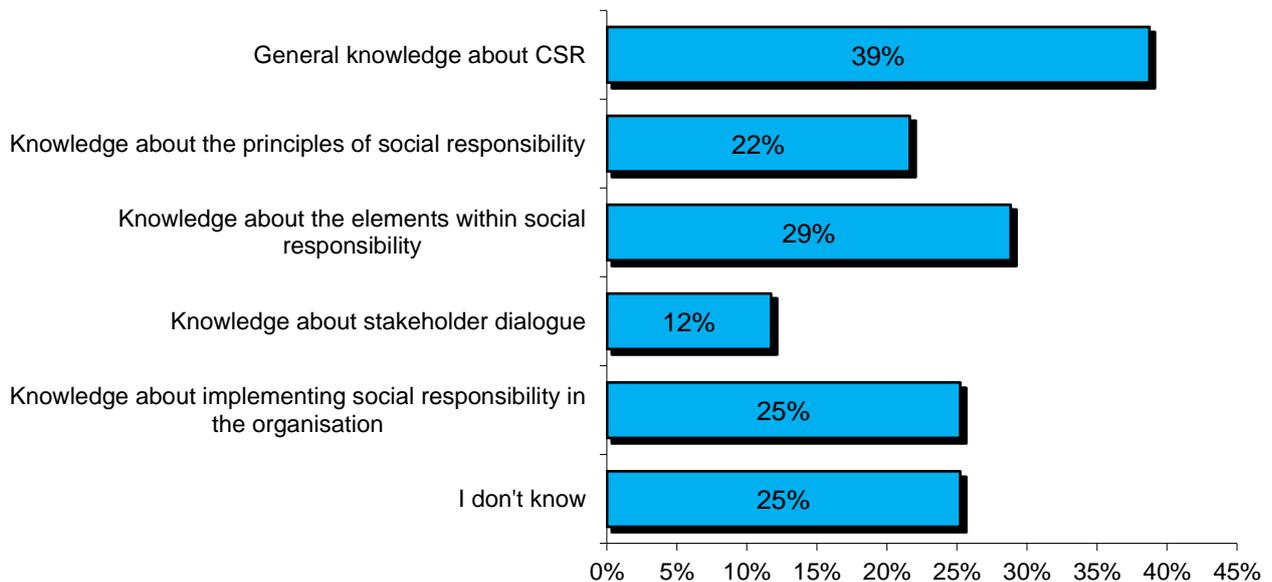| Purpose	Percentage
Demanded by stakeholders	12%
The Standard is internationally recognised	36%
We ensure that all essential CSR elements of relevance for our company are considered	49%
We obtain a description of a method to structure our CSR related activities	26%
It makes it easier to document and report our CSR related activities	18%
We want to number among the first companies to implement ISO 26000	6%
Other	14%

The graph above shows that the main purpose of applying ISO 26000 is to ensure that all essential CSR elements of relevance to the company are considered. This reflects the uniqueness of the standard which takes a wide range of CSR-issues into consideration but still invites businesses to prioritize their efforts and thereby the amount of CSR-focus areas. The fact that the standard is internationally recognized is also of high value to the companies.

When it comes to the respondents who have decided to implement ISO 26000 due to stakeholder demands, these demands are expressed both as; a request to sign a code of conduct, specific criteria related to compliance with ISO 26000. Regarding "demanded by stakeholders", these

primarily consist of large companies which form 4/5 of the answers. The SMEs seem to have a slight overweight when it comes to "makes it easier to document and report our CSR related activities". The SMEs form ¾ of the respondents who want to number among the first companies to implement ISO 26000. This can be seen as a natural way for them to stand out and make CSR part of their branding strategy.

The following graph shows the distribution of which part of ISO 26000 has added the most value for the respondents:

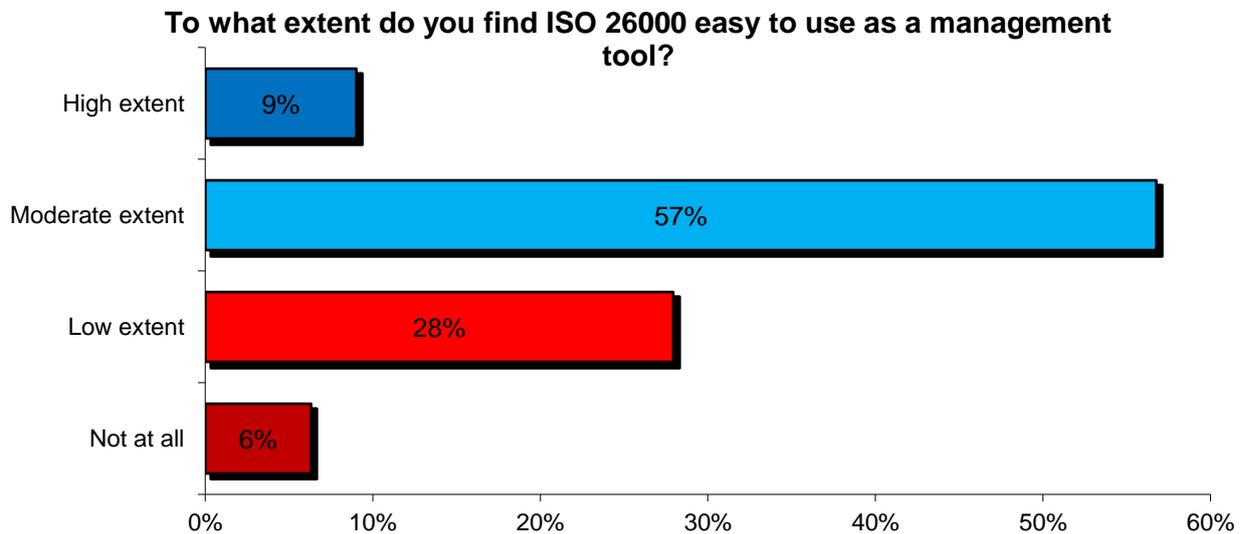**Which part of the standard has added most value?**

The respondents had the opportunity to choose more than one clause in this question. However, the relatively regular distribution in the graph above indicates that the standard as a whole is relevant to the respondents. I addition to this there is no direct sign of variation between SMEs and large companies or among the countries on this subject.

3.1 Conclusion on the extent to which ISO 26000 is being implemented

Concerning the extent to which ISO 26000 is being implemented the survey displays that ISO 26000 is by far the standard most implemented at a moderate level compared to other standards on CSR, which all have a higher level of application (up to a high extent). Regarding the level of interest in ISO 26000, 66% of the respondents answer a moderate to high interest. When it comes to the respondents' primary purpose of applying ISO 26000 it is mainly to ensure that all essential CSR elements of relevance to the company are considered. When it comes to which part of the standard has added the most value, the survey shows that the standard as a whole is relevant and not any specific part.

4. Advantages and constraints on the use of ISO 26000

One of the advantages and constraints tested in the survey has been to what extent ISO 26000 is easy to use as a management tool, which is shown in the graph below:

To what extent do you find ISO 26000 easy to use as a management tool?

Category	Value
High extent	9%
Moderate extent	57%
Low extent	28%
Not at all	6%

The graph above shows that 66% answer from a moderate to a high extent when it comes to the ease of using ISO 26000 as a management tool.

There is a slight indication of country variation with regard to this subject. Norway stands out with 80% of the respondents having replied that they find ISO 26000 easy to use as a management tool to a high or moderate extent. In Finland, however, only 50 % replied a high and moderate extent. This trend indicates that there is a development potential on this matter in general – but particularly in Finland, Sweden and Denmark.

There is a slight tendency of variation in company size among the respondents who find ISO 26000 easy to use as a management tool to a *high extent* – the SMEs form 4/5 of this group. The reason for this could be that these types of companies are in need of management tools and ISO 26000 meets this need.

Advantages and constraints for implementing ISO 26000 found qualitative in this survey are dealt with in the following.

4.1 Advantages of ISO 26000

The advantages of implementing ISO 26000 can be categorized into the following 4 themes; contents of the standard, design of the standard, international recognition and branding. These will be dealt with in the following.

Contents of the standard

Regarding advantages due to the contents of the standard, respondents highlight the fact that the standard is comprehensive and covers all the relevant aspects of CSR and provides an overview of the topic. Some respondents elaborate on this saying that ISO 26000 integrates all 3 dimensions of sustainability. Some respondents add that the contents of ISO 26000 makes a great tool for supplier control and along with this also helps to build the system to support purchasing in a responsible way.

Design of the standard

When it comes to advantages relating to the design of the standard, respondents emphasize that ISO 26000 is very useful for structuring the work of CSR in a systematic way. Some respondents refer to ISO 26000 as a tool to be used in implementing and organizing CSR in the daily work. And in addition to this, certain respondents use words as 'handbook', 'common guideline' or 'a CSR Bible' about ISO 26000. Other respondents highlight that the standard is easily adjusted to smaller firms too. Along with this respondents point out that the advantage of ISO 26000 is that the design makes it possible to integrate it with other standards and it is also a great benefit that it can be connected with a company's overall management system.

International recognition

Concerning advantages related to ISO 26000 being internationally recognized and acknowledged many respondents remark this theme. The fact that ISO 26000 is a professional global consensus document and well known gives it high credibility and respondents find it trustworthy and therefore also easy to refer to, e.g. in relation to marketing and customers.

Branding

Another advantage found in this survey is that ISO 26000 can be used for branding a company both internally and externally due to the fact that the company has used a structured and strategic approach to CSR, a method given in the standard. Respondents say it is useful to protect a company's image by using an ISO standard – it is widely acknowledged - and along with this increases customer and employee satisfaction. Some respondents add that it helps attract future employees.

4.2   Constraints of ISO 26000

The constraints and barriers found qualitative in this survey to implementing ISO 26000 can be categorized into the following 5 themes; contents of the standard, design of the standard, relation to other standards, direct cost of implementation and finally communication. These will be dealt with in the following.

Contents of the standard

Concerning constraints related to the contents of ISO 26000, many respondents remark the lack of illustrative and practical examples which cause a perception of the standard as too wide and complex. Some respondents say in relation to this that the standard does not consider and guide enough in building the culture needed to implement CSR and a communication guide would be beneficial. These contents constraints should be kept in mind when ISO 26000 is to be revised. A way to meet these experienced constraints on the contents could also be to consider the creation of better guidebooks on implementation with cases and illustrative examples.

Design of the standard

The majority of respondents point out the 'non certifiable' as the foremost constraint throughout their comments. Other constraints related to the design of the standard are that the standard is long and extensive for SMEs and the layout lacks reader friendliness. In order to meet this constraint it should be considered what the gains would be to make the standard certifiable and also in the future how to work towards a more 'reader friendly' design. It should be considered if this should be met in general by the standard or new published material.

Relation to other standards

Regarding constraints related to other standards the respondents point out that the standard is one in a group of many and how the standard is complementary or differs is not that clear. As noted earlier in this report, ISO 26000 is relatively new and not so well known in relation to other standards. A few respondents add that ISO 26000 is not for free as other standards in this area. With regard to meeting these constraints it seems to be greater communication of how ISO 26000 fits in and relates to the general landscape of other standards.

Direct cost of implementation

The perceived constraints due to direct cost of implementation are the amount of time and money to implement the standard. In order to meet these constraints it is important for the company to consider the level of ambition for implementation as well as increasing general awareness of the value of implementation of ISO 26000 in companies. The standard is not more costly to implement than others taking everything into account.

Communication

A few respondents point out communication constraints, which imply that a) ISO 26000 is not promoted in a coordinated way and b) there is doubt about how to communicate the use of ISO 26000 when it is not certifiable. In order to meet constraint a) it is important with more research and evaluation on how the standard is promoted. Regarding constraint b) that ISO 26000 is difficult to communicate it should be noted that ISO provides guidance on communication of the use of ISO 26000. Therefore, in order to meet constraint b) it could be of importance to increase the communication of ISO 26000 – what is it about and how to use it.

4.3 Conclusion on advantages and constraints on the use of ISO 26000

When it comes to advantages and constraints on the use of ISO 26000, one of the areas tested in the survey has been to what extent ISO 26000 is easy to use as a management tool. 66% of the respondents answer from moderate to high extent. The advantages and constraints on the use of ISO 26000 have also been discovered to be qualitative in this survey. The 'contents of the standard' and the 'design of the standard' are both perceived as advantages as well as constraints. Further advantages are that ISO 26000 is internationally recognized and valuable for branding. When it comes to experienced constraints, respondents point to the relation between ISO 26000 and other standards, i.e. how are they related, direct cost of implementation as well as communication of the use of ISO 26000. This implies that ISO 26000 is not promoted in a coordinated way and that some respondents find it difficult to communicate the use of the standard when it is not certifiable.

5. Areas for improvement in order to enhance implementation of ISO 26000

With the learning from advantages and constraints on the use of ISO 26000 in mind as well as qualitative suggestions from the respondents the areas for improvement found in this survey in order to enhance the implementation of ISO 26000 can be categorized into the following 5 themes; 1) development of concrete tools, 2) communication and lobbyism, 3) network, 4) consulting services and 5) research. The 5 themes will be dealt with in the following.

5.1 Development of concrete tools

There is a great wish for the development of concrete tools supporting ISO 26000. An e-learning module as a concrete tool was tested in the survey. 57% of the respondents found it a favorable approach for companies to learn about ISO 26000. This could be an indication of the target group finding it relevant and valuable. However, as several respondents note, an e-learning module cannot stand alone to increase the implementation of ISO 26000.

Another tool which could be of great help is an easy to read "step by step guide for implementation" with illustrative good examples/cases. This could be targeted at the SME segment or specific industries. A step by step guide for implementation should imply guidance on how to create and build the culture needed to implement ISO 26000. A few respondents point out that a guide for implementation might as well be supplemented by a concrete video and/or a PowerPoint presentation with guidance on implementation. In addition to this some respondents reply that the development of a concrete tool on how to perform your start up GAP analysis could be valuable as well.

In addition to this area of improvement it could be beneficial to develop a basis of information package on the landscape of other standards on CSR/ISO, showing that ISO 26000 is one of the internationally recognized ones and how it relates to the others. Other respondents point out concrete tools such as new simple leaflets and marketing material, which could also be beneficial.

5.2 Communication and lobbyism

With the constraints on communication seen in section 4 there is generally room for improvement on this matter. Some respondents point out the importance of the success stories and value adding process of the implementation of ISO 26000 being promoted and branded in the media and towards enterprises and organizations. The concrete tools mentioned above in section 5.1 could also be a way to meet this need.

However an aspect of communication is lobbying which is also an area for improvement suggested by several respondents. One respondent point out that the Nordic group could lobby and urge organizations like the Nordic council of ministers and the EU commission to use ISO 26000.

5.3 Network

Having the survey results on how the respondents acquire knowledge about ISO 26000 in mind, the use of network activities is also an area for improvement in order to enhance the implementation of the standard. More respondents support this area with concrete suggestions on network meetings in general and the creation of a Nordic ISO 26000 forum open to all interested parties.

5.4 Consulting services

Consulting services is an area for improvement in order to enhance implementation of ISO 26000 contents, e.g. practical and simple implementation workshops, and/or courses and seminars on "how to begin" and "what´s CSR about". These could be targeted both at big enterprises and SMEs. According to suggestions from some respondents, consulting services such as advice on how to get started, workshops and seminars targeted at SMEs should be free of charge. Other

respondents suggest organizing Nordic seminars where the agenda includes case stories and news on ISO 26000.

5.5 Research

Respondents in the survey state that qualitatively there is a need for more accessible and "easy to read" research on ISO 26000. Some respondents suggest concrete ideas for specific collection of case studies in order that experience and best practice from these studies can be shared with others. This could as well be the source to verifiable documentation on the value adding part of implementation of ISO 26000 to enterprises, big or small. In this context, improvement within the research area could build the foundation for success stories and good examples, which could start a positive and very important spiral of implementing knowledge and learning forward.

5.6 Conclusion on areas for improvement

With the learning from experienced constraints in mind and qualitative suggestions from respondents, the areas for improvement found in this survey in order to enhance implementation of ISO 26000 can be categorized into the following 5 themes 1) development of concrete tools i.e. checklists, illustrative step by step guides for implementation, videos, 2) communication and lobbyism, 3) network, 4) consulting services, i.e. courses, seminars and advice on how to get started and 5) research on ISO 26000 including collection of case studies and best practice.

6. Conclusion

Taking the objective of the survey into account the knowledge of ISO 26000 in the Nordic countries has been identified in this survey. In general there is a wide knowledge of ISO 26000 keeping in mind that parts of the respondents participating in the survey are CSR-professionals. Considering the extent to which ISO 26000 is being implemented in companies and organizations, this survey showed that there is room for improvement in this area. The advantages and constraints on the use of ISO 26000 have also been uncovered in the survey and provided valuable insight into areas for improvement in order to enhance the future implementation of ISO 26000 in companies and organizations.

Annex A: Survey method

The survey was distributed via link in the period 21st October to 11th November.

The survey link was distributed to different target groups following the principles of snowballsampling: Respondents are selected based on personal recommendations. One drawback of using this method is the risk of asking people from the same networks to fill in the questionnaire and thus not having representative answers. To reduce the risk of not having representative answers there have been multiple starting points for snowballing. These include:

- Persons in charge of CSR in the involved NSBs. The link has afterwards been distributed in their national networks
- CSR-networks and national trade organisations which have helped distribute the survey link in their networks
- Former buyers of the ISO 22000 series

In total there were 221 answers to the survey. Due to the relatively small number of answers we recommend that the survey results are not used in a generalizing manner but only as indicators of trends or as a pilot study.

The results are presented using descriptive analysis.

For further investigation of the results please contact Marie Gradert, Danish Standards.

Annex B: Questionnaire used in the survey

Welcome to the survey concerning ISO 26000

Company details

1. Country

- ❑ Finland
- ❑ Sweden
- ❑ Norway
- ❑ Denmark

2. Company name

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3. Number of employees

- ❑ 0
- ❑ 1-50
- ❑ 51-100
- ❑ 101-200
- ❑ 201-500
- ❑ 501-1000
- ❑ > 1001

4. Your job title

❑   CSR Manager

❑   Environmental manager/person in charge

❑   Quality manager/person in charge

❑   Communication manager/person in charge

❑   HR manager/person in charge

Other:

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5. Briefly describe your area of responsibility with respect to CSR

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6. To what extent does your company focus on CSR?

❑   Very high extent

❑   High extent

❑   Moderate extent

❑   Low extent

❑   We don't focus on CSR

7. Does your company have a CSR-strategy or CSR-policy?

❑   Yes

❑   No

❑   No, but there is one being drafted

Comments

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8. At present, CSR is not a particular focus in your company. Have you considered changing that in the future?

❑ Yes

❑ No

9. If you are interested in being contacted by your national standardization body to have a talk about CSR, please submit your name, e-mail and telephone number:

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Level of awareness of ISO 26000

10. Have you heard about the international standard on social responsibility, ISO26000?

❑ Yes

❑ No

11. To what extent are you familiar with the contents of the standard?

❑ High extent

❑ Moderate extent

❑ Low extent

❑ Not at all

12. How did you acquire knowledge about ISO 26000?

- ❏   I have purchased the ISO 26000 standard

- ❏   Conferences, seminars etc.

- ❏   Visiting the national standardisation bodies' websites

- ❏   Information on the internet

- ❏   Networking

Other

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13. Compared to other standards in your country, how would you describe the level of interest in ISO 26000?

- ❏   High

- ❏   Moderate

- ❏   Low

14. What international guidelines and principles does your company apply with respect to CSR?
To a high extent: We have implemented the standard/guideline
To a moderate extent: Used the standard/guideline as a source of inspiration

	To a high extent	To a moderate extent
ISO 26000	❏	❏
UNGC	❏	❏
UN Guiding Principles on Business and Human Rights	❏	❏
ISO 14001	❏	❏
ISO 9001	❏	❏
OHSAS 18001	❏	❏
GRI	❏	❏

Other

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15. What is your primary purpose of applying ISO 26000?

❑ Demanded by stakeholders

❑ The Standard is internationally recognised

❑ We ensure that all essential CSR elements of relevance for our company are considered

❑ We obtain a description of a method to structure our CSR related activities

❑ It makes it easier to document and report our CSR related activities

❑ We want to number among the first companies to implement ISO 26000

Other

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16. Please amplify why you have chosen to apply ISO 26000

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17. You have decided to implement ISO 26000 due to stakeholder demands. How are their demands expressed?

❑ A request for you to sign a code of conduct

❑ Specific criteria related to compliance with ISO 26000

Other

18. Which part of the standard has added most value?

❑   General knowledge about CSR

❑   Knowledge about the principles of social responsibility

❑   Knowledge about the elements within social responsibility

❑   Knowledge about stakeholder dialogue

❑   Knowledge about implementing social responsibility in the organisation

❑   I don't know

19. To what extent do you find ISO 26000 easy to use as a management tool?

❑   High extent

❑   Moderate extent

❑   Low extent

❑   Not at all

Please state 2 advantages of ISO 26000

1st advantage

_____

2nd advantage

_____

Please state 2 disadvantages of ISO 26000

1st disadvantage

_____

2nd disadvantage

_____

20. What are the main reasons for not applying ISO 26000 in your company?

❑　　I do not know the standard

❑　　I lack knowledge about how the standard can contribute

❑　　We work with other CSR standards

❑　　I believe that our company is too small for a standard to add value

❑　　Standards are to complex

❑　　We wish to wait and see how the market responds to the standard

❑　　The ISO 26000 is not certifiable

❑　　Lack of organisational resources

Other

_____

21. Would you consider applying ISO 26000 if

	Yes	No
a shorter version was available	❑	❑
it was certifiable	❑	❑

22. Do you find that an e-learning module could be a favourable approach for companies to learn about ISO 26000?

❑　　　　Yes

❑　　　　No

❑　　　　I don't know

23. Is there anything you would like to suggest to the Nordic Initiative for Social Responsibility to support companies' implementation of ISO 26000?

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_____

_____

Thank you for participating