



CSR i Norden – hvor er vi, og hvor går vi?

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DNV Sustainability Risk Management



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 - Sustainability in Corporate Governance
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 - Compliance and internal control
- Sustainable Investing**
 - ESG risks in investment decisions
 - Sustainability Due Diligence
 - Monitoring and improvement tools
- Sustainable Sourcing and Products**
 - ESG risks in complex value chains
 - Monitoring and improvement tools
 - Global sustainability audits
- Sustainable Operations**
 - Performance monitoring and reporting
 - Incident management
 - Improvement programs
- Sustainability Communication and Training**
 - GRI, Global Compact, ISO 26000
 - DJSI, CDP, FTSE4Good and internal
 - Inhouse and open Training

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Nordic CSR in a global economy



Few can contest Scandinavia's place at the forefront of the CSR movement. The evidence is indisputable: [Nordic] companies ... consistently top CR league tables and win sustainability awards, and their governments are often the first to pass progressive legislation (Ethical Corporation, 2004)

Agenda:

1. Are Nordic companies and governments global pioneers in CSR?
2. What characterises Nordic companies at the forefront of CSR?
3. Key factors for success in CSR

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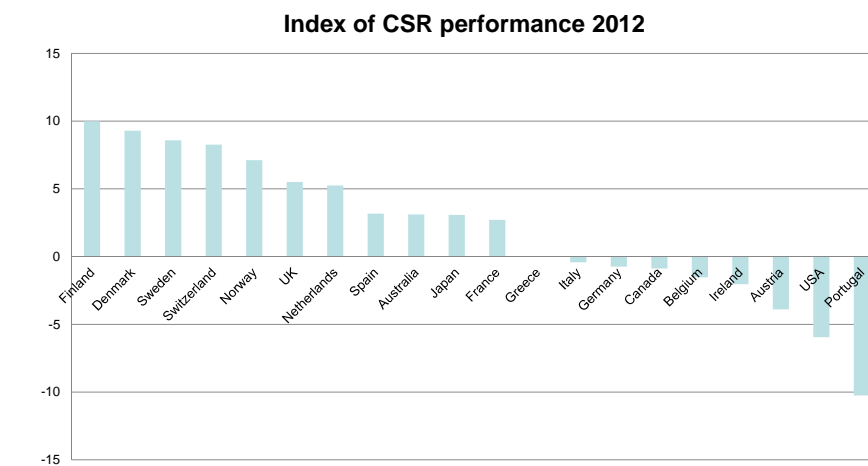
CSR initiatives in the index

	Hard requirements	Soft requirements
Results oriented		
Process-oriented		

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Nordiske selskap overrepresentert i internasjonale CSR-rangeringer



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Den nordiske modellen

Kjennetegn ved den nordiske modellen:

- Kulturelt ideal om likhet, konsensus og dialog
- Sterke fagforeninger og trepartssamarbeid
- Sterk sosialdemokratisk velferdsstat, strenge reguleringer
- Små åpne økonomier, sterkt avhengig av den globale økonomien
- Støtte til internasjonale organisasjoner og prosesser, ex FN

Stor interesse for “den nordiske modellen” – sterke velferdsstater, produktive økonomier, samfunnsansvarlige forretningsmodeller

- Hva kjennetegner de nordiske bedriftene som ligger lengst framme på CSR?
- Finnes det en “nordisk CSR-modell”?
- Hvilke syn har nordiske pionerbedrifter på sentrale tema innen CSR?

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Analyse av de ledende CSR-selskapene i Norden

Selection criteria (see logos)

- ✓ 79 companies
- ✓ Response rate: 78%

Topics covered:

- ✓ What triggered the introduction of CSR?
- ✓ The perceived business case for CSR
- ✓ Management approach – how do the best practice companies implement CSR?
- ✓ Role of key stakeholders: government, investors, owners, employees, media
- ✓ Emerging CSR trends



SustainAbility



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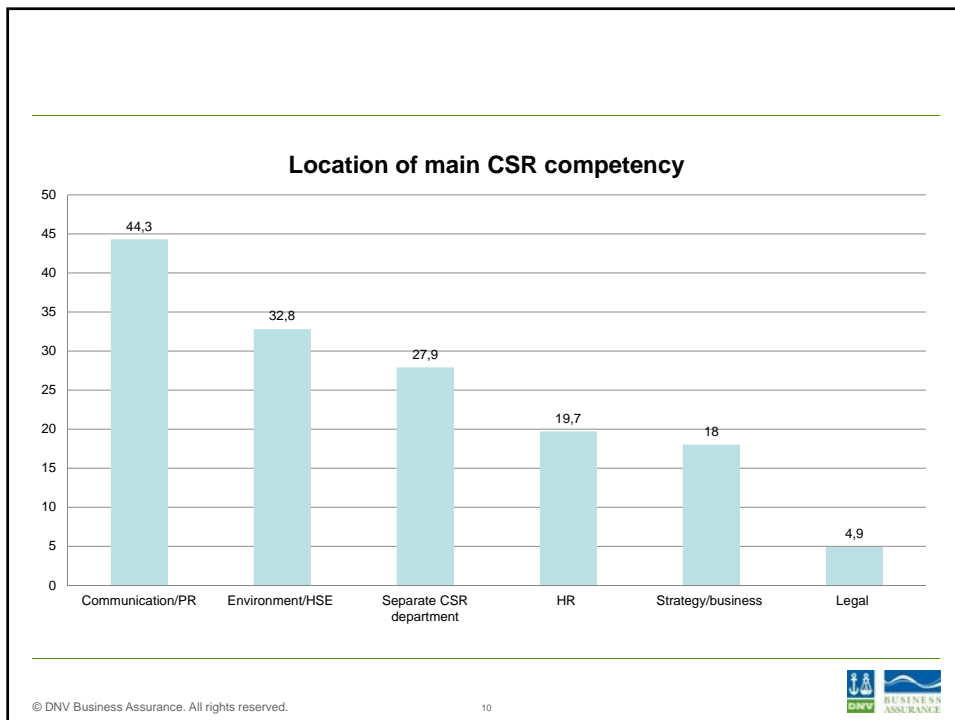
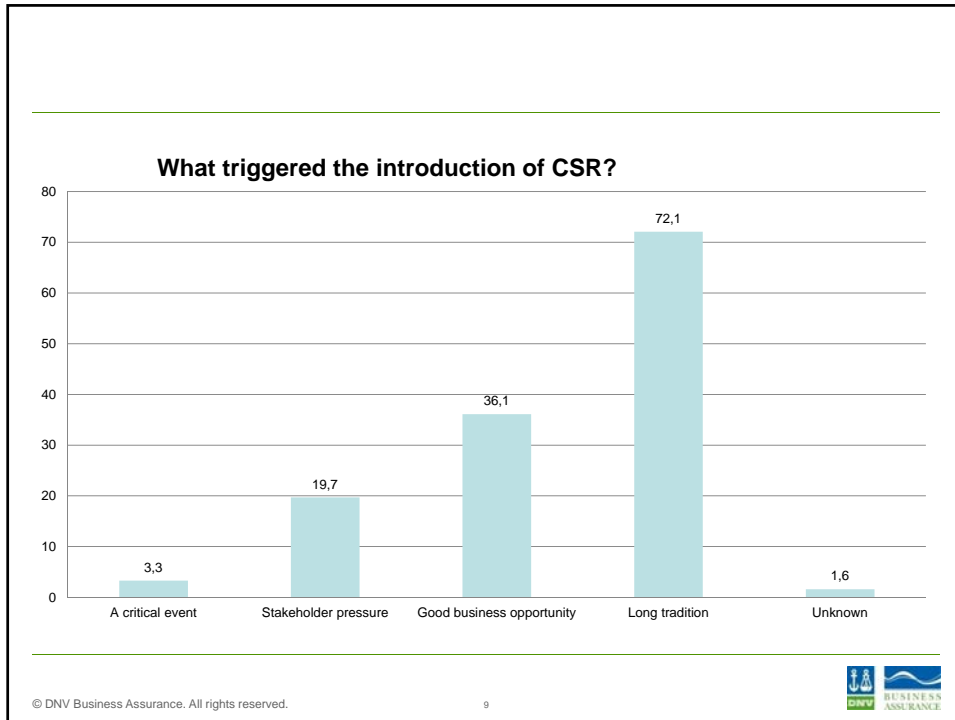


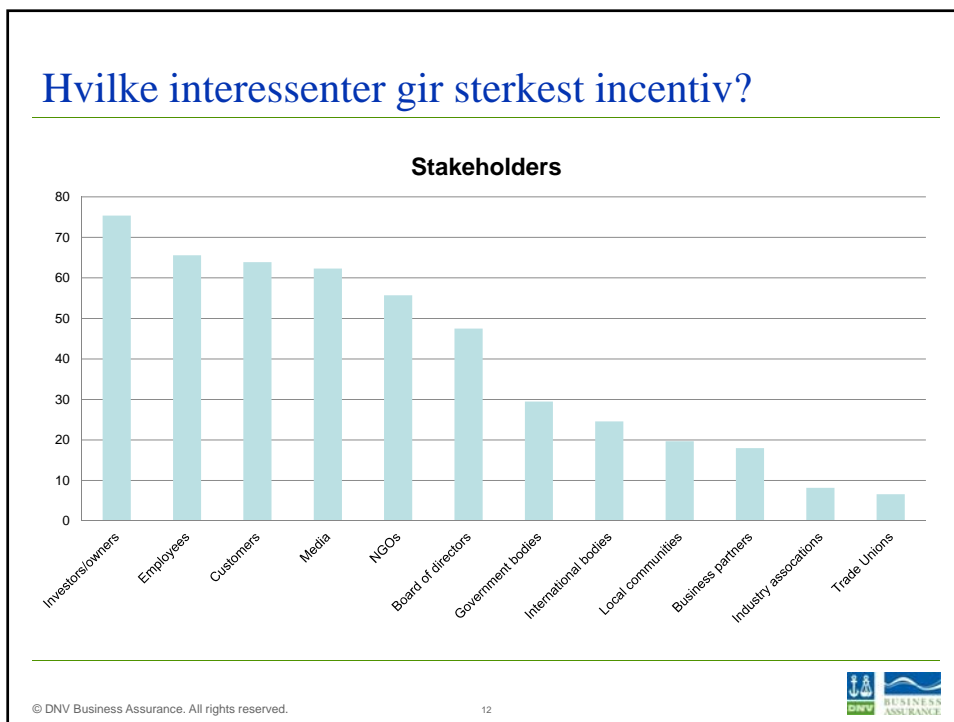
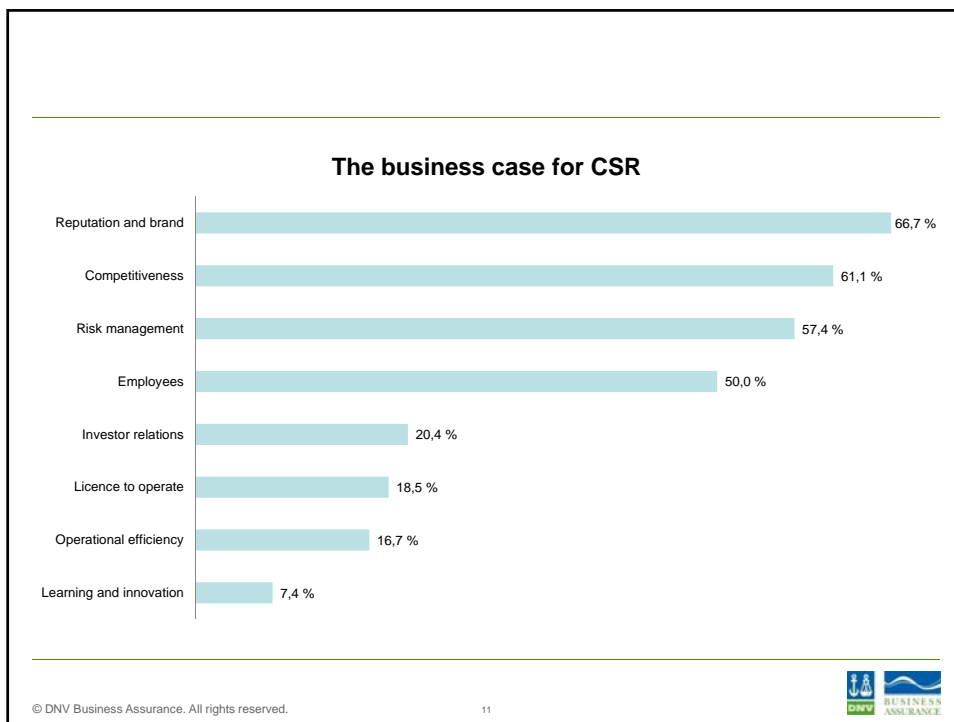
Respondents



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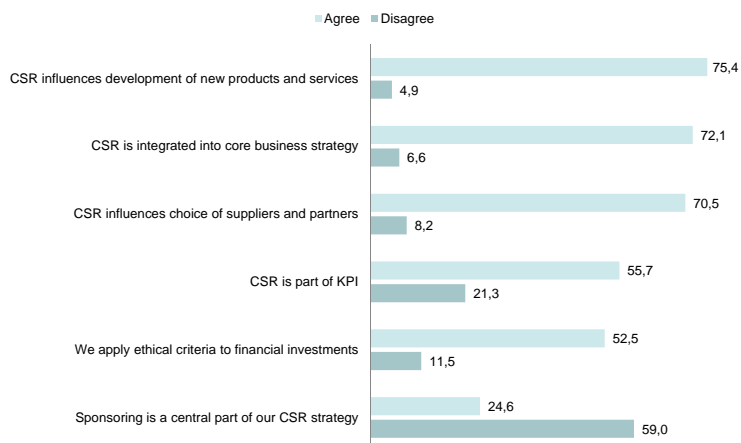






Suksessfaktorer?

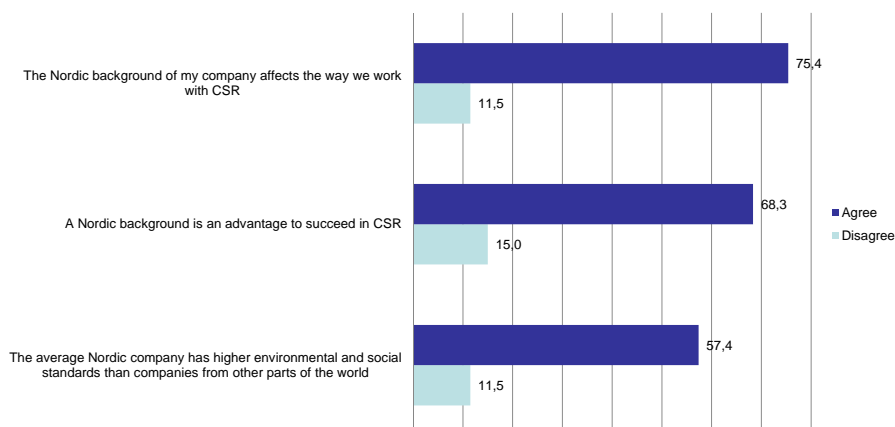
Management and implementation of CSR



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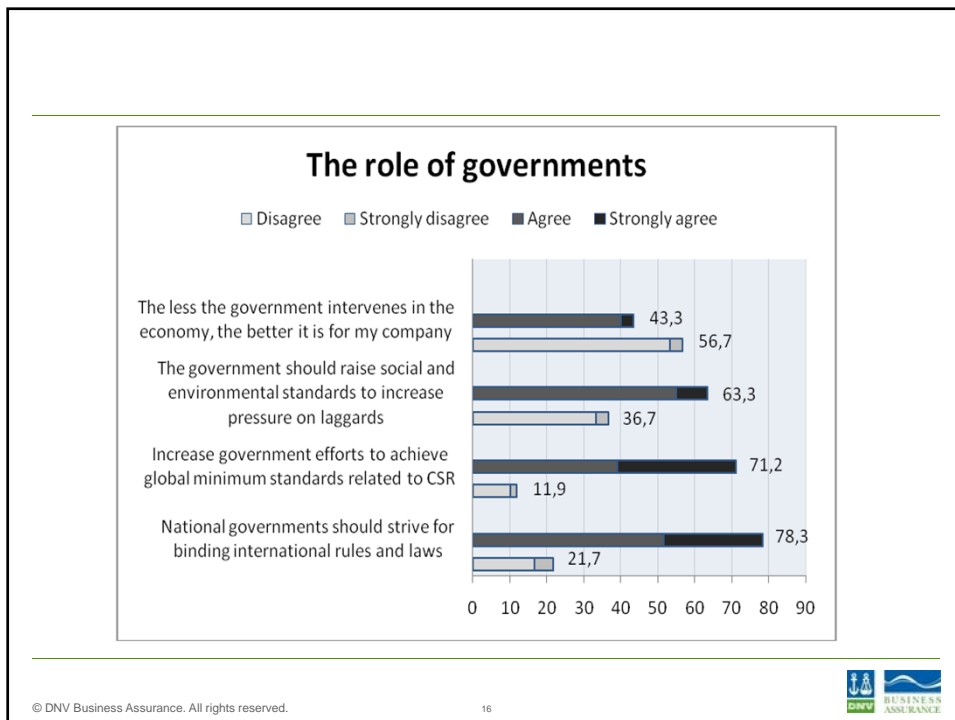
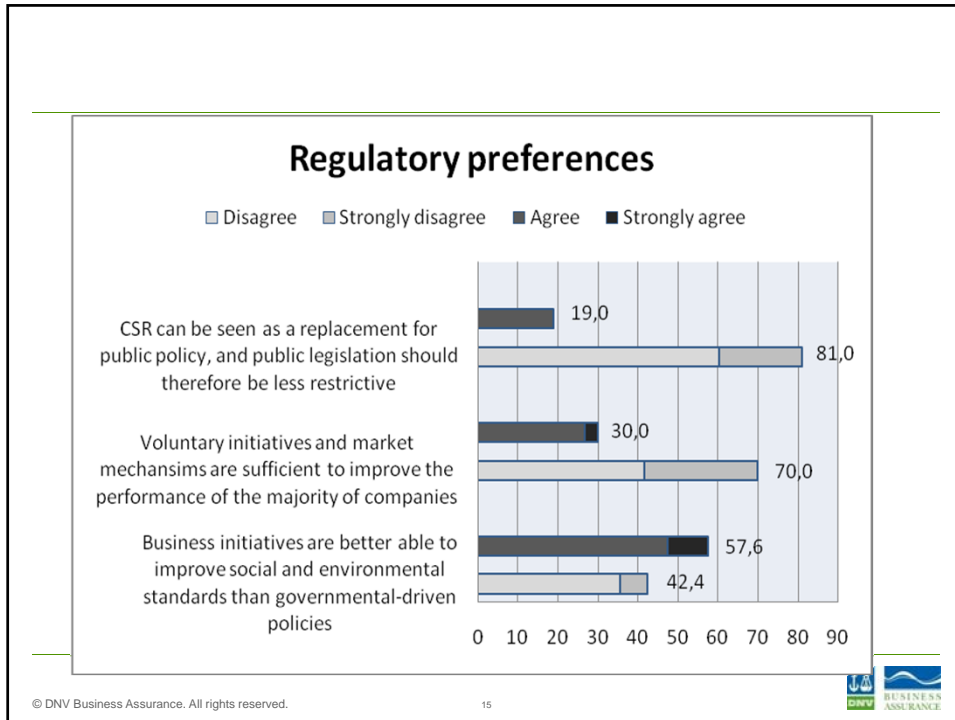
The role of a Nordic background

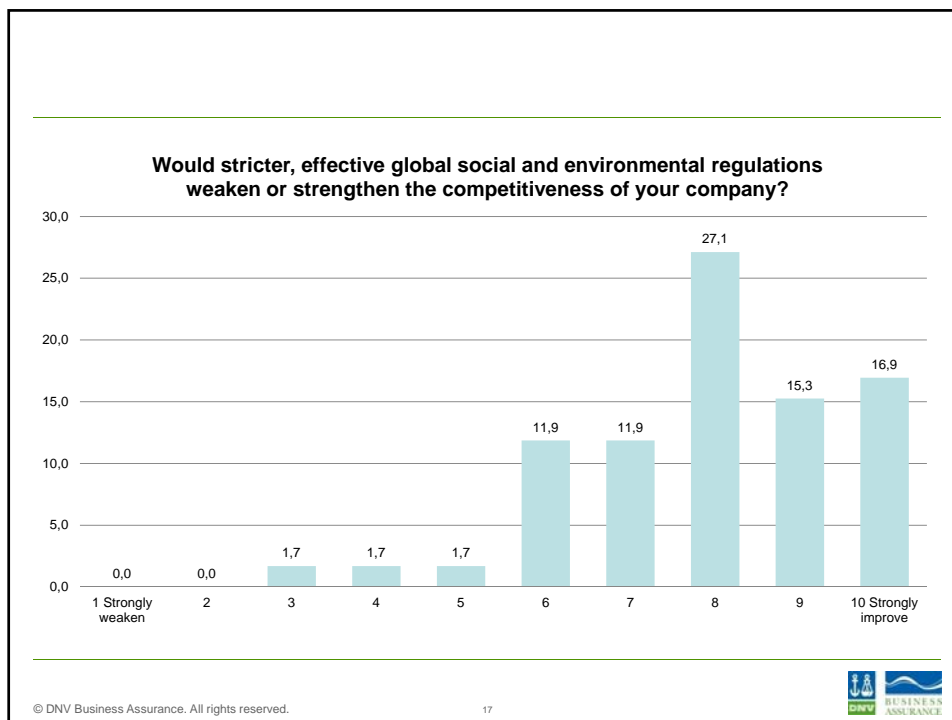


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Konklusjoner

- CSR motivert av omdømmehensyn
- Skepsis til effekten av ren frivillighet
- Klar støtte til økt regulering av sosiale og miljømessige forhold internasjonalt
- Konkurransefortrinn/forsprang internasjonalt innen CSR pga:
 - Streng regulering nasjonalt
 - Sterke fagforeninger og samarbeid med arbeidsgiver
 - Nordiske tradisjoner og verdier
- Men hvor flinke er vi til å utnytte dette konkurransefortrinnet innen CSR?

Veien videre – tre scenarier

1. Uhellig allianse/skinnhellig allianse?

- Pionerselskap allierer seg med NGOer og aktivister for sterkere CSR-regulering

2. Sovnet på laubærkransen?

- Selvtilfredse og late
- Andre regioner tar oss igjen

3. Centre of excellence

- Norden leder an i en ny, innovativ og bærekraftig verdensøkonomi

