

# CONTENTS

<b>INTRODUCTION</b> .....	6
<b>1. CORPORATE SOCIAL RESPONSIBILITY</b> .....	8
1.1 DEFINITIONS OF CSR.....	9
1.2 ISO 26000 - VOLUNTARY GUIDANCE STANDARD FOR ALL ORGANIZATIONS .....	13
1.2.1 Key Principles and Core Subjects of ISO 26000.....	15
1.2.2 How Does ISO 26000 Encourage Sustainable Development?.....	16
1.2.3 Key Elements of ISO 26000: Stakeholders, Core Subjects and Reporting .....	16
1.3 CORPORATE SOCIAL RESPONSIBILITY FOR SMALL & MEDIUM-SIZED ENTERPRISES.....	19
1.3.1 Why Should You Be a Responsible Entrepreneur?.....	20
1.3.2 What Does Responsible Entrepreneurship Mean in Practice?.....	21
1.3.3 Sustainability.....	23
1.3.4 Stakeholder Theory.....	23
1.3.5 Arguments Against Corporate Social Responsibility.....	24
1.3.6 Examples of Socially Responsible Businesses.....	25
<b>2. CSR IN THE CONSTRUCTION INDUSTRY</b> .....	29
2.1 IMPACT OF CSR ON ORGANIZATIONAL STABILITY.....	30
2.1.1 Importance of Stability.....	31
2.1.2 Access to Funding.....	31
2.1.3 Employee Recruitment.....	31
2.1.4 Positive Image.....	32
2.1.5 Stable Cash Flow.....	32
2.2 CSR AS A TOOL IN SALES PROMOTIONS.....	32
2.2.1 Cross-Promotion.....	33
2.2.2 Cause Marketing.....	33
2.2.3 Promotional Mix.....	33
2.2.4 Web Audience.....	33
2.3 CSR & ETHICAL LEADERSHIP.....	34
2.3.1 Corporate Governance.....	34
2.3.2 Stakeholder Engagement.....	34
2.3.3 Distinguishing Leadership from Management.....	34

2.3.4	Managing Risk.....	35
2.4	EXAMPLES OF A CODE OF ETHICS FOR BUSINESS.....	35
2.4.1	Kraft.....	36
2.4.2	Verizon.....	36
2.5	KEY COMPONENTS OF CODE OF ETHICS IN BUSINESS.....	36
2.5.1	Values.....	37
2.5.2	Principles.....	37
2.5.3	Management Support.....	37
2.5.4	Personal Responsibility.....	37
2.5.5	Compliance.....	38
2.6	INTEGRATING PHILANTHROPY.....	38
2.6.1	Integrating Philanthropy with Business.....	38
2.7	10 CSR IDEAS TO RETOOL THE DESIGN AND CONSTRUCTION INDUSTRY.....	40
<b>3.</b>	<b>EUROPEAN CONSTRUCTION INDUSTRY.....</b>	<b>44</b>
3.1	SECTOR COMPETITIVENES.....	48
3.2	SWOT ANALYSIS OF THE CONSTRUCTION SECTOR.....	49
3.3	PRODUCTIVITY.....	50
3.4	DEMOGRAPHICS.....	50
3.4.1	Demographic Changes and New Market Opportunities.....	51
3.4.2	Transfer of Company Ownership to the Younger Generation.....	51
3.5	EUROPIEN UNION ENLARGEMENT.....	52
3.5.1	Movement of Labour.....	52
3.5.2	Enlargement of the Market.....	53
3.6	TECHNOLOGICAL DEVELOPMENTS.....	54
3.6.1	Establishment of a European Technological Platform for Construction....	54
3.6.2	Use of ICT in Construction.....	55
3.6.3	Building Information Modelling.....	56
3.6.4	Energy and Climate Change.....	56
3.6.5	E-Business.....	57
3.6.6	Industrialisation and Prefabrication of the Construction Process.....	57
3.6.7	Environmentally Sustainable Developments.....	58
3.7	MARKET DEVELOPMENTS.....	59
3.7.1	Globalisation of Some Markets for Building Materials.....	59
3.7.2	Globalisation of Knowledge-Intensive Services.....	61
3.7.3	Development of Complex Supply Chain Solutions.....	61

3.7.4	New Financial Arrangements.....	61
3.8	REGULATIONS AND LEGISLATION.....	62
3.8.1	Legislative Pressure and Regulations for Trade, Health and Safety, Environment and Transportation.....	63
3.8.2	Safety at Work.....	63
3.8.3	Public Procurement.....	64
3.8.4	Increasing Focus on Dismantling the „Grey“ Economy.....	65
3.8.5	Other Framework Factors.....	65
3.8.6	Strengthening the EU Internal Market.....	66
3.9	CHANGES IN QUALIFICATIONS NEEDS.....	66
3.9.1	Qualification Needs.....	66
3.9.2	Awareness and Action in Relation to Qualification Needs.....	67
3.9.3	SME's Awareness of the Qualification Problem.....	67
3.9.4	Short-Term Contracts.....	68
3.9.5	Financing of Education and Training.....	68
<b>4</b>	<b>LINK BETWEEN CSR AND BUSINESS SUCCESS.....</b>	<b>69</b>
4.1	CRITERIA OF BUSINESS SUCCESS.....	69
4.2	CSR AND BUSINESS SUCCESS.....	71
<b>5</b>	<b>CORPORATE SOCIAL RESPONSIBILITY IN EUROPE.....</b>	<b>73</b>
5.1	CONTRASTING POSITION IN EUROPE.....	73
5.1.1	Central and Eastern Europe.....	73
5.1.2	Redefinition of CSR.....	74
5.1.3	Education and CSR.....	75
	<b>REFERENCES .....</b>	<b>77</b>