

Lund University

Department of Sociology

Bachelor In Development Studies



LUND UNIVERSITY

# Swedwatch's reports 2011-2013: what happened next and why?

An analysis of trends in outcomes of investigated cases by the Swedish NGO Swedwatch

Author: Denise Johnson

Bachelor Thesis: UTVK03, 15 hp

Spring Term 2014

Advisor: Axel Fredholm

## **Abstract**

Corporate Social Responsibility (CSR) is a term increasingly used in academic discussions, political debates, media, corporate reports, Non-Governmental Organizations' (NGOs) reports, and even by civil society and the public. But what does CSR actually mean? What do CSR practices actually constitute? Another increasingly debated issue is the growing power of the business sector and its direct effect on peoples' lives, especially in the global South. A Swedish NGO called Swedwatch works with investigating and reporting the activities of Swedish corporations (mainly) in the global South. Based on their investigations they applaud exemplary CSR methods as well as critique corporate operations. Swedwatch's reports have several times indicated that Swedish corporations (and also the Swedish state) are involved in operations directly linked to vast environmental damage, labour rights violations, and sometimes even human rights violations. In order to improve these actors' Corporate Social Engagement (CSE - which in this thesis will be a term used when referring to actors' operations and engagement in corporate responsibility), Swedwatch consistently includes a list of recommendations in their reports targeting investigated and/or relevant actors. Global corporations will continue to influence the economic, social and political spheres in which they operate when aiming to increase their profits. Questions regarding whose role it is to control this sector (and who is actually capable of doing so) is becoming the centre of attention for many organisations and governments. This thesis looks into the results of Swedwatch's reports published 2011-2013. By drawing on information in the reports, internal result-related documents produced by Swedwatch, an interview with the director of Swedwatch and investigated corporations' comments, the conclusions are made. The aim of this study is to discern trends and factors that can be argued should be focused on by organisations like Swedwatch and the CSR sphere in general when pushing the business sector to develop and improve their CSE. The three trends/factors which will be argued have been and will be important in future work are: (1) media attention, (2) customer closeness/'friendliness', (3) and working with additional social strategies.

### ***Key words:***

Corporate Social Responsibility, Corporate Social Engagement, Swedwatch, Media attention, CSR Motivation



## **List of Abbreviations & Acronyms**

CR	Corporate Responsibility
CSE	Corporate Social Engagement
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
INGO	International Non-Governmental Organization
IO	International Organization
IFI	International Financial Institution
MO	Member Organization (of Swedwatch)
NGO	Non-Governmental Organization
SARM	the Swedish Alcohol Retailing Monopoly
SNPF	the Swedish National Pension Funds
SSNC	Swedish Society for Nature Conservation

## Table of Contents

1. Introduction .....	1
1.1 Research questions, significance and aim .....	2
1.2 CSR.....	3
1.2.1 CSR in the Swedish setting.....	5
1.2.2 CSR critique.....	6
1.3 Disposition.....	7
1.3.1 The matrix .....	7
1.4 Swedwatch.....	7
1.4.1 How they work and what they do .....	7
1.4.2 Member organizations .....	8
1.5 Definitions .....	9
1.5.1 Definition of CSR .....	9
1.5.2 Definition of NGOs.....	9
2. Method .....	9
2.0.1 Document analysis .....	9
2.0.2 Interview & comment .....	11
2.1 Material.....	11
2.1.1 Reports .....	11
2.1.2 Internal documents.....	12
2.1.3 Interview .....	12
2.1.4 The matrix & the mind-map.....	13
2.1.5 “Going native” and objectivism.....	15
2.2 Delimitations .....	16
3. Previous Research .....	17
3.1 Media and CSR.....	17
3.2 NGOs, corporations and the state .....	19

3.3 CSR Motivation.....	20
4. Theoretical Framework .....	22
4.1 Organizational theory and rationality .....	22
4.2 Organizations and organizational change.....	23
4.3 Cooperation: business, civil society and the state .....	25
5. Research Overview .....	26
5.1.1 Explanation of trends and factors.....	26
5.1.2 Presenting the mind-map .....	27
5.1.3 Interview & mail-comment.....	28
6. Results .....	30
7. Discussion & suggestions for future research .....	34
References .....	36
Appendix: Matrix .....	43
References: Matrix & mind-map.....	51



## **1. Introduction**

Corporate Social Responsibility (CSR) has during the past few decades been a widely used term. In 2005, amongst the world's top 150 economies 95 were corporations, which say a whole lot about Multinational Corporations (MNCs) and their growing economic influence. Ever since, CSR in discussions and as a core focus of studies has been on the rise. Entangled in these studies and discussions are among other issues the role of NGOs, MNCs and nation-states and how they interact. Another hot topic has been ways in which the idea of CSR sometimes is in direct conflict with maximization of profits (Ghadar 2007:9). The increased attention given to CSR has also spurred debates on which definition of CSR is 'correct'. However, a loose but often agreed to definition of CSR entails the role of corporations as a social and political actor as they engage in activities which are of significance for its stakeholders, countries, and communities where they operate (Brown et.al. 2010:5).

Sweden has often been referred to as one of the most developed countries regarding Corporate Social Engagement (CSE – the corporate social engagement by a specific actor), i.e. is in the forefront of having corporations highly engaged in corporate responsibility. CSE can e.g. mean changing the material used for a specific product as to use something more environmentally friendly, or starting up a project in a developing country as to invest in education for locals. Sweden was the first country to implement policies making it mandatory for state-owned businesses to produce so called sustainability reports where corporations demonstrate how they integrate sustainable awareness into their policies, activities, and operations. Something which is also commonplace for Swedish corporations is to have some kind of CSR-policy (or have sustainability or human rights discussions included in their code of conduct or the like) (Arshad & Vakhidulla 2011:4-6). With the expansion of globalization, the question is though, who is responsible for making sure companies are putting 'enough' efforts into their CSR-activities? And how are we to know if companies are telling us the whole story or not in their CSR-reporting? Who will have the ultimate power to control the business sectors' CSE?

A Swedish NGO called Swedwatch works with investigating and reporting the activities of Swedish corporations (mainly) in the global South. Based on their investigations they applaud exemplary CSR methods as well as critique corporate operations. This study will, through looking at fourteen of Swedwatch's reports published 2011-2013 and the results of these,



discern three specific trends which will be argued are and will be important for future work in pushing business actors to improve their CSE.

### **1.1 Research questions, significance and aim**

As will be presented under “previous studies”, the existing discussions and studies on the issue of CSR, CSR motivation, media’s effect on CSR, cooperation between NGO’s, MNCs and the state are spread and rarely present results pointing towards similar conclusions. So, even though the issue of CSR has (in relative terms) been greatly discussed and studied, there are still many question-marks regarding effects, motivation, meaning etc. that need to be cleared (Vogel 2008:267-269). Hence, there neither exist a satisfying amount of information on how so called civil society ‘watch dogs’ (i.e. actors monitoring and scrutinizing other actors’ activities) can affect CSE – which is what this thesis is going to study (Besiou et.al. 2013:722).

The aim of this thesis is to see whether there are any trends in the results of Swedwatch’s reports, and trends in post-investigation action by actors investigated by Swedwatch 2011-2013. Post-investigation action in this study is referred to as changes made after the releasing of a Swedwatch report, i.e. changes made by the actor(s) targeted in the report that somehow follow the recommendations given by Swedwatch. A simple example of this is when Pizza Hut, after being targeted in a report about fish flour, stopped buying scampi (as recommended by Swedwatch in that report).

The secondary aim of this study is also, if possible, to discern particular factors in order to suggest what should be increasingly focused on in future investigations by Swedwatch and other actors working to influence the industrial life. This is of significance as there exists a vast number of actors today aiming to influence the business sector (and in some cases also governments) that in turn affects millions of people every day, especially in developing countries where many MNCs exploit not only environmental, but also human resources. It is argued by many that NGOs are increasingly gaining influence on corporate behavior (Vogel 2008:267; Ghadar 2007; Baur & Schmitz 2011), which is why the study focuses on the Swedish NGO Swedwatch. Not being able to differentiate what motivates corporations to improve their CSE could mean that these actors increasingly become unaffected by outside or external opinions which in turn could be very negative for those directly affected by their operations. On the other hand, if organizations such as Swedwatch, can gain more knowledge and understand why corporations act in a specific way or not, strategies in which to

ameliorate negative effects of their actions can be developed. Understanding corporations and the ways in which to affect them, can both in the long and short run improve the situation of millions of people around the world negatively affected by of corporations' actions and operations.

The research questions are thus:

*Looking at Swedwatch's reports 2011-2013 – Can any trends in the results of the reports be discerned?*

*If so, can these trends help indicate what the work of future reports should focus on?*

## **1.2 CSR**

One of the more basic descriptions of CSR points to efforts by corporations that go beyond requirements of the law and positively affect the people and environment with which it engages. It has however been suggested that CSR should be seen as divided into the three dimensions: labor, social and environment (Graafland & Mazereeuw-Van der Duijn Schouten 2012:378-379). Another definition points to this division rather being: people, profit and the planet. Others mean that CSR is either intrinsically motivated or extrinsically motivated (with intrinsic motivation meaning norms, values and such, and extrinsic motivation being profit, positive media attention and such) (Graafland & Mazereeuw-Van der Duijn Schouten 2012:378-379). Five specific stakeholders that have been shown to be of importance to corporations when working with CSR are: employees, customers, suppliers, competitors and society (Graafland & Mazereeuw-Van der Duijn Schouten 2012:381). There are thus many spread opinions and theories on CSR and CSE.

The increasing number of so called voluntary civil regulations (CSR guidelines/conventions etc. for corporations to subscribe to) and increasing literature and media attention on CSR indicate that the norms and ideas on what is understood as acceptable business behaviour have been transformed (Vogel 2008:269). As the concept of CSR and the number of discussions on its meaning and consequences have increased significantly in the past few decades, one might easily associate CSR with newer ideas and practices connected to globalization. However, it is only recently that corporations have been paid more attention to as social actors (Brown et.al. 2012:25). However, historically CSR initiatives existed before the modern market economy of today. During the early industrial revolution in North America and Europe, several corporations contributed to the communities in which they operated by e.g. financially

supporting hospitals and schools. Brown et.al argue that CSR has existed and been practiced ever since, but that the dimensions and views of CSR simply have taken new turns. Halme and Juha agree and mean that this is because of globalization, and the fact that globalization has contributed to a shift in power structures between economic and political actors (Halme & Juha 2009:335). Others see this shift as having gone from direct responsibility, e.g. community wellbeing, to philanthropy i.e. charity, poverty reduction etc. (Brown et.al. 2010:4-5).

CSR-actors have also increased in numbers. Today not only corporations are working directly or indirectly with CSR, but also governments (through legislation and their state-owned businesses), NGOs, and International Organizations (IOs). Therefore the numbers of existing strategies and recommendations on how to engage in CSR have also increased significantly (Brown et.al. 2010:4-5).

A few more specific directions in thinking about CSR have been identified. Ray Broomhill discerns three main schools of thought on CSR: radical political economy, neo-Keynesian, and neoliberal. The radical political economic view is described as the school of thought that in general views companies as large foundations of power, where the main goal always is profit maximization, often placing self-interests before the well-being of e.g. locals in developing countries or the environment. Not surprisingly, the radical view on CSR regulations and guidelines is that they are ineffective, naïve and insufficient (Broomhill 2007:6-8). The neoliberals however are described as seeing CSR as directly linked to the adoption of voluntary guidelines, codes of conduct and similar principles developed by corporations. Many neoliberals agree with the highly used statement of Milton Friedman, which is that “social responsibility of business is to increase its profits” (Baur & Schmitz 2011:16). Neo-Keynesian’s view on the other hand derives from a wider perspective that includes a wider range of actors into the concept, considering the active engagement of the state and also corporations’ stakeholders (Broomhill 2007:6-7).

Moving from general views on CSR to action, Halme and Juha argues that there exist three different Corporate Responsibility (CR) action orientations. These are: integration, innovation and philanthropy. An example of integration action is when a corporation pays decent wages in a developing country. Innovation action could be business ideas and practices that give marginalized and poor people access to affordable products or services that can help them improve their living standard. Lastly, philanthropy is linked to charity and other activities

spurring poverty reduction (Halme & Juha 2009:335). Zyglidopoulos et.al in their study however identifies only two different ways for corporations to engage in CSR. They mean that corporations can either choose to increase their CSR-strengths or decrease their CSR-weaknesses. Decreasing one's CSR-weakness could e.g. be done by lessening one's effect on the environment by reducing CO<sup>2</sup> emissions. An example of how to increase CSR-strengths is when a corporation decides to donate a certain amount of their profits to projects in the global South e.g. managed by an International Non-Governmental Organization (INGO) (Zyglidopoulos et.al. 2012:1622-1623).

### **1.2.1 CSR in the Swedish setting**

Maria Gjørberg argues in her study that CSR became embedded in the Swedish setting quite late. However, she also states that when it did enter the Swedish setting, it did so with a boom. The Social democrats tried to facilitate Swedish corporations' CSE and presented the "Swedish Partnership for Global Responsibility" in 2002, based on international guidelines by the Organization for Economic Co-operation and Development (OECD) and the United Nations (UN) Global Compact. Since then, several new guidelines and additional documents on CSR have been launched. Gjørberg not only discusses the Swedish case but the Nordic cases overall, and means that there are four different factors in all Nordic countries which have affected the ways in which the governments in these countries have worked with CSR: formal structure, institutionalized norms, industrial structure, and lastly current political processes (Gjørberg 2010:213,223).

Other authors that have examined the Swedish case are De Geer et.al. In their article "Reconciling CSR with the Role of the Corporation in Welfare States: The Problematic Swedish Example" they among other things discuss how CSR functions in a welfare state. Because of the clear division of responsibility (between unions, the state, and employers) that has existed in Sweden and which has marked the welfare system, some traditional welfare state actors are resistant to CSR (De Geer et.al. 2009:273). Some of the issues which have become most prominent in discussions and practices in welfare states are issues regarding developing countries and environmental issues. It is argued that this is the case because these issues are not originally covered by the traditional welfare state actors (De Geer et.al. 2009:280). In Sweden CSR has come to be seen as a management issue, and not only are NGOs, but also the media, consultants and investors major players in the current development of the concept within Sweden. In 2008 CSR had become 'mainstream' in the sense that 75 out

of Sweden's 100 largest corporations presented their CSE (or similar efforts) on their webpage (De Geer et.al. 2009:269-273).

### **1.2.2 CSR critique**

CSR is not only a praised concept but is also highly debated and criticized (Broomhill 2007). Many scholars mean that not only CSR in itself but the definition of CSR is difficult to pin out. There are many varying definitions, many of which overlap other concepts and ideas (e.g. environmental responsibility, business ethics, corporate accountability, corporate citizenship etc.) (Broomhill 2007:6). Carmen Valor questions whether CSR has the ability to ever gain any real control over corporations since they, according to her, only comply with and subscribe to CSR practices if other economic agents also show interest in these. She discusses previous studies that have shown that managers often are reluctant to sacrifice profits in order to engage in CSR (Broomhill 2007:24). Corporate Watch, a research group criticizing corporations' activities and the business sphere are also very critical of CSR. Among other things they mean that the positive effects of CSR for a corporation never outweighs their negative effects in other areas of operation and that CSR is used almost entirely with the aim of benefitting the corporation (as a PR instrument). They also emphasize in their critique the issue with CSR focusing on the more superficial topics and not the underlying 'real' issues within developmental problems. Corporate Watch states

“[t]hat CSR is criticized as being a PR stunt is unsurprising, bearing in mind that most CSR workers in companies sit in the communications and PR departments and considering that the strategies of CSR [...] were all designed and developed by PR companies [and that] CSR has created a language shift, a re-brand and a new caring image, but no substance”

(Corporate Watch 2014)

Peter Utting (deputy Director and CSR research coordinator at the UN Research Institute for Social Development - UNRISD) also criticizes CSR. He on the other hand means that CSR has the potential to deal with some of the corporate world's biggest issues such as pollution and poor working conditions. Nevertheless, CSR needs to deal with the underlying structures, i.e. political and economic mechanisms through which MNCs operate and “undermine development prospects of poor countries”, to be able to actually contribute with any real measurable development (Broomhill 2007:25). Further, Utting argues that it is not hard for a company to comply with CSR regulations since CSR often allows for minimal adjustments. Utting also discusses the issues created by the fact that many corporations are gaining an increasing influence over the creation and initiation of CSR regulations but also public policy

by working with governments and partnering up with NGOs, civil society organizations etc. Utting means that CSR regulations have failed in the sense that they are much less complied with and taken much less serious in comparison to national laws and other national regulation mechanisms (Broomhill 2007:5). Some argue that the general picture painted by mainstream CSR discourse gives a distorted picture of CSR engagement since it indicates that the corporate world is a lot more serious about CSR than it actually is. For example, among the 65 000 TNCs, only about 4 000 reported on environmental and social performance in 2002 (Broomhill 2007:26).

### **1.3 Disposition**

Firstly a short text describing Swedwatch and how they work is outlined. Subsequently definitions are provided in order not to create any confusion on what the core concepts of this thesis constitute, after which a thorough description of the method, material and delimitations follows, in order to understand the grounds on which this thesis draws conclusions. Hereafter an overview of previous research is outlined including the themes media and CSR, NGOs, corporations and the state, and lastly CSR motivation. The theoretical framework is then presented, where theories on organizational rationality, organizational nature, organizational change, and cooperation between business, civil society and the state are included. Next a research overview is provided where an explanation is given on how trends in the results of Swedwatch's reports were spotted. Finally, results are presented and then the thesis ends with a discussion on the findings together with suggestions for future research.

#### **1.3.1 The matrix**

Looking through the matrix placed as an appendix to this thesis is recommended. The information in the matrix (i.e. how it was created, why, what information it includes etc.) will however also be explained under the heading "Material". Themes found in it will under the heading "Results" be further discussed. The matrix contains the whole empirical ground for the thesis, since it includes reduced and summarized information on all fourteen of the chosen Swedwatch reports/cases together with the results of them i.e. if and what action was taken after the releasing of the reports that follow Swedwatch's recommendations.

### **1.4 Swedwatch**

#### **1.4.1 How they work and what they do**

Swedwatch is an independent research organization which mainly works with investigating Swedish companies' (and at times also governments' and other relevant actors') activities and

involvement in the global South. They are often referred to as a Swedish CSR ‘watch dog’, but their work however also includes shedding light on ‘role-model-cases’ i.e. corporations engaging in CSR with exemplary methods. Through investigations and research conducted by Swedwatch, reports are produced and published on their website (and are thus public). The reports are posted with the aim to enlighten affected actors (civil society, the government, the investigated corporation(s) etc.) about existing problems within the world of CSR. In order to do this Swedwatch also works with arranging seminars, debates and other events where the investigated actors (and sometimes government officials, journalists, experts and the public) are invited to discuss findings of their reports. In some cases Swedwatch also produces follow-up-reports where they study and present the potential progress made in the industry previously investigated. Swedwatch is mainly funded by the Swedish International Development Cooperation Agency (which from here on will be referred to as Sida) which is a government organization operating under the Foreign Ministry (Swedwatch 2014c). Apart from the funding received from Sida Swedwatch funds their work through fees from their Member Organizations (which will from here on be referred to as MOs) and through being paid for external tasks. External tasks can be: risk analyses (ordered by e.g. an organization, municipality or school), guiding public procurement, hosting seminars, hosting lectures etc. (Swedwatch 2014b).

#### **1.4.2 Member organizations**

Below I will explain the relationship between Swedwatch and their MOs. This relationship is explained in order to more easily grasp the conclusions of this study. As will be presented under “Research overview” and “Conclusions and Suggestions for Future Research”, one of the trends found in the analysis is additional social strategies, which Swedwatch often engages in together with their MOs. Swedwatch’s MOs are currently: Church of Sweden, Diakonia, The Swedish Society for Nature Conservation (SSNC), Afrikagrupperna<sup>1</sup>, Latinamerikagrupperna<sup>2</sup>, and Fair Trade Center.

The affiliation between Swedwatch and the MOs is designed to work as a ‘win-win’ relationship where Swedwatch can utilise the contacts, knowledge and resources (both human resources and economic resources) of the MOs, and the MOs in turn can affect which issues Swedwatch is to focus on (in order to perhaps get more attention to an issue they are currently working on themselves). One could say that the MOs and Swedwatch often work towards the

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<sup>1</sup> directly translated: Africa groups

<sup>2</sup> directly translated: Latin America groups

same goals, but can use different strategies to reach them. Swedwatch and the MOs have regular meetings discussing main issues of Swedwatch's organization, e.g. what topics to focus on in coming reports. Every MO has a representative in Swedwatch's board, and therefore they can to some extent be viewed as part-owners (Swedwatch 2014c).

## **1.5 Definitions**

The definitions outlined below have been chosen because of them being core concepts of this study. I chose these specific definitions since they get along well with the theme and ideas of this study. And even though other definitions of CSR are also discussed I chose to include a definition from which I will derive as not to create any confusion regarding what I mean when discussing the concept of CSR. Since I will also be referring a lot to the work of Swedwatch and of other NGOs, I decided to include a definition of this term too.

### **1.5.1 Definition of CSR**

The European Union, in the so called Green Paper (*Promoting a European framework for Corporate Social Responsibility*), defined CSR as a concept "whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" which indicates that it is efforts that go beyond the requirements of the law (Broomhill 2007:7).

### **1.5.2 Definition of NGOs**

In writings about NGOs this thesis will refer to the definition of Martens (brought up by Baur and Schmitz) which states that "NGOs are formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level" (Baur & Schmitz 2011:11).

## **2. Method**

The methodological approach of this thesis is based on document analyses and a coding and memoing process together with an interview and received mail with comments. The approach is in detail described below.

### **2.0.1 Document analysis**

For this study I chose to look at secondary sources - grey literature, i.e. the reports and internal documents (annual reports and goal matrixes) produced by Swedwatch. I started by reading through all of the reports and simultaneously wrote down notes and summarized the information found in them. The process of collecting the data for the document analysis was



in itself not qualitative, however the analysis of the material was qualitative in the sense that it is my own interpretation process which has helped me come to the conclusions of this study. After having read half of the selected Swedwatch reports I decided that the data analysis of these documents should be conducted according to the Miles and Huberman framework where (1) data reduction, (2) data display, and (3) drawing and verifying conclusions are the three main steps of the process (Punch 2005:197). The (1) data reduction process in my case constitutes the creation of the matrix (which is placed as an appendix) and was the process where I summarized and edited the data, continually throughout the analysis. The whole idea of data reduction is to find themes or special features reoccurring again and again, and to reduce the amount of data without losing significant information. Data reduction can be, and in this case is done through, coding and memoing. Coding is the more practical part of data reduction where labels are put against sections of the data in order to extract themes and attach meaning to them. In this study this was done by labelling results and categorizing them in the matrix (e.g. tangible results, indications of future results, main issues etc.) but also through producing the summarizing 'result-mind-map' (which is to be found under "Research Overview") (Punch 2005:197-199). Memoing is a process ongoing simultaneously as coding, and is the process of getting ideas about themes and trends in the data. In this thesis memoing has been executed through constantly writing down ideas of possible trends whilst creating the matrix. (2) Data display is the matrix itself together with the 'result-mind-map', with organized and comprised information about the data. After completing the matrix the next step I took was to (3) draw and verify conclusions (Punch 2005:201). The 'result-mind-map' was largely created with this aim, but was also included in order for the reader to get a better grasp of the data and conclusions. The interview and comment received by mail also helped me in the process of drawing conclusions (which will be further explained under "Interview & comment").

I chose the Miles and Huberman framework because it was considered to fit well with the amount of data this study contains. The selected reports are of varying lengths and include a large amount of information which is indeed interesting, but with not all of it being directly necessary for the analysis. Thus, the elements of data reduction, data display and verifying and drawing conclusions were very helpful in comprising and interpreting the data. There are of course possible cons to this method, which might e.g. be that too much valuable information was removed when summarizing the information in the matrix. The amount of data, and the approach to get a good overlook instead of deeply analysing each case, could

also have led to some information being missed or simply misunderstood. The interviews were added later during the analysis process in an attempt to explore and test if the conclusions drawn so far had any potential.

## **2.0.2 Interview & comment**

The primary sources collected for this study is one interview with the director of Swedwatch, Viveka Risberg, and a comment by mail from Kerstin Lindvall, head of CSR at ICA AB Sweden.<sup>3</sup> The interview with the Director of Swedwatch, Viveka Risberg, was conducted as a semi-structured interview with some guiding questions prepared, which however also allowed for flexibility in subjects and discussion. The interview is considered valuable not only because of Risberg's direct knowledge and insight into Swedwatch and their work but also because of her previous employment where she was head of CSR for H&M in Bangladesh which means she also has some direct insight into how the business sector functions. When preparing these guiding questions, the key preparations made by Bryman were taken into consideration, e.g. that one should not ask leading questions, that one should keep in mind to ask questions which will help answer the research questions without being too specific etc. (Bryman 2008:442). The comment by Kerstin Lindvall, head of CSR at ICA AB Sweden, was received simply through mailing a total of seven questions and receiving replies on them. Her contact details were retrieved from Swedwatch personnel. Her comments are also deemed valuable since she has knowledge on how it is to be investigated by Swedwatch and contributes with 'external' views on the questions I deal with in this thesis.

## **2.1 Material**

The majority of the material used in this study was collected during an internship conducted 20-01-2014 to 14-03-2014 at Swedwatch in Stockholm. The information found in the material and how the internship can have come to affect the study will be discussed below.

### **2.1.1 Reports**

Out of the sixteen reports published 2011-2013 (categorised as 'full reports' i.e. not being follow-up reports, risk analyses or other assignments) fourteen were chosen. The reports have different authors, all of which have been employees of Swedwatch or have cooperated with Swedwatch. Most often the focus of a report is: an industry, operations by specific corporations or government bodies, or a combination of these. The reports basically all have the same outline, and the methodological approaches for the investigations conducted for

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<sup>3</sup> A popular food store in Sweden: <http://www.ica.se/>

them follow directions of Swedwatch's "handbook on methods" (which can be found on their website) (Swedwatch 2014d). What they all have in common is the fact that they always include some type of recommendations targeting the involved actors in the case in question. They are all also public and can be found on Swedwatch's webpage<sup>4</sup>. The themes of the reports vary. Some examples are: garment workers' labour rights within the garment industry in Bangladesh, investments by the Swedish National Pension Funds in corporations accused of human rights violations in developing countries, Swedish corporations involvement in platinum extraction in South Africa, and high levels of chemicals used at plantations in Costa Rica when growing pineapple and mango that Sweden imports (Swedwatch 2014a).

I chose to exclude the reports: "Cut and Run" and "Investering utan Insyn. Var finns Andra-AP-Fondens mark i Brasilien"<sup>5</sup>. "Cut and Run" is a report about the corporation Buchanan Renewables and their projects in Liberia and the Swedish corporations involved. This report was excluded because it was follow-up oriented and also based on a primary field study not conducted by Swedwatch but another organization. "Investering utan Insyn. Var finns Andra-AP-Fondens mark i Brasilien" is a report about the second of the buffer funds in the Swedish National Income Pension System (SNIPS). Since the SNIPS did not want to disclose the location of the lands they have invested in, Swedwatch could not conduct a field study. Thus the report has a more general focus which also led to it not including recommendations. Since this thesis looks at trends in results of Swedwatch's reports using their recommendation as help/indication, this report was not included.

### **2.1.2 Internal documents**

The additional material which has been used as basis for the result-matrix are internal documents from Swedwatch, collected during my internship conducted 20-01-2014 to 14-03-2014. Some of these documents are public (e.g. follow-up reports and annual reports) and can be found on Swedwatch's website. However, Swedwatch's result-matrixes, and two of the annual reports are not (at the time of writing) publicly available. They can however be received on request.

### **2.1.3 Interview**

An interview has also as mentioned been conducted. I weighed pros and cons against each other and came to the conclusion that having comments from someone having greater insight

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<sup>4</sup> <http://www.swedwatch.org/en/rapporter>

<sup>5</sup> Which directly translated means: Investments without insight. Where is the second of the buffer funds in the Swedish National Income Pension Systems' land placed in Brazil?

than myself into how investigations and communication between actors were conducted for the reports would be helpful for the analysis. The interview with the Director of Swedwatch was recorded with a mobile phone application. The interview was also transcribed later the same day in order to keep the memory of specific misunderstandings or particularly important discussions fresh and as to lose as little information as possible in the process. The interview took place at Swedwatch's office in Stockholm 14-05-2014, and lasted about 30minutes. I also included information received through comments by mail from the head of CSR, Kerstin Lindvall, at one of Swedwatch's investigated corporations, ICA AB Sweden. A total of seven questions were answered. The questions were similar to the ones asked in the interview previously conducted with Risberg and regarded CSR motivation, PR and CSR in general etc. In addition to this I also asked Lindvall what she thought about Swedwatch's methods to get an idea of how it is to be investigated by Swedwatch and as to help me in the analysis to also better understand e.g. other investigated corporations' comments.

#### **2.1.4 The matrix & the mind-map**

To be able to understand my analysis and results I will here further explain the 'result-matrix' I created.<sup>6</sup> The creation of the matrix is the main process which helped me get an overview and interpret the reports and their results. The matrix includes information on the fourteen selected Swedwatch reports published during 2011-2013. Headings included in the matrix are as follows: name of report, type of case, main issue(s), recommendations directed at, tangible results, indications of future results, media attention, follow-up report(s), guidelines referred to, involved actor's comments, member organization/other cooperation partner + work revolving the press-release, and lastly additional comments. These headings were selected by me in order to get an overview of both what *type* of case I was to analyse and what *factors reappeared* in result of reports with 'good' outcomes. Names of the report which are originally in Swedish have been translated in the matrix.

The matrix is based on knowledge retrieved from Swedwatch's reports, Swedwatch's own result-matrixes, and also annual reports, in addition to publicly posted comments from investigated actors. The matrix is thus a kind of summary of these documents. In Swedwatch's method policy they state that a follow-up report should always be conducted a year after the first report, which has not been the case (Swedwatch 2014c). Since some of the

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<sup>6</sup> It is unfortunate however, that the original idea of how to add the matrix to the document did not work, and led to it having to be divided up in several small parts. This can be confusing, but the headlines have been copied as to make it easier to understand. The way in which it is added now has though been decided to be better than if not to include it at all. The original copy can be retrieved on request.

reports are published during 2013, the one-year-policy has not ‘expired’ at the time of writing, thus instead of commenting “no” under the heading asking about follow-up reports, some reports are labelled “not yet”. Also, the names of categories under the heading “type of case” have been given the same names that Swedwatch have been using in their internal documents.

The question of where to place specific information on results (i.e. either under the heading “tangible results” or “indications of future results”) might be perceived as vague. The placement of the information has been done after careful consideration after having read through all the data, but might however have been placed differently by e.g. the author of the reports, the corporation investigated etc. Under the heading ‘guidelines referred to’, the guidelines noted in Swedwatch’s recommendations have been included, thus guidelines only brought up in the reports’ body of copy but not in the recommendations are not included.

In order to understand the matrix fully, an example of one report is broken out and placed below: (all bold texts are headings)

**Report:** Asian berry pickers exploited in Swedish forests

**Type of case:** The effects of companies' activities and ownerships of institutions (VB 2011:9)

**Main Issue(s):** Violation of workers' rights

**Recommendations directed at:** The government, municipalities, administrative authorities, wholesalers, berry picker companies, Kommunal, parties of the labour market, EU, ILO (Rapporten 2011:39-42)

**Tangible results:** Berry pickers are receiving information about their rights, better working conditions, harder rules and regulations, a handbook for Thai berry pickers was produced, educated 1050 Thai workers in Thailand, Coop, ICA, Polarica AB and Olle Svensson AB are conducting revisions, the Ministry of Migration to strengthen rules and regulations for Thai staffing companies g "Bärbranschen tar krafttag" 2013: 3-4)

**Indications of future results:** Collective demands and collective revision tools for berry picking industry, more systematic and more often conducted revisions, improved documentation, Wholesaler Blåtand/Skogsmat producing guidelines for authorized representative

**Media attention:** Local press paid a lot of attention to the case, 21 newspaper articles (of which 2 were Finnish), 16 articles, featured in radio, TV. Follow-up report generated 52 articles and was featured in radio and TV + in German media

**Follow-up report(s):** Yes, more than one

**Principles/guidelines/conventions/laws referred to:** Swedish law, ILO:s fundamental conventions, EU regulations

The mind-map placed under “Research overview” is a mind-map including further reduced information of the matrix created, in order to give the reader a stepping stone towards the

analysis. The mind-map solely includes a conclusion of the factors I have noted as a part of the reports' results. Since I am looking into the results of each report, this mind-map helps in order to get an overview over the trends found and consequently how I have come to the conclusions that are made. The factors/trends are: (1) media attention, (2) customer friendliness, and (3) working with additional social strategies. With media attention I mean the volume of space or time given by media to a specific subject or theme. Thus, the more articles and the more minutes covered in TV/radio news, the more media attention (Zyglidopoulos et. Al 2012:1623). Customer friendliness refers to the reports were subjects or products are targeted which are well-known by or speaks to the regular consumer or civil society as a whole, it can however also refer to corporations that are well-established and recognised by civil society. An example of this could be the corporation Volvo, which has been a well-known Swedish corporation producing cars since 1927<sup>7</sup>. Lastly, working with additional social strategies refers to the work in which Swedwatch, and most often their MOs, are engaging in 'around the reports'. Examples of additional social strategies could be: campaigns, creating an educational movie, hosting seminars etc. These strategies can be argued to be done in order to increase e.g. customers' knowledge on a specific subject, inform corporate actors on different themes or perhaps to engage the investigated actors in a discussion with the aim of reaching conclusions on action to be taken.

### **2.1.5 “Going native” and objectivism**

The issue of being subjective and “going native” is important to note here, since I during my eight-week internship at Swedwatch got to know employees at the organization and also had the opportunity to learn how they work. The experiences can of course be argued to be to my advantage when conducting the analysis. Nevertheless, I am aware that the problems revolving “going native” are relevant to be aware of. The term “going native” is an expression originating from Bronislaw Malinowski and connects to a theory on how researchers become subjective in their research through becoming part of the community/group/participants studied. This theory can apply to basically any type of social research since social research deals with people, and when gathering data from people, the researcher might simply become part of the group or become e.g. more sympathized as they are gathering data from them. But being objective is about more than “going native”. Bryman clarifies that “[o]bjectivism is an ontological position that implies that social phenomena confront us as external facts that are beyond our reach or influence” (2008:18). He also means that the issue of objectivism versus

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<sup>7</sup> <http://www.volvocars.com/se/top/about/corporate/Pages/default.aspx>

subjectivism cannot be removed completely from research since commitments and assumptions always will be, to some extent, integrated into how the research is conducted and how the researcher views the data but also directly in how research questions are formulated and such (Bryman 2008:20-210). This is noted by me as researcher, and through using reports and written documents as the main source of data and only adding interviews later during the analysis process, I try to distance myself from the material in an attempt to view it as objectively as possible (Kanuha 2000:439,444).

## **2.2 Delimitations**

Several delimitations have been made in this study. These are outlined below.

I chose to look at reports published 2011-2013. These years were chosen in order to be able to find actual trends which reflect the current state of the CSR sphere. It was decided that if the number of reports would have been lower, the potential trends found then might not represent the reality but might instead only reflect the context-specific outcomes of those few. If I were to have chosen additional reports, 'external' fluctuations which are not currently affecting the result but might have done so several years ago, might have affected how results are viewed. The number of reports is thus selected in order to find trends that reflect the current CSR-sphere and will most likely do so in the near future as well.

Another delimitation that must be noted is the lack of critique (either positive or negative) against Swedwatch from others than the investigated corporations, since it can be argued that some corporations would criticize Swedwatch as a defence-strategy in order not to lessen their attractiveness or the like. It could also be argued that because of the investigations they have been subjected to, they are somewhat careful in criticizing Swedwatch as not to drag even further attention to their CSR-weaknesses. Critique on the ways in which NGOs in general cooperate, and specifically how they cooperate with corporations has however been included instead.

The analysis conducted in this study has been made on the basis of the reports and documents made available to me by Swedwatch. I am aware that the study could have found additional information on results of the reports chosen through e.g. interviewing all corporations investigated and all authors of the reports. It would have been interesting to look further for more information on results of Swedwatch's reports, especially since Risberg, expressed that they themselves surely miss out on some information on results of their reports, for different reasons (Viveka Risberg, interview:14-05-2014). However, it was decided that this study

would be conducted as a document analysis and instead use interviews as additional information to try and confirm conclusions drawn in the study. Documents made available to me by Swedwatch on the results of their reports are the basis of the result-matrix created for this thesis, and other potentially available information has been excluded. What is also important to note here is that this has affected the information in the matrix. The tempus used in the matrix might thus be incorrect since e.g. there might be additional results or the like that have not been noted in this study.

I am also aware that there could be several other factors which could have affected the outcomes and results of Swedwatch's reports than those noted by myself in this study. A few examples are: economic fluctuations, values and norms of employees at the investigated corporations at the time, political processes etc. An example confirming this is the fact that in one of the company-comments (on the most recent report about the Swedish Alcohol Retailing Monopoly (SARM)), SARM comments that they appreciate investigations of the type Swedwatch conducts but note that they however already were aware of all of the issues brought up in the report and are currently working to improve their CSE in those areas. This raises the question of how much Swedwatch have actually influenced the results compared to other factors and actors. However, this is an aspect that I will not be able to control fully and thus the thesis departs from solely looking at the work of Swedwatch in affecting the actors investigated. Some other "outside" factors will though be included which will be argued affect relationships between corporations, NGOs, and media, and CSR motivation.

### **3. Previous Research**

#### **3.1 Media and CSR**

Some argue that media plays a big role in contributing to pressuring corporations to engage in CSR. Since media attention has been included in the matrix on Swedwatch's reports, it is crucial to examine whether this factor actually can have any influence or not on the results of the reports. Without understanding the potential of the factors in the matrix to affect results of Swedwatch's reports, one cannot find legitimate trends but might be misled by specific cases that stand out.

Zyglidopoulos et.al found that previous studies have mostly looked into media attention's effects on public opinion rather than its effect on CSE. Earlier studies have proved that media attention indeed can have a significant impact on the public's concerns regarding specific



issues, which have been linked with volume of news coverage (Zyglidopoulos et.al. 2012:1623). Regarding CSR, the authors state that “mass media can exert a great deal of influence on corporate behaviour in general, and CSR in particular” (Zyglidopoulos et.al. 2012:1622). The argument used to support this statement is that: it is an essential issue for corporations what media presents about them since they are a central basis of information for people and stakeholders in sectors of society that do not receive any direct information from the companies themselves. The authors secure this statement by showing how many previous studies support their view. Their “findings indicate that an increase in media attention will be positively associated with increased CSR by firms” (Zyglidopoulos et.al. 2012:1622).

CSR has though also been argued to be used as a type of ‘moral capital’. Zyglidopoulos et.al bring up a discussion on why corporations seem to want to invest in CSR and mean that strengthening CSR-efforts can be used for building “a positive reputation capital” for when a crisis hits them. Media attention is said to be of importance because one can see that more visible corporations tend to allocate more resources to CSR efforts than less visible corporations. More publicly recognized corporations might face the problem of becoming objects referred to and targeted in campaigns by NGOs or International Non-Governmental Organizations (INGOs). They can come to, in a boycott for example, represent the part of the world or specific country that is targeted since they can have become closely associated with that region of the world. The more visible corporations also tend to receive scrutiny from a wider range of stakeholders and are thus also more easily exposed during crises. The more visible the corporation is, the more likely stakeholders are also to raise their demands and scrutinize them. The simplified statement is: corporations want media on their side (Zyglidopoulos et.al 2012:1623).

However, it is not simply as easy as saying that media attention drives corporations to work more with CSE. Different corporations are vulnerable to different degrees, and also the rate of vulnerability depends on which issue is brought up by the media. Zygidopoulos et.al also show in their study that media attention tends to influence CSR-strengths more than it affects CSR-weaknesses. However, they do not look into or explain whether this applies in all cases or if the outcome could differ depending on if media focuses only on the company in general or a specific CSR strength or weakness. Their general conclusion is nevertheless that media attention should be viewed as a significant factor for pushing CSR engagement in corporations (Zyglidopoulos et.al. 2012:1623-1626).

Today not only traditional media exists though. Social media is increasingly marching to the fore of media representation. Medias such as Twitter, Facebook, Youtube, LinkedIn etc. are gaining a stronger place in the public's heart as trustworthy sources of information and discussion. These media among others have contributed to people on earth having better access to media information than ever before (Kesavan et.al 2013:58). Corporations have begun to realize their advantages: presenting CSR-efforts and self-promotion has in many cases shown to be more accessible and easier through newer media than through traditional media (Kesavan et.al 2013:61). Two of the authors' main conclusions are that: "effectiveness of CSR finally rests on communicating [...] activities to those stakeholders who help shape the firm's future" (2013:60), and that social media indeed is on upswing. Hence corporations must accept this and try to figure out how to use this to their advantage (Kesavan et.al 2013:64).

### **3.2 NGOs, corporations and the state**

"The 21<sup>st</sup> century will largely be defined by the relationship and interplay among traditional governments, multinational corporations, and nongovernmental organizations" (Ghadar 2007:8). From this statement we can draw the conclusion that we need to add some understanding of how the global society currently functions and how the future will be shaped by the relations between the three actors: NGOs, corporations and the state. Swedwatch is indeed an NGO and since they appoint their recommendations both to states and corporations, studies on the global relationships between these are also crucial in order to not wrongly interpret information given on the relationship between these in Swedwatch's investigations.

The world's population is according to Ghadar today more engaged in their country's activities and government actions than ever before. This is explained with the increasingly higher standards of living, spread of technology, and the widening provision of education (Ghadar 2007:11). Ghadar, in his article "Governance: The Rising Role of NGOs" discusses the role of NGOs in connection with the state and corporations. He means that MNCs will pressure governments and their responsibility through influencing the rule of law. Simultaneously, corporate relations will be more and more steered by regulations of the state and NGOs on the other hand will play the important role of the reporter: constantly informing the public on corporate and government activities (Ghadar 2007:8-9). The author explains that "[w]hile citizens in many countries have felt disconnected from their governments and powerless against the interests and influence of multinational corporations, a plot twist has occurred with the rapid development of a new power broker – the nongovernmental

organization” (Ghadar 2007:10). There has been a boom in numbers of NGOs in the past few decades. The number officially recognized by the UN was in 1991: 2700 which in 2011 had risen to 6000. Ghadar however means that the actual number currently is around 6 million. They have not only increased in numbers though, they have also gained increasing influence. This is something Ghadar proves by stating that CSR initiatives currently are pushed not only by governments anymore but also NGOs (Ghadar 2007:10).

At the same time as NGOs are attaining increasing influence on corporations, corporations in turn are gaining stronger influence in the governing of countries. This is happening through corporations becoming part of policy-formulations (almost all MNCs now have a budget for policy-costs). Governments and states are thus also further dependent on the larger corporations and their success, especially developing countries’ states since the economic power of some MNCs are greater than that of some developing states’ (Ghadar 2007:9). There are several issues within this relationship, of which one main issue is how the influence of MNCs can be both positive in some cases but negative in others. MNCs engaging in developing countries can many times mean a great number of new jobs for local populations, financial support for schools and such. Such large corporations are nevertheless also in many cases known to put their own interests and profit in front of other’s, e.g. local populations in the global South. This has however been highly debated and populations are becoming more aware of this, and are demanding improved CSE, corporate accountability and more transparency (Ghadar 2007:9).

### **3.3 CSR Motivation**

Now that the sphere of NGOs, corporations, and the state has been looked into, another ingredient needs to be added. Without studying *why* corporations *actually* engage in CSR, I cannot try to draw conclusions on why the corporations investigated by Swedwatch did or did not act as a result of their reports.

Early CSR authors, one of which is highly discussed: Milton Friedman, stated already in 1962 that “there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game” (Brown et. Al. 2010:5). Brown et.al have studied CSR motivation and mean that there are not enough studies on this issue investigating it systematically, whilst there however exist a lot of studies and theories on why businesses should increase CSR efforts and expand CSR budgets. Also, theories and studies that do exist tend to focus on financial factors and

overlook other significant elements of CSR motivation. Vogel's ideas are similar, as he states that benefits of CSR have been widely exaggerated (Brown et. Al. 2010:0-2; Halme & Juha 2009:335; Vogel 2008:269). Vogel shows that even though over 150 statistical studies have been conducted, proof of a true connection between performance in profits and corporate social responsibility has still not been provided. Simultaneously he means that most managers act as if they believe there are benefits in increasing CSR efforts and subscribing to civil voluntary regulations (Vogel 2008:269). Brown et.al refers to four specific aspects which they mean should be taken into account when examining CSR motivation:

- a) external structures (competitive landscape, national institutions, global institutions, public norms)
- b) external actors (pressure from NGOs, pressure from international organizations, actions of competitors and business partners)
- c) internal structure (organizational structure, corporate culture, nature of firm's business)
- d) internal actors (manager's values/beliefs, managers leadership abilities, employees)

(Brown et.al. 2010:6)

Their theory is that the most influential stakeholders of a corporation (i.e. NGOs, investors, International Organizations (IOs), and governments) are the ones possessing most power in affecting their CSE (Brown et.al. 2010:11). Especially NGOs are seen as having an important role as they can 'name and shame' MNCs corporate behavior (Brown et.al. 2010:11-12). Combining an understanding of more structural factors with looking at actions by specific agents of change within organizations is their main prescription to solve the riddle of CSR motivation (Brown et. Al. 2010:2).

However, thus far there is no general understanding of what actually makes companies engage in CSR. Results of investigations and studies have produced varying results. Some mean that the top three factors driving companies to engage in CSR are: being recognized for ethical leadership, serving the long-term interests of the company and improving the company's image. Shareholders' and stakeholders' interests have also been shown to be important factors (Campopiano et.al. 2012:394-395). Campopiano et.al draw the conclusion from their study that "all enterprises [...] present a socially responsible behavior led by the economic motivation to improve the image of the firm, its reputation or even its economic performance" (Campopiano et.al.2012:403). It is often assumed that companies engage in CSR because of it being economically beneficial. Nevertheless, Graafland and Mazereeuw-Van der Duijn Schouten's study does not support this statement and instead points to intrinsic

motivation (e.g. norms and values) being more likely to lead to improved CSE than extrinsic motivation (e.g. economic profit). The study from which they draw this conclusion was although conducted with executives being the target group, and in addition to this 95% of all participants were male. This could be problematic since this target group might not be representative and thus it can be questioned whether Graafland and Mazereeuw-Van der Duijn Schouten's theory holds in other cases than solely the ones they have looked into (Graafland & Mazereeuw-Van der Duijn Schouten 2012:381-383). A more general theory they note is that larger companies are engaging more actively in CSR than smaller companies (Graafland & van de Ven 2006:112-118). Zyglidopoulos et.al connects stakeholder pressure and drivers for increasing CSR strengths, and means that these two have a stronger relationship than that of the will to lessen CSR weaknesses and stakeholder pressure (Zyglidopoulos et.al 2012:1623-1626). Why is however not explained in detail.

## **4. Theoretical Framework**

Discussions on previous studies, examples from reality and information gained from the material will only be useful for the analysis of this thesis if I can test it against theory. This is essential if this thesis is to produce any genuine conclusions. Below I will discuss Randall Collins view on organizational theory and rationality (drawing on theories by Mannheim and Michels), David Collin's theories on the nature of organizations and organizational change, and lastly Baur and Schmitz view on cooperation between NGOs, corporations and the state.

### **4.1 Organizational theory and rationality**

Randall Collins, a famous sociologist scholar, departs many discussions from several other scholars' thoughts and views. Relevant for this study is Collins discussion on organizational theory and rationality. Collins in general emphasizes the micro factors in understanding our social world and means that microsociology is significant for the understanding of larger situations and that one cannot overlook the small things when trying to understand wider settings without getting a somewhat distorted explanation of things. He also enhances that it is crucial to focus on the given situation in an attempt to understand a social setting, instead of solely focusing on the individuals included in it (Collins 2004:3). Collins questions whether rationality is as important for understanding our social spheres as has been emphasized by other scholars. By rationality Collins means individuals weighing pros and cons of their actions against each other and choosing to act accordingly, i.e. choosing the action which brings the higher amount of benefits. Collins sees several issues with the theory of rationality

though and emphasizes that there exists a quite wide range of groupings of behaviour which do not fit into this calculation of social behaviour (e.g. altruistic, moral, emotional or value-based behaviour) (Collins 2004:143-145).

Drawing on Mannheim's confrontation of Marxism (during late 1920s and onwards) and view on organizational theory however, Collins explains that Mannheim meant that organizations have two main approaches to rationality: substantial or functional (formal). The substantial rationality infers "the human insight into how certain means lead to certain ends". Collins means that the formal approach has although become more prominent, which constitutes keeping to rules and regulations, i.e. "going by the book". The latter approach has also been enhanced as the most efficient one of the two (Collins 1985:94-95). Collins states that

"[t]he formal type of rationality tends to undercut the substantial type. As we have become more enlightened and scientifically expert, we have embodied our expertise in massive organizations that no longer think in a human way, but merely follow general procedures. The organization develops an inertia of its own and ships out of human control"

(Collins 1985:95)

Collins also draws on Michel's view on organizations which points towards understanding organizations as political spheres where the leaders of them develop a strong connection with the status quo in their work in leading the organization forward. Michels meant that leaders of organizations often do whatever they deem significant in order for the organization to flourish or even just to survive, even if their actions means that the organization takes a step away from the original/initial vision created for it (Collins 1985:99). When discussing organizational theory Collins adds that organizations are part of a kind of local "world system" with other organizations and actors around them (Collins 1985:100). However this theory Collins means is still being developed, and that organizational theory is indeed significant for scholars to understand since "[o]rganization theory, when understood in its broader context, is a key for understanding the whole workings of society" (Collins 1985:101).

## **4.2 Organizations and organizational change**

David Collins' theories on organizational change and the nature of organizations have been greatly discussed in past decades. Both NGOs and corporations can in different ways be viewed as organizations, which is why Collins' discussion is brought up here. After being investigated by Swedwatch, the investigated corporation(s) will somehow have to make

organizational changes in order to follow Swedwatch's recommendations. Therefore we need to study the process of change within organizations i.e. NGOs or corporations. What will be labelled as organizations in this text can thus refer to either of these actors.

David Collins means that there are four specific factors shaping the nature of organizations: human psychology, personality, society and work organization (Collins 1998:4-5). The shapes organizations have taken also take time to change. The time it takes for them to change depends on several factors, among which the personality of the people engaged in the organization is a major one. Consequently, models of personality are closely connected to management functions and form the structure and functions applied to an organization (Collins 1998:87-89, 92). Collins means that the greater relationships within society are crucial to understand in order to understand the process of change within organizations and the general nature of organizations (Collins 1998:131). Furthermore, Collins points out that finding a single explanatory theory on organizational change is impossible since there is no way all different types of actors of society would accept the same theory (Collins 1998:138). An understanding of the context-specific factors however, such as social setting, conditions that constrain the organization, current political and societal trends etc. can contribute to a greater understanding of the organization's decisions and work (Collins 1998: 133).

The process of change is also argued to be developed and shaped by decisions not only by people within the organization but also by others connected to it, and is also shaped by what rules and regulations/codes of conduct/policies etc. they choose to subscribe to (Collins 1998:135). Individuals within an organization do not only fulfil an administrative post at work but also shape the organization through their skills, motivational factors, knowledge, orientations etc. (Collins 1998:137). When focusing more specifically on corporations one must also be aware of the role of the state. The state in varying ways influences mainstream status of management and partly also the way society views corporations (Collins 1998:30,103-111). To get a simplified overview over the factors spurring organizational change Collins suggests we look at Dawson's so called "triggers of change". These are:

1. Technological Change
2. Political and social changes
3. Increase in organizational size and complexity
4. Growing internationalization and/or globalization of business
5. Government and supra-government legislation

### **4.3 Cooperation: business, civil society and the state**

In addition to Collins theory on the nature of organizations and organizational change, in order to fully understand how CSR is handled by NGOs, corporations and states, one also needs to examine theories on how these actors 'work around' or cooperate with each other. It is especially important to study the relationship between NGOs and corporations, since this can affect the way in which one views the result of Swedwatch's reports. As a rule Swedwatch contacts the actors they want to investigate in order to start a dialogue where the corporations can comment on the case but also simply in order to receive information during the investigation process. To determine whether this can affect the results of the reports, one must understand how the nature of these relations can be formed, even though the relations between Swedwatch and their investigated corporations are not officially labelled as cooperative.

At the conference on environment and development in 1992, the UN declared partnership as one of the most important keys to sustainable development. Since then, this has been a questioned and debated statement (Laasonen et.al. 2012:522).

Baur and Schmitz are scholars which have examined the relationship between corporations and civil society/civil society organizations/nonprofits. They mean that the number of partnerships and cooperation between corporations and nonprofits are increasing and that this can be problematic in several ways. The main issue they bring up in their article is the issue of co-optation. With this they refer to the situation in which e.g. NGOs compromise on their original goals and strategies in order to develop a well-functioning partnership with a corporation. This leads to goals of the NGO becoming more and more aligned with goals of the corporation, thus the NGO might not take such a radical position in discussions which they might have if they had a clearer role as the outside critic (Baur & Schmitz 2011:9-11). Vogel has also noted the increase in partnerships between NGOs and corporations and writes that many NGOs now have abandoned the strategy of boycotting and are now instead focusing on developing strong partnerships and collaborations (Vogel 2008:267).

These partnerships are often initiated because "[a]s both corporations and NGOs face increased public scrutiny, partnerships between them are supposed to represent win-win for both sides, providing enhanced legitimacy to corporations and increased revenue and/or



influence to NGOs” (Baur & Schmitz 2011:9). In reality however, these relationships often turn into partnerships where no drastic or fundamental CSE changes are generated. Instead a relationship formed more like ‘compromise-compromise’ (instead of ‘win-win’) is created. Baur and Schmitz mean this is truer for NGOs appointing themselves the role of a watchdog or advocacy organization. The authors suggests that corporations must be more open-minded about receiving feedback and critique even though it might not lead to any short-term benefits. Other scholars do however not agree with Baur and Schmitz, and instead refer to these relationships as the only type of which can bring any real change, in the long-term, regarding social and environmental issues. Others point to the processes of commercialization and mean that this is the main factor contributing to the weakening of these relationships and these actors’ ability to contribute with any real change (Baur & Schmitz 2011:11-18).

## **5. Research Overview**

### **5.1.1 Explanation of trends and factors**

During the process of coding and memoing I found that the three trends (1) media attention (2) customer friendliness and (3) working with additional social strategies seemed to reoccur in the reports classified as having produced above average or good results. When the question of whether media attention was significant or not, the article “Does Media Attention Drive Corporate Social Responsibility?” by Zyglidopoulos et.al, to some extent supported my theory. (1) Media attention, as mentioned, means the volume of coverage by different media on a particular issue, e.g. a Swedwatch report and its findings. Swedwatch have themselves been keeping track on how much media coverage they get on each report and include information about this in their own result-matrixes. It was thus a quite straightforward process in finding that the reports with above average/good results often had some or a lot of media attention. (There are a few exceptions though, which will be discussed in the analysis.)

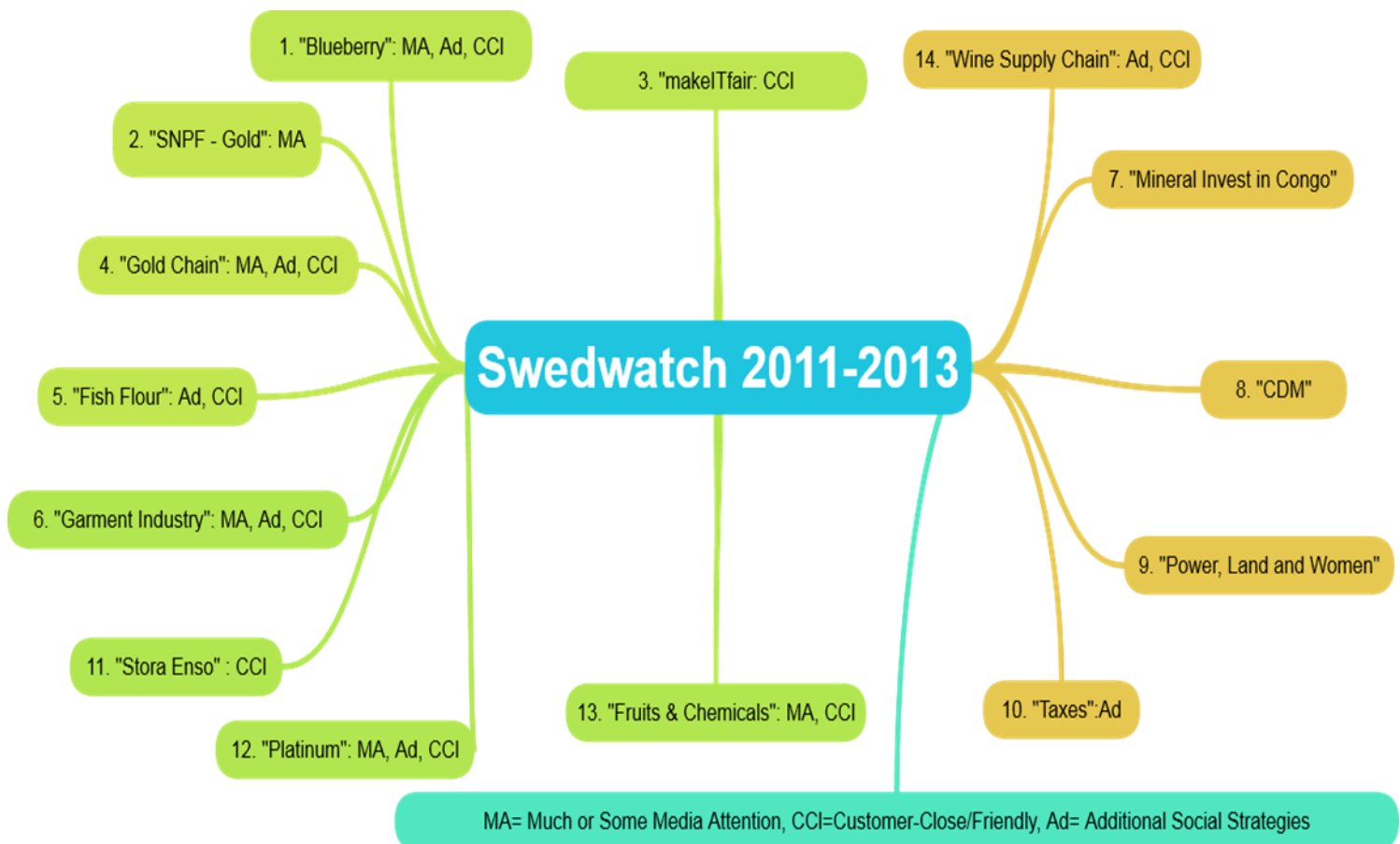
However, Zyglidopoulos et. al mean that media does not have as much of an effect on cases which sheds light on CSR-weaknesses, rather than CSR-strengths. The Swedwatch reports included in this study all focus on CSR-weaknesses, but media attention seems nevertheless (to some extent) to have had an effect on the outcomes of the reports. The findings in Zyglidopoulos et. al’s study regarding the statement about media coverage’s significant effect on CSR-strengths versus CSR-weaknesses can thus be questioned as an explanation of why in detail is lacking. The general conclusion nonetheless seems to stand on more solid ground.

(2) Customer friendliness is not included as a factor in the matrix, but was spotted in the process of trying to put themes on the reports after the matrix was created. I found that reports focusing on subjects, products or corporations which are well-established in Sweden and well-known by the regular consumer or customer reoccurred in many of the reports generating good results. Customer friendliness, as mentioned under “Material” refers to the subjects, products or corporations which speaks to or appeals to civil society. Examples of reports that are customer friendly are: “Asian berry pickers exploited in Swedish forests”, “What your dinner had for breakfast, a report about fish flour”, and “A Lost Revolution? Empowered but trapped in poverty. Women in the garment industry in Bangladesh want more”. These are customer friendly since they deal with: popular Swedish berries, fish and sea food sold in many restaurants and grocery stores, and fashionable clothing.

The Last trend is (3) working with additional social strategies, i.e. working with hosting lectures, displaying educational videos, arranging seminars etc. This trend is included in the matrix, and was quite early in the process spotted as reoccurring a lot in reports with good results. The strategies vary a lot from case to case, and can thus be argued to target specific groups in society (or the investigated actors) in order to increase their knowledge or facilitate discussions on a particular subject. A specific example of a report where Swedwatch and their MOs use additional social strategies is the report “Everything that glitters isn't gold - the dirty gold supply chain”. Swedwatch released the report tactically in December when a lot of gold is bought during Christmas, and Swedwatch and their MOs also arranged a small campaign directed at consumers in addition to hosting a seminar and a round-table discussion.

### **5.1.2 Presenting the mind-map**

The mind-map below was created with the intention of getting a better overview over how significant the spotted trends actually have been or not, and also as to give the reader a clearer indication over how the ideas for my conclusions have been generated. Shorter ‘nick names’ for each report have been used in order to make the mind-map as simplified as possible. The number in front of each report is provided for it to be easier to find more information on each case – the numbers correlate with the order the reports are placed in the matrix.



### 5.1.3 Interview & mail-comment

Under the heading “Results” previous research will be compared and tested against the theories previously discussed, and it will also be compared with information retrieved from the interview with the director of Swedwatch, Viveka Risberg, and the comment by mail by the head of CSR at ICA AB Sweden, Kerstin Lindvall. A brief conclusion on what the interview and the comment provided this study with will thus be outlined below.

My first question to both Risberg and Lindvall concerned what they themselves found to be the most important factors driving corporations to engage in CSR. Risberg answered that it is

“a combination of intrinsic and extrinsic pressure, but a lot is connected to expectations of consumers.

Corporations want to have an attractive brand, and what is considered attractive has changed with the years.

What is deemed attractive today, i.e. to be a sustainable corporation that actually does some good, and contributes with surplus value for the planet and the people, was not viewed the same way only 15 years ago. It is normative and ever-changing, but to be attractive is very important for corporations, and have always been.

Being attractive is good for business”.

(Viveka Risberg, interview: 14-05-2014 Stockholm).

However, Risberg at the same time means that the role of the consumer can sometimes be over-emphasized as some cases are simply too complex and does not appeal to them. She also

means that consumers simply neither have the time to engage in every little matter which speaks to them, since we live in a very stressful society where most people already have their hands full. This leads to e.g. a well-planned seminar being more treasured for generation of good results than media attention in some cases. Lindvall's take on the other hand regarding CSR motivation is that corporations engage in CSR because it "is either part of the corporation's values or necessary for them in order to protect their operations against discovering working conditions or quality defects that are not acceptable (as a kind of brand-insurance)" (Kerstin Lindvall, comment by mail: 15-05-2014).

When explaining the theory on co-optation and asking Risberg whether this could be something Swedwatch should be aware of and work against, she showed no concern for it. The only thing discussed that relates somehow to co-optation is that Risberg confirms that they adjust how they put their recommendations as not to 'attack' corporations but rather aim to give them recommendations that are more easily understood and are closely related to actual action. She meant that she would never classify the relations between her organization and investigated actors as cooperation. Neither is she worried about co-optation regarding being funded by the government body Sida. In the relation with Sida, Risberg rather means that, receiving funds from them is helpful since it gives Swedwatch the opportunity to focus on the global South (which is Sida's main focus area). It also helps Swedwatch as not to become "consultants" for the corporations they investigate but instead supports their independence. This she states is important since their main goal is not to help the industrial life per se but rather to help the people negatively affected by these actors' operations. She also adds that Sida does not have to 'approve' of their operational plan which further helps Swedwatch be independent. When asked about the government's role, Risberg means that the most significant part the state plays in the CSR-game is acting through legislation to create a basis on which corporations are forced to do better, fundamentally, for people and the planet. When I asked why she thinks Swedwatch are able to push corporations to change Risberg replied that she thinks it is because they are "authoritative, well prepared, thorough, and have facts" (Viveka Risberg, interview: 14-05-2014). She also thinks the fact that they sometimes applaud corporations for their activities and sometimes give strong critique contributes to them being viewed as dynamic and credible (Viveka Risberg, interview: 14-05-2014). Lindvall expresses appreciation for Swedwatch's work and states that "[they] have often found good advice and inspiration in Swedwatch's reports, even reports not directly targeting ICA. This is mostly proved by the work [ICA] has done during the past couple of years

regarding developing control-mechanisms related to berry pickers' situation in the Swedish forests" (Kerstin Lindvall, comment by mail: 15-05-2014). She however also means that Swedwatch should arrange more seminars and discussions between them and corporations since she find these very useful. Risberg and Lindvall disagree mostly only on one point, which is the issue of CSR and PR. Kerstin means fewer and fewer corporations are utilizing sustainability as a PR-factor and have come to realize that it is crucial for real long-term profitability, attracting the best partnerships, taking responsibility for people and the environment, and living up to customer requests. Risberg on the other hand thinks that PR is one of the main reasons for why corporations engage in CSR, not in all cases though, but in a majority of cases. She does nevertheless not expresses any concern for this and states that this is not wrong in itself, since the most important thing after all is that they actually do engage in CSR (Kerstin Lindvall, comment by mail: 15-05-2014; Viveka Risberg, interview: 14-05-2014, Stockholm).

Lastly when asking both Risberg and Lindvall if they believe the three factors (media attention, customer friendliness, and working with additional social strategies) are important for future work in pushing corporations to change, Risberg agrees and Lindvall means that this might be the case. They both however also specifically note that media attention is not always necessary for generating good results. Risberg also means that the context-specific factors matter, and thus the value of these three driving factors can vary from case to case (Kerstin Lindvall, comment by mail: 15-05-2014; Viveka Risberg, interview: 14-05-2014, Stockholm).

## **6. Results**

Below I will discuss the findings of this study, comparing theories and previous research to the views of Risberg and Lindvall.

Starting with (Randall) Collin's discussion on Mannheim's and Michel's thoughts on rationality and organizational theory, we have to consider to what extent we believe that leaders can influence the post-investigation action of businesses to the Swedwatch reports in this study. According to Michels leaders do whatever they feel they need to for their organization to stay alive (or more relevant here, for their business to stay alive). The question is to what extent is this true for the corporations in this study and also to what extent this can differ from corporation to corporation? And could it be that a leader chooses to operate in a

specific way, when knowing it will have damaging effects on the environment or people in the global South, in order for its business to keep its competitive advantages? Because of this study having varying degrees of information on each corporation in question but also because of a non-straight insight into the micro-sociological factors of each corporation, we cannot draw any steady conclusions in this matter. Looking at organizational theory and the formal approach to rationality, it seems that indeed the formal approach is more prominent since all corporations included in this study follow at least one type of national or international regulation regarding their CSE. However, organizations are said to be part of a local “world system” which in turn means that all reports and the outcomes of every individual report should be analysed with consideration of that case’s context-specific i.e. micro-sociological factors. Such micro-sociological factors could e.g. be the different elements in Dawson’s “triggers of change”<sup>8</sup> (Collins 1998:57; Collins 1985:94-101; Collins 2004:3,143-145). It could also be the specific approach of the researcher(s) of each report, the attitude of the Chief Executive Officer (CEO) at the investigated corporation, the current legislative factors in play etc. From this we can conclude that even though trends can be spotted throughout the reports, context-specific factors together with organizational rationality in the sense of conforming to rules and regulations can influence the result and thus create varying and sometimes somewhat unpredictable results in each case. To understand this in a deeper sense one will have to examine corporate behaviour more directly than what has been done in this study.

The question of whether Swedwatch have been affected by what Baur and Schmitz calls co-optation, also needs to be discussed. The risk here for co-optation not only exists in their relation or dialogues with corporations but also in that of their relation to Sida, the government body which finances most of their work. Risberg, however, as mentioned, expressed no concern for co-optation as she means these relations are not cooperative but rather formed in a way so that Swedwatch can still be independent in their work. Thus the risk for co-optation tends to be low (Viveka Risberg, interview: 14-05-2014 Stockholm).

As stated under “NGOs, corporations and the state”, NGOs have proven to have some effect on corporations and their decisions (Brown et. Al. 2010:11). And even though Swedwatch might adjust how they present e.g. their recommendations (as Risberg confirms), there is evidence showing that they in many cases have been part in developing corporations CSE

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<sup>8</sup> i.e. technological change, political and social changes, increase in organizational size and complexity, growing internationalization and/or globalization of business, government and supra-government legislation, or changes in economic activity

through pushing them to following their recommendations. This is supported both by several corporations' comments (publicly available on Swedwatch's webpage) but also by Kerstin Lindvall's comment where she expresses appreciation for the ways in which Swedwatch operates. One could thus argue that even though NGOs can be accused of being to some extent co-opted, if they nevertheless actually do influence corporate decisions regarding their CSE and this leads to actual changes in how the corporation operates, this I would argue is better than no change at all. Corporations might simply not have made as much efforts in CSR as they have, without NGOs pushing them to change. The problematic issue here is that MNCs and other large corporations are attaining greater and greater economic, political, and social influence in the areas they operate. Which leads the discussion to the questions: are the additional efforts NGOs influence these corporations to make enough? And if not, what would enough mean? (Baur & Schmitz 2011:12).

As stated in the text on Zyglidopoulos et. al.'s theory on media and CSR motivation, media has been shown to affect corporate decisions. The authors however mean that the results are not the same for when focusing on CSR-weaknesses as for CSR-strengths. The question of why can though be argued to not be fully explained in the study, as it does not describe whether this applies to cases in which media sheds light on specific CSR-weaknesses which they mean corporations should improve. Thus, the conclusion of this thesis will depart from the statement that media indeed does have an effect on corporate decisions on CSR, but that it might not have as much of an effect on CSR-weaknesses as it does for CSR-strengths. What is also taken into account is though the fact that the value of the factor or media attention can vary greatly depending on the type of case, which is to some extent supported by the interview with Risberg and comment by Lindvall. In order to make more specific conclusions on this topic, further research although needs to be conducted. However it is noted that whatever the case, corporations are more sensitive to media attention on some topics than others. For example, the report "The Swedish National Pension Funds investment's bad effects", which received media attention in Latin America but not at all much in Sweden, still produced good results. The result in this case was that at least five government bills were implemented regarding the related issue. This indicates that the media attention factor's value tends to increase in cases where customer friendliness also is included. This is supported by the statement by of Zyglidopoulos et. al who means media attention has a special impact on the public's concerns (Zyglidopoulos et.al. 2012:1623). The reason why working with additional social strategies also tends to lead to good results I argue is either because it can

increase consumer knowledge (as media attention does as well), or because it brings the targeted actors together with the direct aim to solve issues brought up in a report. It could also be these two factors together. Either way, working with additional social strategies has shown to increase civil society's interests (e.g. in the report about the garment industry in Bangladesh), which as has been mentioned can affect corporate decisions. This is also supported by Lindvall's comment stating that more of the discussions/seminars (additional social strategies) should be held, since she means they are valuable for involved corporations.

Since previous research on CSR motivation shows varying results, with some saying that intrinsic motivation of managers is important and others saying that it is a combination of internal and external factors, and others have a long list of significant factors to consider, one can simply state that indeed there needs to be further research done on this topic as well. There are for example, Dawson's triggers of change, Brown et. al referring to the power of corporations' stakeholders, and Graafland & Mazereeuw-Van der Duijn Schouten who point to intrinsic motivation of executives. The views of Lindvall and Risberg also varied somewhat on this topic since Risberg refers to having an "attractive brand" and Lindvall refers to the value-systems of corporations. Driving factors of CSR can hence not be looked at as a fixed number of factors always included in the generation of CSR motivation but instead tend to vary.

The question of whether the Swedish CSR-setting affects the outcomes of Swedwatch's reports does not have a straightforward answer. Since there has not been a lot of research conducted asking this question, one can at this time merely speculate. Since almost all actors investigated by Swedwatch operate across borders, and the focus of the reports are (most often) their effects on people in the global South and the environment, one could argue that the Swedish setting will only have affected the reports chosen for this study to some extent. The Swedish setting can have importance because these corporations follow Swedish legislation, regulations on CSR and have to deal with potential scrutiny by the Swedish population. These corporations however also almost always simultaneously abide by international regulations on CSR. For example the UNs Guiding Principles on Business and Human Rights, ILO's fundamental conventions on labor rights and such principles/guidelines are designed to be compatible with all sorts of corporations and their activities wherever they operate. It could thus be questioned whether the corporations are shaping the Swedish CSR-setting more than the Swedish-CSR setting is shaping them. This thesis will not draw any



specific conclusions on this issue since there does not exist enough information or data in the study to do so. This thesis instead looks more into the other factors mentioned which have a more stable theory-ground to stand on for the analysis.

Even though the state has been mentioned throughout different parts of this thesis, the role of the state has not been as deeply explored as NGOs and corporations. Only through the information available on the specific reports chosen for this study the role of the state is analyzed and has been taken into account. The most significant part the state tends to play in the CSR-game is acting through legislation and policies in the creation of a basis on which corporations are forced to do better, fundamentally, for people and the planet.

## **7. Discussion & suggestions for future research**

As we stand before the increasing globalization that nurtures the power of many MNCs and other large corporations - regulations and actors able to make these corporations accountable in order to generate truly sustainable ways of living for not only the western world but also for the global South are crucial. Swedwatch is one of the CSR-sphere's many soldiers trying to push corporations and other powerful actors to act responsibly.

After have looked into the fourteen reports chosen for this study, I have identified these three factors/trends as specifically important for the generation of 'good' results of Swedwatch's reports: (1) media attention, (2) customer friendliness, and (3) working with additional social strategies. Some or all of these factors have been included in most of Swedwatch's reports viewed as producing above average results. Media attention has been shown to drive CSR. Customer friendliness, by looking at the themes of the reports with good results, seems to have been a significant factor. Working with their MO's on additional social strategies like e.g. campaigns, making informational/educational movies on the issues in question, or the like has also often been part of reports generating good results. These three factors should not however be viewed as a group, where one cannot function without the other. As mentioned (and as can be seen by looking at the mind-map provided on these factors), they are individually valuable and show tendency of functioning varyingly well depending on the specific context and specific conditions under which each report has been produced. This is both supported and tested by the fact that some of these factors have also been part of reports which have been categorized as less successful. This fact also however means that the conclusions made in this study are drawn with extreme caution. There are many areas within

CSR that needs to be explored further in order to establish to what extent and how these (and potential other factors) function in pushing corporations to do good for the people and the planet. Future research should, in order to fully understand the CSR-sphere, as a suggestion focus on:

- Regulations (civil voluntary regulations among others) of corporations, especially MNCs – how they function and if/how well they work, and how future regulations should be shaped in order to generate expected results
- Which actors have been most effective in pushing corporations to improve their CSE, how they did it and under what circumstances
- How states can in a more effective way control corporations and their CSE, especially when they operate across borders
- What role civil society can play in the CSR-sphere and CSR-motivation
- How the value of sustainability in PR can affect CSR operations and results

If we could understand the CSR-sphere better, and better understand why and how corporations and other powerful actors engage in CSR we would also know how to affect them in doing better, in order for these actors to become genuinely sustainable. There is a true developmental value in solving the elusive riddle of CSR. As stated, corporations affect millions and millions of people every day, and in many ways more directly affect the lives of people in the global South. A future goal should be to develop a way for business actors to operate as to please customers, employees, civil society, and the state without compromising the wellbeing of the environment or people. Being both truth and a cliché: if we were able to accomplish this, the world's population and the planet would survive a lot longer than if the CSR sphere does not develop from the current state it is in today.

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## Appendix: Matrix

Report	Type of Case	Main Issue(s)	Recommendations directed at	Tangible results	Indications of future results
Asian berry pickers exploited in Swedish forests (2011)	The effects of companies' activities and ownerships of institutions	Violation of workers' rights	The government, municipalities, administrative authorities, wholesalers, berry picker companies, Kommunal, parties of the labour market, EU, ILO	Berry pickers are receiving information about their rights, better working conditions, harder rules and regulations, a handbook for Thai berry pickers was produced, educated 1050 Thai workers in Thailand, Coop, ICA, Polarica AB and Olle Svensson AB are conducting revisions, the Ministry of Migration to strengthen rules and regulations for Thai staffing companies	Collective demands and collective revision tools for berry picking industry, more systematic and more often conducted revisions, improved documentation, Wholesaler Blåtand/Skogsmat producing guidelines for authorized representative companies
The Swedish National Pension Funds investment's bad effects (2011)	The effects of companies' activities and ownerships of institutions	the Swedish National Pension Funds (SNPF) investing in companies being accused of human rights violations	The government, SNPF, Council of Ethics	Minimum 5 government bills signed on SNPF's ethical work, Gold Corp excluded from Dow Jones sustainability index, new public investigation on SNPF, Politicians explicitly said the report would be fundamental help in future efforts	
Make IT Fair - Out of Focus: Labour rights in Vietnam's digital camera factories (2011)	Supply chain and customer responsibility	Violation of workers' rights at digital camera factories in Vietnam	Electronic companies	Sony Ericsson became a member of GeSI/EICC's working group and members of GeSI. MakeITfair included in development of new certifications. Swedwatch material used in EU-hearing	Sony Ericsson promised to discuss issues in the report, willing to continue work on living wages. Their sustainability report is to be improved. Some have started to cooperate with NGOs regarding recycling mobile phones, updated codes of conduct, and formed CSR committees
Everything that glitters isn't gold - the dirty gold supply chain (2011)	Supply chain and customer responsibility	The untraceability of gold, workers' rights, environmental and health related risks in extraction	Swedish companies in the gold industry and trade organizations	Supported process of developing fairtrade gold and fairtrade-certifying goldsmiths in Sweden, Iduna increased controls of suppliers, visited factories, updated webpage with info on ethical work, sending newsletters internally, educating employees. New assistant and new member of board at Smycka in charge of environmental work, regularly controlling levels of recycled gold. New association formed working with ethical issues. "Smycken & Klockor" appointed new group responsible for ethical and environmental issues	Smycka formulating new social and environmental demands, looking into other options for production of e.g. boxes produced in Asia. GULF developing code of ethics

Report	Media attention	Follow-up report(s)	Guidelines referred to	Involved Actors' comments	Cooperation partner + work revolving the press-release	Additional comments
Asian berry pickers exploited in Swedish forests (2011)	Local press paid a lot of attention to the case, 21 newspaper articles (of which 2 were finnish), 16 articles, featured in radio, TV. Follow-up report generated 52 articles and was featured in radio and TV + in german media	Yes, more than one	Swedish law, ILO:s fundamental conventions, EU regulations	ICA - Mail: general comment	Church of Sweden & Peace & Love Foundation - Presented at the Peace & Love Festival	Special case in the sense that it to a great extent focuses on rules and regulations within Sweden's borders
The Swedish National Pension Funds investment's bad effects (2011)	Recieved a lot of attention from the "Pension group" in the government, media: Amnesty International in Canada + over 40 medias in Latin America	No	UN:s Guiding Principles on Business and Human Rights, Rules and regulations of SNPF, Swedish laws, Politic for Global Development (PGD)		Latinamerikagrupperna - report presented to the Pension Group in government	
Make IT Fair - Out of Focus: Labour rights in Vietnam's digital camera factories (2011)	An article published in newspaper "Testfakta"	No	OECD Guidelines, UN Principles on Business and Human Rights, ISO 2600, ILO Convention 87 &98		SOMO - Report released at Human Rights days in Stockholm	
Everything that glitters isn't gold - the dirty gold supply chain (2011)	Some international media attention	Yes	Companies' codes of conducts	Iduna: critiqued Swedwatch's methods, the way they portrayed them and question facts in report. GLF: explains their work on the issues	Fair Trade Center & Church of Sweden - Report released in December (tactically because of gift shopping), small campaign directed at consumers, seminar held at "fair christmas fair", round-table discussion	Swedwatch has on the same webpage as the report can be found added a comment on where one can find sustainably produced gold

Report	Type of Case	Main Issue(s)	Recommendations directed at	Tangible results	Indications of future results
What your dinner had for breakfast - a report about fish flour (2012)	Supply chain and customer responsibility	Environmental damage of producing fish flour, violation of workers' rights on fishing boats	Restaurants, importers and wholesalers	Pizza Hut removed scampi from menus. Vapiano looked into their purchases and Coop removed scampi from all of their menus	Several companies mention they are going to try to trace source of fish flour for salmon and scampi
A Lost Revolution? Empowered but trapped in poverty. Women in the garment industry in Bangladesh want more. (2012)	Supply chain and customer responsibility	Violation of workers' rights and work-related issues	All buying companies of textiles and garment from Bangladesh and The Swedish government	Gina Tricot working to improve situation for women in the garment industry. H&M and RFSU cooperating for better workers rights for females. Several clothing companies providing education on factory-safety, female health etc. Better dialogue between companies, employers and employees. Wages increased. H&M and Lindex have signed five-year contract on fire- and building safety. Six companies appointed working committees and improved complaint mechanisms	Several companies have indicated that their dialogue with local authorities and the government about workers' rights have improved
A Lot of Gold A Lot of Trouble. A Study of humanitarian impacts of the gold industry in DR Congo. (2012)	The effects of companies' activities and ownerships of institutions	Swedish mining companies' investments in post-conflict countries	Mineral Invest, AktieTorget, Swedish Financial Supervisory Authority and the Swedish government	Mineral Invest stopped working with illegal military force and included international guidelines in contract	Increased demand for transparency. Mineral Invest plan to devote more time and efforts to responsibilities, the new board have set clear goals based on the recommendations in Swedwatch's report
We consume, they compensate. A study on Sweden's involvement in CDM (2012)	Supply chain and customer responsibility	Government's investment in a hydroelectric power plant	The government and the Swedish Energy Agency	"No direct effects of the report have been measureable yet"	"The study gave the agency, environmental experts and politicians increased knowledge about working conditions and the construction work's negative effects on crops and water resources in the area, which the agency had not visited."

Report	Media attention	Follow-up report(s)	Guidelines referred to	Involved Actors' comments	Cooperation partner + work revolving the press-release	Additional comments
What your dinner had for breakfast - a report about fish flour (2012)	Seminar hosted with head of environmental issues (Coop), rural area minister, chefs, and vintners was filmed and shown live (in 2012 had 890 viewers). Film: "Grinding Nemo" was shown at the seminar and had 1537 viewers	No	"International law and International conventions", ILOs fundamental conventions	"Grekiska kolgrillbaren": critiques how Swedwatch portrayed them, but will consider their recommendations. Vapiano: looking into issues. Pizza Hut: stopped buying scampi	Swedish Society for Nature Conservation (SSNC) - Report= continuation of SSNC's focusproject with same theme, seminar held and filmed and shown live + made a short film: "Grinding Nemo"	The report has been released in english and spanish + almost all restaurants contacted were unwilling to disclose any information or answer any questions
A Lost Revolution? Empowered but trapped in poverty. Women in the garment industry in Bangladesh want more. (2012)	Made a real media impact, consumers' knowledge and demand on companies grew (6000 signatures were collected demanding higher wages). Local radiostation P4 interviewed Fair Trade Center about report's issues	Yes	ILO conventions 87 & 99, OECD Guidelines for Multinational Enterprises, the UN High Level Panel on Global Sustainability Report		RFSU, Finnwatch, Church of Sweden, Peace & Love Foundation - Swedwatch: persistent dialogue with companies, organizations and unions involved in Sweden and Bangladesh, campaign directed at consumers, arranged events, film was made and launched at international conference, workshop held, efforts made to increase cooperation between private and public actors + Rana Plaza collapse in 2013 brought new light to report and spurred much discussion	
A Lot of Gold A Lot of Trouble. A Study of humanitarian impacts of the gold industry in DR Congo. (2012)	Media did not shed much light on this report	No	UN Voluntary Principles on Security and Human Rights, OECD Guidelines for Due Diligence, the UN Guiding Principles for Business and Human Rights	Mineral Invest welcomes recommendations, explains situation, correct facts and describe their efforts related to the report's issues	Diakonia	No specific improvements on the local level were reported
We consume, they compensate. A study on Sweden's involvement in CDM (2012)	Report spurred debates in different medias asking the same questions as the report	No	PGD, the Kyoto Protocol (:guidelines for CDM system)	The Swedish Agency for Energy harshly critiques report, question Swedwatch's attempt to generalize, question methods, explains situation	Diakonia & Church of Sweden - Diakonia arranged debate in parliament, newspaper "Miljöaktuellt" was given right, alone, to publish text on the report, Diakonia wrote debate article	First time a government agency was the centre of focus for a Swedwatch investigation + Swedwatch's method policy has since the report been revised

Report	Type of Case	Main Issue(s)	Recommendations directed at	Tangible results	Indications of future results
Without land, without power - Women in Sierra Leone and Swedfund's investment in Addax Bioenergy (2013)	The effects of companies' activities and ownerships of institutions	Women's non-existing right to own land in northern Sierra Leone	Addax Bioenergy, Swedfund and "other actors in land-related projects"	Addax Bioenergy taking on greater responsibility for women's rights and developing complaint-mechanisms, looking into possibilities of employing local people longer periods, rotating working tasks, using less external inputs in rice-producing project. Swedfund improving dialoge with civil society	The report was used by Aprodev (the Association of World Council of Churches related Development Organisations in Europe's) in work to influence the DFIs. Addax Bioenergy expressed that Swedwatch's report will be very helpful in their future work on sustainability
Taxes - how corporations with operations in the global south pay taxes (2013)	The effects of companies' activities and ownerships of institutions	Effects of tax avoidance and illegal financial flows	The Swedish government, Swedish multinational corporations, The government of Zambia	Several medias started to write about taxes as a CSR-issue. Several companies including issue of taxes in CSR-work	Several corporations will increasingly define taxes as a CSR-question (VB 2013:20) Zambian government might implement recommendations by Swedwatch
Global Expectations on Indian Operations. A study on Stora Enso's human rights challenges (2013)	The effects of companies' activities and ownerships of institutions	Violations of workers' rights	Stora Enso and policy makers in Sweden and Finland	Stora Enso improved ventilation, lowered temperature in the mill, initiated investigation to find risks related to chemicals, investigating compensation for injuries, updated and translated human rights-manual, improved information on factories working committées, taken precautions to increase number of female employees, improved information on child-care possibilities, improved reports on subsidiary companies	Stora Enso discussed special inputs for women and dalits

Report	Media attention	Follow-up report(s)	Guidelines referred to	Involved Actors' comments	Cooperation partner + work revolving the press-release	Additional comments
Without land, without power - Women in Sierra Leone and Swedfund's investment in Addax Bioenergy (2013)	Only little attention in Swedish media	No	The International Finance Corporation's (IFC:s) Performance Standards, UN Guiding Principles on Business and Human Rights, Principles for Responsible Contracts, Voluntary Guidelines on Responsible Governance on Land and Tenure	Swedfund welcomes recommendations but questions methods, and facts in the report	Church of Sweden - round-table-discussion held	Investigated a company there already exists a lot of reports on, whole investigation-process conducted in close relation with Addax Bioenergy and SIDA
Taxes - how corporations with operations in the global south pay taxes (2013)	Attention in Sweden and several African countries. Report released exclusively on SVTs (Swedish National Television's) show "Gomorrn Sverige" (Good Morning Sweden) with interview with author	No	PGD, Swedish law, OECD:s Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations, Zambian Law	Ericsson explains their general work and operations in Zambia	Diakonia - short video produced and presented at public seminar in Lusaka, Zambia, Diakonia engaged in campaign, report released during period when OECD, EU, Swedish government and G20 explicitly expressed concern for tax avoidance, panel debate held, Diakonia posted on blog, Zambian delegation visited Swedwatch to discuss recommendations	First time Swedwatch investigates tax planning
Global Expectations on Indian Operations. A study on Stora Enso's human rights challenges (2013)	Noted in a few articles (Swedwatch hemsidan till rapporten)	Not yet	UN's Guiding Principles on Business and Human Rights	Stora Enso welcomes report, mean it helped them improve performance, thank Finnwatch and Swedwatch for involving them at an early stage, question facts, explains situation	Finnwatch	Constructive and open dialogue held with Stora Enso throughout process of investigation and writing of the report

Report	Type of Case	Main Issue(s)	Recommendations directed at	Tangible results	Indications of future results
Problematic Platinum. The responsibility of Swedish companies in South Africa (2013)	Supply chain and customer responsibility	Platinum extraction and its negative effects on local communities + violations of workers' rights	Scania, Volvo, Atlas Copco and Sandvik, SNPF, the Swedish State, relevant authorities, and the South African State	Several companies looking deeper into sustainability work in relation to platinum extraction. Volvo started investigating traceability, improving cooperation in supply chains. Scania improving supply chain	"All companies had a positive reaction to the report since it clearly stated the line between the Swedish companies' responsibilities and how one should act"
Chemicals at Costa Ricas plantations. A report on imported mango and pineapple (2013)	Supply chain and customer responsibility	High levels of chemicals in production of pineapple and mango + related environmental issues + bad working conditions	Axfood, Bergendahls, Coop, ICA, Lidl and the Swedish State	Coop and supplier reducing risks related to chemicals and pesticides. Lidl expanded ecological supply of fruits and vegetables	Coop increasing efforts to expand ecological supplies. ICA developing demands further on suppliers regarding chemicals and pesticides, investigating ways to improve tests on fruits and vegetables, Expanding supply of ecological fruits and vegetables, highlighting these in communication to customers
The supply chain of wine (2013)	Supply chain and customer responsibility	Complexity of the supply chains of wine + workers' rights	Swedish Alcohol Retailing Monopoly, Importers and the Swedish State		The report = important factor in continuation of a campaign called "Just Trading of Wine", Prime Wine invited the campaign to be part of revisions of their suppliers. The Swedish Alcohol Retailing Monopoly's heads of CSR showed interest in continuing a dialogue about issues



Report	Media attention	Follow-up report(s)	Guidelines referred to	Involved Actors' comments	Cooperation partner + work revolving the press-release	Additional comments
Problematic Platinum. The responsibility of Swedish companies in South Africa. (2013)	Much attention in Swedish media (both in articles and on the radio), was mentioned in other countries too	Not yet	UN's Guiding Principles on Business and Human Rights, Swedish laws and regulations, South African law	Volvo welcomes discussion, explains their efforts, admit that the situation is very troublesome (Volvos comment 2013) Scania welcomes Swedwatch' work, explains their efforts	Church of Sweden, Afrikagrupperna & Benchmarks - seminar and panel debate held, seminar on mining and responsible business also held in relation to BMF's visit to Stockholm	
Chemicals at Costa Ricas plantations. A report on imported mango and pineapple (2013)	Major attention in Swedish media (newspapers, radio, TV and social medias). SSNC's post on Facebook was 10th most read post 2013 (+ shared by over 3000 people). Even SSNC's post on Twitter spurred much discussion	Not yet	Swedish laws and regulations, EU standards, Global Gap, BSCI (Business Social Compliance Initiative)	Coop agree that their role in this issue is important, explains situation, efforts and involvement. ICA welcomes recommendations, explains efforts. Lidl welcomes recommendations, explains efforts and situation	SSNC posted about report on their webpage, Facebook and Twitter	
The supply chain of wine (2013)	Report brought up on "Gomorrön" (Good morning) on Swedish National Television	Not yet	Wine Industry Ethical Trade Association's and Wine of Chile's codes of conduct	Swedish Alcohol Retailing Monopoly (SARM), explains involvement and efforts but mean they were already aware of mentioned risks in the report. Prime Wine critiques Swedwatch's methods and how they portrayed them, question facts	Afrikagrupperna and Latinamerikagrupperna arranged seminar, panel debate was held	Report is to be translated into English and Spanish during 2014

## References: Matrix & mind-map

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Everything that glitters isn't gold - the dirty gold supply chain: (Annual Report 2011:9-10), (König & Wingborg 2011:64),(Kakuli 2013:8-13), (Iduna's comment 2011), (GLF's comment 2011)

What your dinner had for breakfast - a report about fish flour: (Annual Report 2012:12-13), (Engvall 2012:5, 48),(Result Matrix 2012:3), (Grekiska Kolgrillbaren comment 2012; Vapiano's comment 2012; Pizza Hut's comment 2012)

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Chemicals at Costa Ricas plantations. A report on imported mango and pineapple: (Annual Report 2013:13-14), (Swedwatch 2013: 43), (ICA's comment 2013:1; Coop's comment 2013; Lidl's comment 2013:1)

The supply chain of wine: (Annual Report 2013:14), (Edoff 2013:74-75), (SARM's comment 2013:1;Prime Wine's comment 2013)