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CORPORATE SOCIAL RESPONSIBILITY IN SPAIN:  
AN OVERVIEW

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## **CORPORATE SOCIAL RESPONSIBILITY IN SPAIN: AN OVERVIEW**

### **Abstract**

In Spain, as in many other European countries, there is a growing movement in favor of corporate social responsibility (CSR). Spanish companies consider corporate reputation, competitive advantage and industry trends to be the major driving forces of CSR. However, these factors are closely related to other cultural, social and political influences. Initiatives undertaken by the EU and international organizations have influenced companies' decision to implement CSR. Associations and forums that bring together the heads of leading corporations, business schools and other academic institutions, NGOs and the media are actively promoting CSR in Spain. Although the degree of implementation of CSR in Spain is still moderate, initiatives in this field from some of the country's most respected companies augur promising developments in CSR in the near future.

**Keywords:** Corporate Social Responsibility, Spain, Business Ethics

## **CORPORATE SOCIAL RESPONSIBILITY IN SPAIN: AN OVERVIEW**

### **Introduction<sup>1</sup>**

In the early 20<sup>th</sup> century in Spain, business enterprises generally believed that their responsibility was to make profits and comply with the law, especially in areas where penalties were effectively applied. Apart from this, some companies also assumed a certain paternalistic responsibility for their workers in matters such as housing, food, grants for children's schooling, etc.

After the Spanish civil war (1936-1939), Spain remained under General Franco's authoritarian regime until 1975. Democracy arrived with the establishment of a new Constitution in 1978, which created a parliamentary monarchy. From 1959, the autarchic economic system of the post-war period was liberalized, opening the Spanish economy to external markets. In the 1960s, economic development gathered pace. During Franco's time many regulations protecting workers from dismissal were promulgated and a broad-based social security system was developed. However, as in many other countries, there were few regulations in areas such as consumerism, the environment, and fair competition. The hidden economy and tax evasion were relatively pervasive. Lack of democracy was frequently cited as a pretext for tax evasion, but the cause was probably more complex, as the problem has persisted to the present day, even though an efficient monitoring system and a relatively rigid inspection system have been put in place, while tax fraud has been reduced considerably.

From the 1940s, Spain had a large number of nationalized companies, and state regulation and intervention in the economy was commonplace. A mixed economy persisted after economic liberalization. The Spanish economy received a fresh boost in 1986, with Spain's accession to the European Economic Community. In the '80s and, above all, in the '90s, most state companies were privatized, as in several other West European economies. As a consequence of these privatizations, and of mergers and acquisitions and the establishment or consolidation of well-known transnational companies, many large companies now operate in Spain.

Since the 1990s many Spanish companies have expanded their business to Latin America and, to a much lesser extent, Morocco, Eastern Europe and elsewhere. Today, Spain's largest financial services, energy and telecommunications companies are well established in Latin America.

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<sup>1</sup> Prepared for a presentation at the "Discovery CSR" colloquium, organized by the Hanns Seidel Foundation and the Center for Corporate Citizenship (Katholische Universität Eichstätt) in Wildbad-Kreuth (near Munich), Germany, January 29-31, 2003.

In Spain, as in other countries, there have been two “waves” of Corporate Social Responsibility (CSR). The first –weaker– one was in the 1970s, and the second at the beginning of the 21<sup>st</sup> century<sup>23</sup>, since when there has been renewed interest in CSR throughout Europe and worldwide.

To date, few studies have been carried out on the situation with respect to CSR in Spain. An exception is the work of de la Cuesta and Valor (2003), who, among other things, introduce some measurement systems and observations on the development of CSR in Spain. Limited surveys on CSR in Spain have been carried out by Forética (2002), with a sample of 398 companies, and PriceWaterhouseCoopers (2003), with 43 companies (most of them quite sensitive to sustainability and CSR issues). Also worthy of note is the report on CSR-related activities in Spain published annually by Fundación Ecología y Desarrollo.

All of the above can be considered exploratory studies, while in-depth research into CSR in Spain remains a task for the future and will not be attempted here. The purpose of this paper is merely to give an overview of the current situation of CSR in Spain, paying particular attention to cultural factors and driving forces for CSR, and major documents, milestones and institutions in its development. A summary of the current situation in academia and business and a forecast of future trends will also be provided.

### **Socio-cultural factors**

Generally speaking, Spanish society is concerned about labor-related social issues such as temporary employment, working conditions for immigrants, safety in the workplace, redundancy, and unemployment. According to national surveys carried out by CIS ([www.cis.es](http://www.cis.es)), a government agency producing sociological statistics, unemployment is one of Spaniards’ main concerns. In the last two decades, however, there has been a growing interest in other CSR-related issues such as consumerism, the natural environment, quality of life in the workplace, work and family life, involvement of business in the community, and the problems of globalization.

Spanish society is probably more tolerant than that of other non-Latin countries in areas such as tax evasion, lack of compliance with the law, and the underground economy in certain industries. Yet there appears to be a tendency, currently gaining momentum, to reform these attitudes.

Corruption became a focus in the late 1980s and early 1990s, when various high-profile cases involving bribery of politicians came to light. Fortunately, such incidents have become less frequent in the last few years, as the TI Corruption Perceptions Index for Spain shows. It fell from 4.31 points in 1996 to 7.1 in 2002, and Spain dropped from 32<sup>nd</sup> to 20<sup>th</sup> place in the country ranking (Transparency International, 1996, 2002).

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<sup>2</sup> In fact, CSR is an old topic which first emerged among practitioners in the 1920s and has long been a subject of debate among academics, at least since the middle of the 1950s, when H. R. Bowen (1953) wrote the seminal book *Social Responsibilities of the Businessman* (for recent reviews of the main theories, see Carrol, 1999; Windsor, 2001; and Garriga and Melé, 2004). Throughout the 20<sup>th</sup> century many firms, especially the largest ones, assumed their responsibilities to some extent by implementing CSR-related policies and practices.

<sup>3</sup> I am indebted to my colleagues Profs. Antonio Argandoña and Joan E. Ricart and Dr. Miguel A. Rodríguez for their comments on an earlier version of this paper. Any error is mine.

Spain is traditionally a Catholic country. Even now, about 80% of the Spanish population profess to be Roman Catholic, although there has been a strong process of secularization in recent decades and there is a widespread lack of consistency between professed faith and actual behavior. With the advent of democracy certain values relating to individual freedom, such as tolerance, autonomy, awareness of one's own rights and those of others, have become better established, while the sense of solidarity, friendship and loyalty has probably diminished.

After several years of welfare state, Spanish civil society is still relatively underdeveloped in social initiatives, and the level of political party and union affiliation and membership is lower than in neighboring countries. However, there is a growing interest in voluntary service, and the number of NGOs is increasing, although they are not as active in the business arena as in other Western countries.

Studies of Spaniards' values (Orizo, 1996; Megías, 2000) show that the Spanish have a strong sense of the importance of family; show tolerance and solidarity in their support for certain social issues; and accept competition, albeit balanced with egalitarian measures, personal safety and respect for the individual and individual freedom.

As mentioned in the introduction, the framework for corporate social responsibility has been the law, with numerous regulations on labor and other issues. Currently, however, this is changing. There is an awareness that a lack of flexibility in employment contracts and terms of dismissal is detrimental to employment, and some business people are calling for less regulation, especially in labor matters, and more flexible rules. This should lead to a decrease in state intervention and a more active role for civil society, which is to say civil organizations and citizens' demands that companies assume greater responsibility toward employees, consumers, the environment, etc. In practice, however, compared with the USA, the UK or Germany, the pressure that civil society in Spain has put on companies has been minimal.

The demands of Spanish civil society include protection of the environment, more safety in the workplace, better job conditions, harmonization of work and family life, fairness in restructuring and lay-offs, corporate transparency, respect for the rights of consumers and minority shareholders, etc. Other specific concerns include discrimination (women, immigrants), sexual harassment, mobbing, conflicts of interest in corporate governance, and complaints about globalization.

### **Driving forces for CSR**

Respect for individual rights and a certain sense of solidarity can foster CSR, but apart from this, other factors have stimulated an awareness of, and a willingness to implement, CSR in Spain.

One of them is the business ethics movement, which in Spain began in the mid-1980s and thrived in the 1990s, mainly in academia, but also in some companies. In spite of some troubles and ambiguities in the past, business ethics is currently making progress in Spain (Argandoña, 1999). A good number of Spanish companies, especially the largest among them, have introduced ethical business policies (Melé *et al.*, 2000), and corporate ethical practices are spreading (Fontrodona *et al.*, 2003).

In this connection, Catholic social teaching deserves a mention. Several scholars, most of them affiliated with AEDOS (an association promoting the study of Catholic social teaching), have been working in this field on issues relating to economics and business ethics. In addition, a book containing a collection of Pope John Paul II's addresses to business people and economists was published (Melé, 1992). Recently, Santander Central Hispano, one of the leading banks in Spain, created an ethical investment fund whose statutes follow Catholic social teaching and were written by faculty members of the Instituto Social León XIII (Fundación Pablo VI) in Madrid.

Other driving forces for CSR come from Europe and the rest of the world. Since the end of the 1990s and the start of the new century, corporate social responsibilities have received fresh impetus, with the focus on globalization and its critics, and concern for a sustainable world.

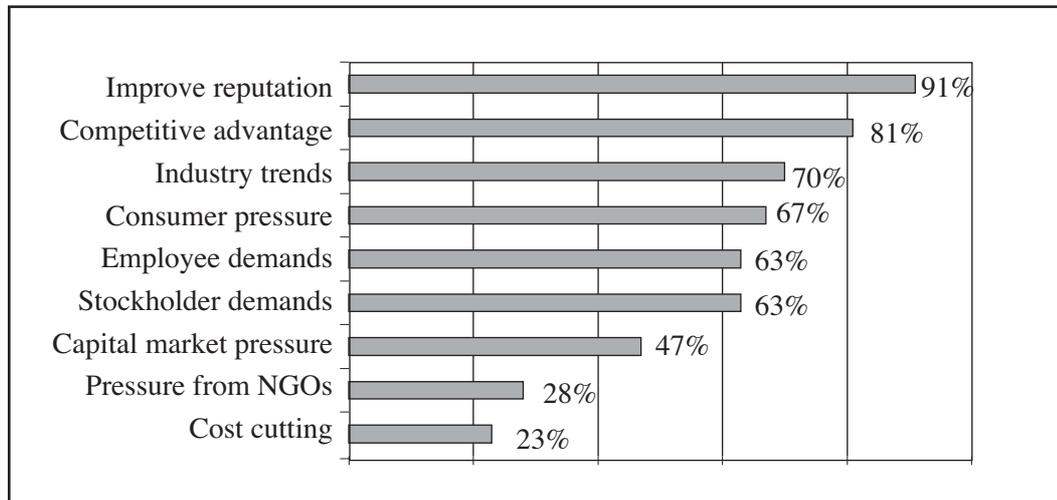
The European Union is now promoting CSR in all member states, and Spain, up to a certain point, has come under this influence. In 2001, the Commission of the European Communities published a 'Green Paper' (discussion paper) to stimulate debate about the nature and content of CSR. This debate elicited about 250 responses from business, employer federations, trade unions, NGOs, and academics. Despite mutual differences, a strong consensus emerged from respondees to the effect that CSR is a vital component of companies' core business and a determinant of future competitiveness. Respondees considered CSR a global issue and an integral part of world efforts toward sustainable development. Consequently, in 2002, the European Commission published a communication on CSR, encouraging companies, including small and medium-sized businesses, to voluntarily assume a level of CSR beyond their statutory obligations. In 2003, the European Union Council published a resolution on the social responsibility of business, urging member states to undertake initiatives in this field. In addition, some European governments, including France and the United Kingdom, have promulgated laws on matters such as sustainable development, CSR, ethical investments, social audits and social balance sheets.

Another source of influence has been the recent international initiatives promoting SCR, backed by, among others, the World Business Council for Sustainable Development, the International Chamber of Commerce, CSR Europe, the European Academy of Business in Society, the International Labor Organization (ILO), the United Nations (Global Compact), the OECD (Guidelines for Multinational Enterprises), and the World Business Council for Sustainable Development (WBCSD). Also worth mentioning are the Global Reporting Initiative (GRI) for social and environmental reporting, and various social accountability systems such as the SA8000 and AA1000, proposed, respectively, by Social Accountability International (SAI) and the Institute of Social Ethical AccountAbility (AA).

Finally, sustainability and CSR in Spain have been influenced to some extent by the slight but increasing popularity of special CSR or sustainability indexes for listed companies, such as the Dow Jones Sustainability Indexes, which track the financial performance of the leading sustainability-driven companies worldwide, or the FTSE4Good Index Series, designed to measure the performance of companies that meet globally recognised corporate responsibility standards, and to facilitate investment in those companies.

All of these initiatives and the above-mentioned cultural factors have probably had an influence on the level of CSR assumed by companies. But when business executives are asked what really drives CSR, they cite three main reasons: improving corporate reputation; obtaining a competitive advantage; and following industry trends. The demands of stakeholders are important, too, but pressure from NGOs is still not very significant in Spain (see Figure 1).

**Figure 1. Major driving forces for CSR according to a survey of companies**



Source: PriceWaterhouseCoopers (2003).

Many countries have a long tradition of Socially Responsible Investment (SRI), and this appears to be an important driving force for promoting CSR. That is not yet the case in Spain, as SRI started only recently and the amount of funds it attracts is low. According to experts, however, it is likely to increase in future years (IPES, 2002).

### **Business associations and forums for CSR**

Some businesses, especially large corporations, are active players in implementing CSR through associations and forums. The latter generally receive technical support from academic or consulting organizations. One example is the Forum on Business and Sustainable Development launched by IESE Business School in 1999, having started work on sustainable development four years earlier. In 2002, with the cooperation of PricewaterhouseCoopers and Fundación Entorno, this forum, which involves CEOs of large Spanish companies, proposed a Code of Governance for Sustainable Business. It meets once a year to discuss topics related to corporate sustainability and sustainable development.

In 2002 four big Spanish companies (Telefónica, BBVA, Repsol-YPF and Grupo Agbar) launched the “Forum de Reputación Corporativa” (*Corporate Reputation Forum*). The purpose of this forum is to provide a meeting place to analyze and publicize trends, tools, and models of corporate reputation in management. It has an active website and publishes an annual report on corporate reputation. Subsequently, other large Spanish companies joined the forum, which has the technical support of the Instituto de Empresa, a business school based in Madrid.

That same year, a group of important Spanish companies, including Alstom, Amena, BASF, BSH Electrodomésticos, Cemex España, Cepsa, Holcim (Spain), Iberdrola, MRW, Port Aventura, RENFE, Siemens, Telefónica Móviles, Tetra Pak España, Unión FENOSA

and Vodafone, established the Excellence in Sustainability Club with the aim of promoting sustainable growth in economic, social and environmental fields. It is intended to serve as a forum for stakeholder dialogue and to foster benchmarking in sustainable development.

Another important network for promoting CSR is the “Mesa Cuadrada” (*Square Table*), which is the Spanish chapter of the UN Global Compact, the well-known set of principles on human rights, labor rights and environmental issues proposed by United Nations’ Secretary-General Kofi Annan in 1999 and in operation since 2000. Mesa Cuadrada involves public institutions, academic institutions, companies, charities, large NGOs and foundations. All participants around the table have equal rights and obligations, and they contribute a membership fee that covers the annual budget.

Finally, the Spanish Association for Accounting and Business Administration (AECA), which brings together academics and practitioners, has recently recently created a commission of experts to work on CSR.

### **The role of non-governmental organizations and the media in promoting CSR**

Several NGOs and mass media are contributing to foster implementation of CSR from different perspectives. Many have adopted the legal form of a foundation. Here we mention the most important of them.

In 1992 a group of professionals created the “Fundación Ecología y Desarrollo” (ECODES) (*Ecology and Development Foundation*) to promote sustainable development. Today it is the Spanish partner of the Sustainable Investment Research International Group (SiRi Group) and the Ethical Investment Research Service (EiRiS), whose main purpose is to evaluate CSR. ECODES performs a range of activities and publishes an annual report on CSR in Spain.

In 1995 another environmental organization was created: the “Fundación Entorno” (*Environment Foundation*), whose mission is to harmonize economic development with environmental protection and help companies to improve their commitment to the environment.

The “Fundación Empresa y Sociedad” (*Business and Society Foundation*) was created in 1995. Its main goal is to promote the involvement of Spanish companies in the community as a natural part of their strategy. Its efforts are aimed at improving business involvement in the community, with the appropriate strategy and proper communication of this strategy to society.

In 1999, several companies and other partners created Forética, a non-profit organization that seeks to apply key concepts of quality management to corporate ethics management. Since 2002 Forética has offered a Corporate Ethical Management System (SGE).

The “Fundación Economistas sin Fronteras” (*Economists Without Borders Foundation*), an NGO serving the needy in developing and industrialized countries alike, is also active in promoting CSR. Right now this foundation is developing a CSR Observatory to inform society about the performance of large companies in meeting their social responsibilities.

The mass media also have an influence, at times a considerable influence, in promoting CSR by airing expert opinion, best corporate practices, rankings, tendencies, and so on, thus helping to educate managerial opinion and shape managerial agendas. In Spain, the media have paid increasing attention to CSR, mainly since 2001, when various international initiatives were made public and public opinion became more sensitive to corporate scandals. Certain CSR-related topics are frequently mentioned in the business or general media, such as safety and health in the workplace, lay-offs and plant relocation, environmental issues, immigrant labor, labor disputes, fraud, and financial and accounting scandals and corruption.

### **Government initiatives**

Most people agree that CSR goes beyond compliance with the law, and yet compliance with the law already covers many requirements of social responsibility for business. Spanish legislation, like that of most countries, covers many issues such as working conditions, contracts, health and safety, the disabled, dismissals, family issues, consumerism, environment, etc. that many people would consider implicit or minimum CSR.

Some government actions in the field of corporate governance are worth mentioning. At the end of the 1990s, the Spanish Government commissioned a special team of experts led by Prof. Manuel Olivencia to prepare a report on an ethical code for boards of directors. Published in December 1998, the so-called Olivencia Report included 23 specific recommendations for good practice in corporate governance. The rules were voluntary, but companies were told that they should inform the market whether they accepted or rejected them. It was hoped that the market would reward companies that adopted the Olivencia Code, and penalize those that did not. In practice there is no evidence that this has happened.

In July 2002, the Spanish Government set up another special commission, chaired by the businessman Enrique Aldama, to prepare a report to promote transparency among listed companies. The so-called Aldama Report, published on January 8, 2003, focused on the duties and responsibilities of directors and proposed changes to the law to improve transparency in corporate governance. In July 2003, several of the Aldama Report's recommendations were included in a new law on transparency. This was a further step toward building a sense of social responsibility in boards of directors, although limited to a few specific issues.

At the same time, the Spanish government endorsed the OECD Guidelines for Multinational Enterprises. The Guidelines, made by the governments of the 30 country members of the OECD as well as Argentina, Brazil and Chile, are intended to promote responsible behavior by multinational companies, a favorable climate for international investment, and positive contributions by multinational companies to the economy, society and the environment. For the Guidelines to be effective, the National Contact Points are crucial. They are responsible for encouraging observance of the Guidelines in a national context and for ensuring that they are well-known and understood by the national business community and other interested parties. Companies adhere to the OECD Guidelines on a voluntary basis and are then expected to apply them in every country in which they operate. The job of the National Contact Point (NCP) is to gather information on national experiences with the Guidelines, handle enquiries, discuss matters related to the Guidelines, and assist in solving problems that may arise in this connection and generally help to implement the Guidelines. In Spain, the National Contact Point is the General Secretary for International

Trade at the Ministry of Economy. However, as far as anyone can tell, this National Contact Point is not yet sufficiently active in promoting the OECD Guidelines.

Thus far, the Spanish government has not drafted any law focused on ethical investments, social audits or social balance sheets to compare to those already in existence in France, Germany and the United Kingdom for managing investment funds. Nor have any financial or tax incentives to foster CSR been established by central or regional governments. An exception is the government of Aragon (northeast Spain), which offers financial rewards to small and medium-sized companies which implement CSR practices (Lafuente *et al.*, 2003, p. 63).

It should be added that the Spanish government agency for standardization, AENOR, is working to produce a standard for corporate ethical and social management systems (PNE 165010), although after several months' work no results have been forthcoming.

To summarize, the Spanish government has taken very few measures to foster CSR, preferring to leave the initiative exclusively to business. Some NGOs expect more government action, while companies insist that CSR should be voluntary. What many Spanish companies (31.3% in Forética survey, Forética, 2002, p. 43) would like is a general EU framework on CSR, but not compulsory duties or government intervention.

### **Teaching and research**

By the 1970s, some business schools and business administration degrees in Spain already included courses on corporate social responsibility. In 1980, Prof. M. A. Gallo (IESE Business School) published a book on corporate social responsibility as a spinoff of the courses he had taught on this topic at IESE Business School, University of Navarra.

In the 1980s and 1990s, many courses were developed for both undergraduate and graduate students. More recently, courses on CSR or business in society have been taught at several universities. Additionally, the topic has been included in syllabuses as a part of other academic subjects.

Now, most private universities have compulsory or optional courses on business ethics, CSR and so on, and they are even trying to introduce an ethical and social approach in every academic discipline. In some public universities there are elective courses on CSR, but rarely compulsory ones.

In the University of Barcelona there is a 300-hour Master's program on Corporate Social Responsibility, Social Accounting and Auditing. And the University of Navarra offers a Master's degree and a doctorate in culture and governance of organisations.

Several research centers and academic chairs directly or indirectly devoted to CSR have been set up in Spain, mainly in the last decade. The oldest is the "Instituto Empresa y Humanismo" (*Enterprise and Humanism Institute*) at the University of Navarra, which is linked to several big Spanish companies such as Iberdrola, IBM and BBVA.

IESE Business School, which also belongs to the University of Navarra, created a Department of Business Ethics in 1986. Since then, it has carried out substantial research on

business ethics and CSR and various multi-author works have been published. Also, since 1995 IESE's Department of General Management has carried out research and undertaken managerial activities related to sustainable development and the sustainable corporation. In 2003, the two departments joined forces to create the Center for Business in Society. In addition, in 1997 IESE created a chair of Economics and Ethics, which was entrusted to Prof. A. Argandoña, who has published intensively on business ethics and related matters.

ESADE, another well-known Spanish business school based in Barcelona, created the "Instituto Persona, Empresa y Sociedad" (IPES) (*Institute for the Individual, Corporations and Society*) in 2000. Since then, under the direction of Prof. J. M. Lozano, IPES has developed active research and educational programs. Its work includes a detailed report on ethics and social investment funds, which is published annually.

In Valencia there is a foundation called ÉTNOR (Ethics for business and organizations), created in 1994 as an extension of an ongoing university seminar on economic and business ethics started some years earlier. This center has carried out several theoretical and empirical research studies, as well as producing dissemination materials. Furthermore, some individual and multi-author works have been published, edited by ÉTNOR's director, Prof. A. Cortina.

The chair of Business Ethics and Social Responsibility at the "Instituto de Empresa", a business school based in Madrid, is also quite active and outstanding. This chair was created in 1995 and has as its co-directors Dr. Gregory Unruh (Corporate Sustainability) and Prof. Bryan Husted (Business Ethics). Its main interests are consulting, teaching, and research on topics related to business ethics and corporate social responsibility and sustainability, especially corporate reputation.

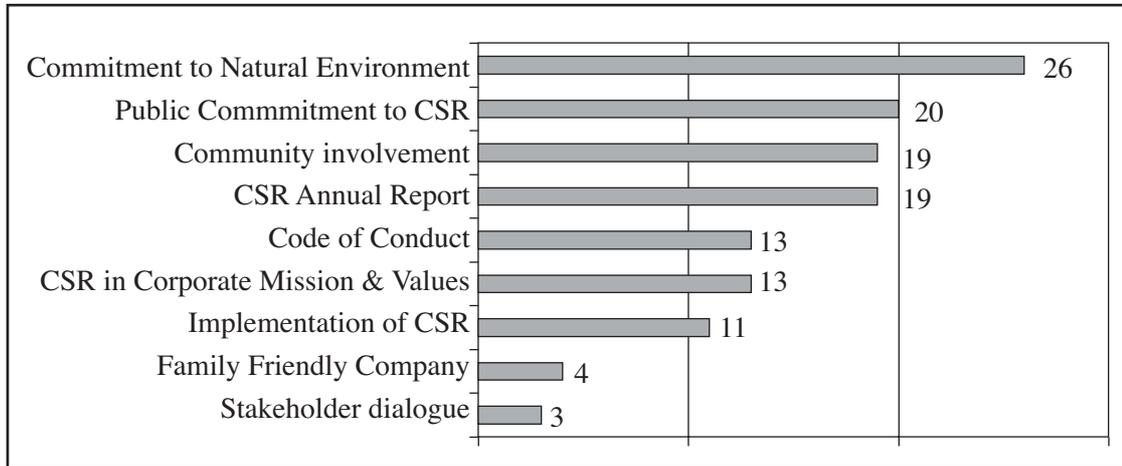
In 1996 the UNESCO Chair in Technology, Sustainable Development, Imbalances and Global Change was established at the Technical University of Catalonia in Terrassa (Barcelona). Its activities include courses at both undergraduate and graduate level and a doctoral program.

The University of Comillas (Madrid) has two chairs related to CSR, both created in 2002. José L. Fernández holds the Javier Benjumea Chair of Economic and Business Ethics, and José I. Pérez Arriga holds the BP Chair of Sustainable Development.

Other scholars at different institutions have also contributed significantly to the development of CSR in Spain. They include Marta de la Cuesta and her co-workers at "Economistas sin Fronteras" (*Economists Without Borders*), Domingo García-Marzá and Elsa González at Jaume I University in Castellón, and Manuel Guillén at the University of Valencia, among many others.

### **Current situation and trends on CSR in Spanish companies**

Many Spanish companies have introduced CSR-related practices. Rigorous studies of what Spanish companies are actually doing in the field of CSR are now starting. As an exploration, Fig. 2 presents a rough review derived from the information on CSR given by companies on their web sites. This review covers the companies in the IBEX-35 index of the 35 largest listed companies in Spain.

**Figura 2. Number of IBEX-35 companies that mention CSR on their web site**

Source: Elaborated by the author and research assistant Alfons Corrales from companies' web site information (December 2003).

A considerable number of companies include CSR-related initiatives in their corporate mission and/or values statement, or make a public commitment to CSR, although some do not give stakeholder value maximization as their main or exclusive mission. It can be deduced, however, that even these latter companies accept a degree of CSR, at least as a constraint, because a vast majority declare a commitment to respecting the natural environment and adhering to a code of ethics. In addition, practically all the companies have a code of good practice for corporate governance (data not included in Fig. 2), which is encouraged by current legislation.

Most of the companies studied have some community involvement, but only a small proportion present themselves as family-friendly companies, and very few say that they maintain a dialogue with stakeholders.

Most companies also present an annual social and/or environmental report, in addition to the financial report. Generally speaking, these reports are not very detailed, nor do they follow specific standards. In fact, they appear to confine themselves to extolling the companies' good deeds. However, a small number of large Spanish companies follow the Global Reporting Initiative (GRI) guidelines in preparing their sustainability reports. Thus, they consider the 'triple bottom line', presenting financial, social and environmental reports. Also, a few Spanish companies have adopted SA8000, a social accountability system which provides a workplace standards and verification system.

The international proposal most widely adopted in Spain is the UN Global Compact. The "Square Table" mentioned above was established in January 2003, and since then the number of companies that have adopted it has increased dramatically. By the end of 2003 almost 200 Spanish companies had joined this network.

Some companies have implemented methods for managing CSR and/or improving corporate reputation. Many of them have created specific departments or managerial positions for dealing with these issues.

Among companies in Spain with a relatively outstanding implementation of CSR, one could mention: BBVA in banking; Endesa, Iderdrola, Unión Fenosa and Gas Natural in energy; Inditex and Mango in apparel and fashion; NH Hoteles in tourism; Novartis in pharmaceuticals; Telefónica, Vodafone and Siemens in telecom; Corporación Mondragón, BSH Electrodomésticos and Tetra Pak in manufacturing; and MRW in logistics, among others.

## Conclusion

Spanish companies consider corporate reputation, competitive advantage and current industry trends to be the major driving forces for CSR. However, these factors are closely related to certain cultural, social and political influences, described above.

CSR has also been fostered by certain EU initiatives, such as the Green Papers and subsequent measures by the European Commission, and the work of international organizations, particularly the United Nations with its Global Compact. Associations and forums that bring together the top managers of major corporations, leading business schools and other academic institutions, NGOs and the media are also actively promoting CSR in Spain.

Although the degree of implementation of CSR is still moderate, large and highly respected business corporations are now more sensitive to CSR initiatives and are implementing them effectively. This suggests that promising new developments and implementations of CSR are to be expected in Spain in the near future.

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