

2007 Corporate Social Responsibility: United States, Australia, India, China, Canada, Mexico and Brazil

A Pilot Study

*A Study by SHRM, AHRI, NHRDN, HRinIndia, HRA,
CIIC, CCHRA, AMEDIRH, COMARI and ABRH*



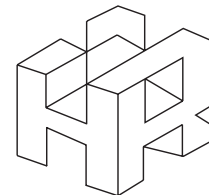


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SISTEMA NACIONAL ABRH
Associação Brasileira de Recursos Humanos



SHRM Research

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Contents

v	About This Report
v	About SHRM
v	About SHRM Research
v	About the Partners
vi	About the Author
vi	Acknowledgments
vii	Introduction
viii	Methodology
xi	Key Findings
1	Survey Results
1	Corporate Social Responsibility Practices and Policies
15	Employee Participation in Corporate Social Responsibility Programs
17	Corporate Social Responsibility Strategy Within Organizations
19	Attitudes About Corporate Social Responsibility
27	Outcomes of Corporate Social Responsibility Programs
30	Conclusions
32	HR Perspective
34	A Look Ahead: Issues and Trends in Corporate Social Responsibility
36	Demographics
38	SHRM Survey Reports

About This Report

Beginning in early 2006, the Society for Human Resource Management (SHRM) conducted the Corporate Social Responsibility Survey, a pilot study that asked HR professionals in the United States, Australia, India, China, Canada, Mexico and Brazil about the practices and policies that their organizations implemented to demonstrate corporate social responsibility. HR professionals reported on the types of practices or activities their organizations engaged in or sponsored, their corporate social responsibility policies or plans to develop such policies, the ways that organizations demonstrated commitment to corporate social responsibility, outcomes achieved as a result of corporate social responsibility programs, HR professionals' involvement in corporate social responsibility and HR professionals' beliefs about corporate social responsibility practices and programs.

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 210,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society's mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing

organizational strategy. Founded in 1948, SHRM currently has more than 550 affiliated chapters within the United States and members in more than 100 countries. Visit SHRM Online at www.shrm.org.

About SHRM Research

SHRM Research, as part of the Knowledge Development Division supporting SHRM, produces high-quality, leading-edge research and provides expertise on human resource and business issues. It acts as an advisor to SHRM for the purpose of advancing the HR profession and generates and publishes cutting-edge research used by human resource professionals to develop their knowledge and to provide strategic direction to their organizations. As leading experts in the field of HR, SHRM Research works closely with leading academics, policy makers and business leaders.

About the Partners

SHRM partnered with human resource professional membership organizations in Australia, India, China, Canada, Mexico and Brazil to collect pilot study data from HR professionals in those countries. Those organizations were the Australian Human Resources Institute (AHRI) in Australia; National HRD Network (NHRDN) and HRinIndia in India; HR Association for Chinese and Foreign Enterprises (HRA) and China International Intellectech (CIIC) in China; Canadian Council of Human Resources Associations (CCHRA), which included nine provincial associa-

tions (Human Resources Institute of Alberta, BC Human Resources Management Association, Human Resource Management Association of Manitoba, Human Resources Association of New Brunswick, Human Resources Professionals Association of Newfoundland & Labrador, Human Resources Association of Nova Scotia & PEI, Human Resources Professionals Association of Ontario, Saskatchewan Association of Human Resource Professionals and Ordre des CRHA et CRIA du Québec) in Canada; Asociación Mexicana en Dirección de Recursos Humanos A.C. (AMEDIRH) and Confederación Mexicana de Asociaciones de Relaciones Industriales (COMARI), which included three associations under its umbrella (Ejecutivos de Relaciones Industriales, A.C. Capital Humano, Asociación de Relaciones Industriales de Occidente A.C. and Asociación Chihuahuense de Administración de Personal, A.C.) in Mexico; and Associação Brasileira de Recursos Humanos (ABRH) in Brazil.

About the Author

Amanda Benedict is a survey research specialist for SHRM. Her responsibilities include designing, conducting and analyzing surveys on HR-related topics. She has worked in survey research for the past eight years.

Acknowledgments

This report is the culmination of a team effort. The SHRM Corporate Social Responsibility Survey instrument was developed by the SHRM Survey Program. The Ethics and Global Special Expertise Panels, specifically Gerlinde Herrmann, Nadine Johnson, SPHR, Gundars E. Kaupins, Ph.D., SPHR, Noel Kreicker, Karla J. Kretzschmer, SPHR, Pierre LeBleu, Wanda A. Lee, SPHR, CCP, Rosemary D. Spitzer, SPHR, and Melanie S. Young, SPHR, along with an internal committee of SHRM staff, provided valuable insight and recommendations for the survey instrument. The SHRM International Programs department, particularly Patrick Ran, Ph.D., SPHR, GPHR, director of business development, China, and Nina Woodard, SPHR, GPHR, director of business development, SHRM India, offered suggestions to help improve the survey instrument. The SHRM Survey Program staff facilitated modifications made to the survey instrument and coordinated data collection efforts. Staff from AHRI, NHRDN, HRinIndia, HRA, CIIC, CCHRA, AMEDIRH, COMARI and ABRH assisted this pilot study by facilitating data collection among their members.

Introduction

Corporate social responsibility (CSR)—defined as the commitment by organizations to balance financial performance with contributions to the quality of life of their employees, the local community and society at large—is gaining worldwide value as a business tool and social effort. Organizations are increasingly called upon to evolve beyond focusing on the financial bottom line and consider the social and environmental impact of their business decisions, particularly as globalization continues. As businesses such as Nike discovered in the wake of allegations of contractor employee mistreatment,¹ an organization's reputation can be affected by public awareness of its actions in the communities in which it operates or from which it derives labor and material resources.

Corporate social responsibility includes a broad range of practices and activities, from charitable donations to cause branding to business strategies

addressing human rights and labor issues. How organizations demonstrate corporate social responsibility and the rationale behind such practices may vary according to the industry, sector and country in which organizations operate.

HR professionals are positioned to contribute to the success of organizations' corporate social responsibility strategies by engaging employees in activities and practices that support their organizations' corporate social responsibility programs. Throughout this report, the responses of HR professionals from the United States, Australia, India, China, Canada, Mexico and Brazil will be compared to illustrate what corporate social responsibility means and how it is implemented in organizations operating in different economies. Gaining insight into the similarities and differences in corporate social responsibility viewpoints and practices will contribute to strengthening cross-cultural understanding in an increasingly global workplace.

¹Smith, J. J. (2006, June). HR should urge adoption of 'corporate social responsibility' policy. *SHRM Global HR News*.

Methodology

The 2006 SHRM Corporate Social Responsibility Survey was conducted among HR professionals employed by organizations operating in the United States, Australia, India, China, Canada, Mexico and Brazil. SHRM partnered with HR organizations in Australia, India, China, Canada, Mexico and Brazil to pilot surveys to HR professionals employed by organizations located in those countries. The survey instrument² for HR professionals in each of the seven countries included questions regarding policies and practices related to corporate social responsibility and characteristics of the responding organizations.^{3,4,5,6,7,8}

A sample of HR professionals located at companies within the United States was randomly selected from SHRM's membership database, which at the time included approximately 210,000 individual members. Only members who had not participated in an SHRM survey or poll in the previous six months were included in the sampling frame. Members who were students, consultants, academics, located internationally or had no e-mail address on file were also excluded from the U.S. sampling frame. Beginning in February 2006, an e-mail that included a link to the

survey was sent to 3,000 SHRM members. The survey was fielded for a period of two weeks, and two e-mail reminders were sent to sample members in an effort to increase the response rate. For the survey of HR professionals in the United States, 2,695 surveys were successfully delivered, and 431 HR professionals responded, yielding a response rate of 16%.

SHRM's partnering organizations in Australia and China sent out survey invitation e-mails to their entire membership and provided a link to the online pilot survey. The Australian Human Resources Institute e-mailed the survey link to 11,136 of its members in Australia and received responses from 286 members. The HR Association for Chinese and Foreign Enterprises sent e-mails to over 4,000 HR professionals based primarily in Beijing, China, successfully reaching about 3,800 members. China International Intellectech sent e-mails to 2,000 members in China, reaching approximately 1,617 of the intended recipients. The combined number of responses for these two groups was 117. Each of the partnering organizations e-mailed reminders to their members to complete the survey.

² This survey instrument is available upon request by contacting the SHRM Survey Program at surveys@shrm.org or by phone at 703-535-6301.

³ The survey for HR professionals in the United States included an additional response category for one of the questions.

⁴ The survey for HR professionals in China excluded a response category for one question and offered different organizational sector response categories.

⁵ The survey instrument for the pilot study among HR professionals employed by organizations operating in China was translated into Chinese. Dr. Xueli Wang, Associate Professor of HR in Tsinghua University, China, proofread the Chinese version of the survey to verify accuracy of the translation.

⁶ The survey instrument for the pilot study among HR professionals employed by organizations operating in Quebec was translated into French by Ordre des CRHA et CRIA du Québec.

⁷ The survey instrument for the pilot study among HR professionals employed by organizations operating in Mexico was translated into Spanish. Backtranslation was performed to verify the accuracy of the translation.

⁸ The survey instrument for the pilot study among HR professionals employed by organizations operating in Brazil was translated into Brazilian Portuguese. ABRH performed the translation.

SHRM partnered with two HR organizations in India to pilot the survey to HR professionals employed by organizations in that country. National HRD Network sent survey invitation e-mails to all 5,000 of its members, and HRinIndia selected and called 260 of its members before e-mailing the link to the online survey to them. The combined number of responses for these two groups was 170. Several e-mail reminders to complete the surveys were sent by the partnering organizations to their members.

SHRM's partnering organization in Canada, Canadian Council of Human Resources Associations, sent the survey invitation through its provincial associations. More than 26,000 members were contacted through e-mail or printed newsletters, and 1,145 members completed the survey. Most of the provincial associations sent at least one e-mail reminder or follow-up mailing during the data collection phase.

SHRM partnered with several organizations to field the survey among HR professionals employed in Mexico. Asociación Mexicana en Dirección de Recursos Humanos A.C. e-mailed the link to its 200 members and followed up with phone calls and two e-mail reminders. Confederación Mexicana de Asociaciones de Relaciones Industriales and Ejecutivos de Relaciones Industriales, A.C. Capital Humano e-mailed the link to 250 members and sent three reminder e-mails. Asociación de Relaciones Industriales de Occidente A.C. and Asociación Chihuahuense de Administración de Personal, A.C. also e-mailed the link to their membership and sent reminder e-mails. A combined total of 114 HR professionals from Mexico responded to the survey.

SHRM's partner in Brazil, Associação Brasileira de Recursos Humanos, e-mailed the survey link to 2,390 of its members. Two reminder e-mails were sent. Survey responses were received from 153 HR professionals in Brazil.

There were some significant differences among countries in overall demographic characteristics; specifically, the staff size of respondents' organizations, the size of respondents' HR departments, proportions of respondents employed in various sectors and proportions of industries represented by respondents.

Notes and Caveats

Differences: Conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were significant are included, unless otherwise noted.

Generalization of results: As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this survey report are only truly representative of the sample of HR professionals responding to the survey.

Number of respondents: The number of respondents (indicated by "n" in figures and tables) varies from table to table and figure to figure because some respondents did not answer all of the questions. Individuals may not have responded to a question on the survey because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses within each table or figure.

Confidence level and margin of error: A confidence level and margin of error give readers some measure of how much they can rely on survey responses to represent all of SHRM members. Given the level of response to the survey, SHRM is 95% confident that responses given by U.S. respondents can be generalized to all SHRM members with a margin of error of approximately 5%. For example, 91% of HR pro-

professionals employed by organizations in the United States reported that their organizations participated in practices that could be considered as corporate social responsibility. With a 5% margin of error, the reader can be 95% certain that between 86% and 96% of SHRM members would report that their organizations currently participate in practices that could be considered as corporate social responsibility. It is important to know that as the sample size decreases, the margin of error increases, and therefore the margin of error for each individual question will vary depending on the number of responses to that particular question.

Key Findings

Although the vast majority of HR professionals—about four out of five—across the United States, Australia, India, China, Canada, Mexico and Brazil reported that their organizations participated in *practices* that could be considered as corporate social responsibility, smaller proportions from each of the countries reported that their organizations had either formal or informal corporate social responsibility *policies*. HR professionals employed by organizations in Brazil reported the highest rate of organization participation in corporate social responsibility *practices*, and HR professionals in China reported the lowest rate of participation in corporate social responsibility *practices*. HR professionals from Australia, India, Mexico and Brazil were more likely than those from the United States to report that their organizations had *formal* corporate social responsibility policies.

HR professionals from Brazil were least likely to report that their organizations had no corporate social responsibility policies. Most organizations without corporate social responsibility policies did not intend to create them. The exception was Brazil, which was significantly more likely than the United States, Australia, China and Canada to plan to create corporate social responsibility policies: more than three-quarters of organizations in Brazil without corporate social responsibility policies intended to create them.

The proportions of HR professionals who reported that their organizations participated in selected corporate social responsibility *practices* and activities varied greatly. The largest percentages of HR professionals from the United States, Australia, Canada, Mexico and Brazil reported that their organizations donated or collected money for local charities. The largest percentages of HR professionals from India and China donated or collected money for natural disasters. Participation in selected corporate social responsibility practices was found to vary within countries according to organization staff size, indicating that availability of resources may affect the types of corporate social responsibility practices in which organizations engage.

Organizations that participated in corporate social responsibility demonstrated their *commitment* to such practices to their stakeholders. About two out of three HR professionals across each of the seven countries reported that their organizations documented corporate social responsibility efforts in their newsletters and/or other publications. Additionally, more than one-half of HR professionals from each of the seven countries that participated in the pilot study indicated that their organizations' commitment to corporate social responsibility was integrated with their organizational business strategy through inclusion in the organizations' goals and/or mission. The least common strategy for demonstrating organizations' commitment to corporate social responsibility

was issuing separate reports dedicated solely to the organization's corporate social responsibility policies and practices.

Of all the *organizational factors* that can be improved through corporate social responsibility programs, organization's public image was the most commonly selected response by HR professionals across the seven countries. Moreover, the largest proportions of HR professionals reported that their organizations achieved a stronger public image as a *positive outcome* of their corporate social responsibility programs. Interestingly, HR professionals from the United States, Australia, India, China and Canada ranked public relations strategy as the second top *driver* of corporate social responsibility programs, behind contribution to society. While the primary motivation for corporate social responsibility initiatives may be rooted in social and environmental considerations, organizations clearly benefit from participating in such practices.

The largest percentages of HR professionals from each of the seven countries reported cost as the main *obstacle* of corporate social responsibility programs, and the second largest percentages of HR professionals from the United States, India, China, Canada and Mexico reported unproven benefits as an obstacle to these programs. With that said, of

the HR professionals from organizations with existing corporate social responsibility programs, less than one-half from each of the seven countries reported that their organizations calculated return on investment for their corporate social responsibility programs.

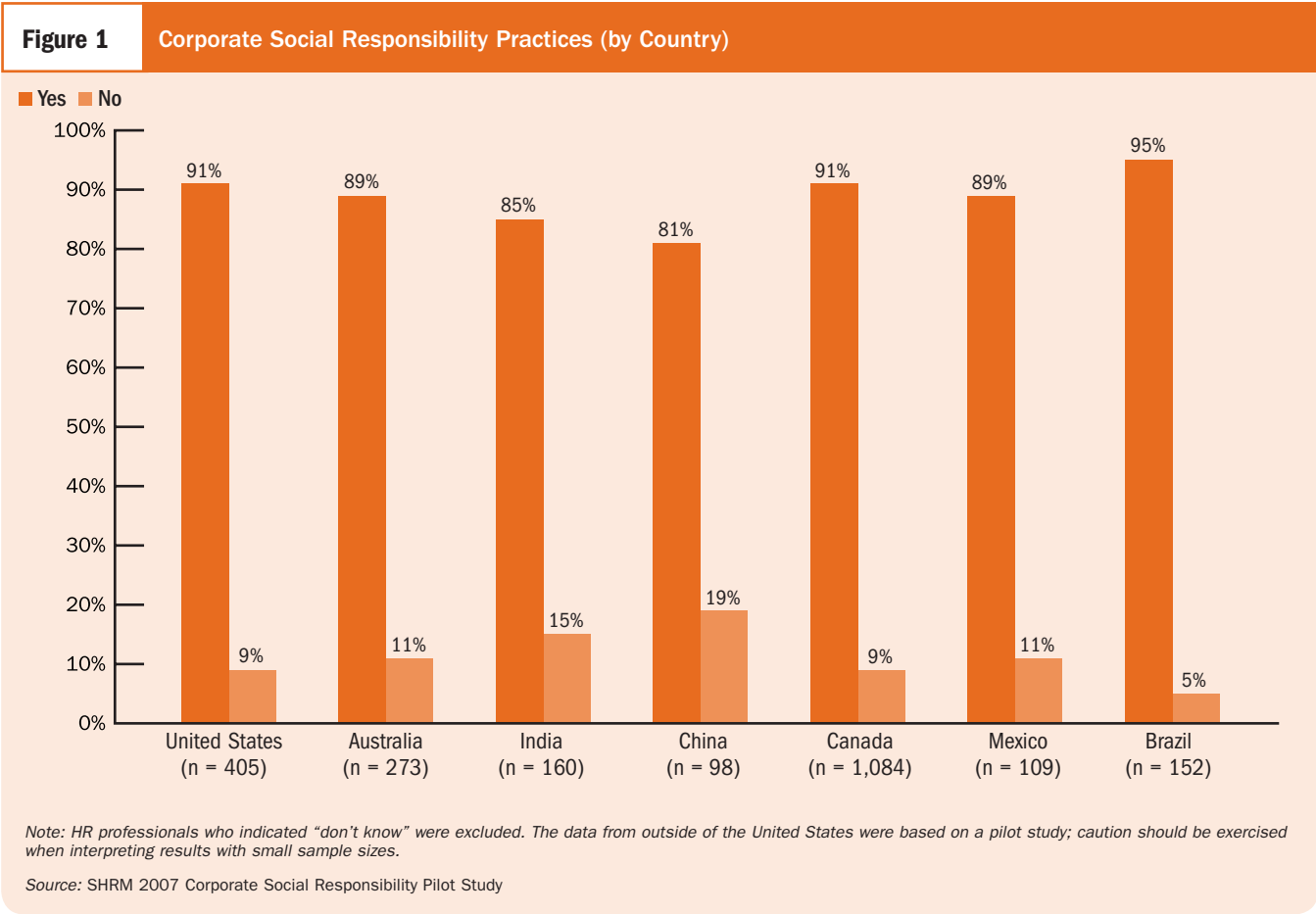
According to HR professionals from the United States, Australia, India, China, Canada, Mexico and Brazil, HR departments were more likely to be primarily responsible for *implementing* their organizations' corporate social responsibility strategies than for creating these strategies. This finding indicates that there is a transfer of accountability as corporate social responsibility moves from policy to practice within organizations, and that HR is more often called upon to engage employees in corporate social responsibility practices than to be at the table when corporate social responsibility policies are designed.

Survey Results

Corporate Social Responsibility Practices and Policies

According to HR professionals, more than four out of five organizations in the United States (91%), Australia (89%), India (85%), China (81%), Canada

(91%), Mexico (89%) and Brazil (95%) participated in practices considered as corporate social responsibility (Figure 1). As shown in Table 1, some differences emerged among countries in the percentages of respondents who reported that their organizations



participated in corporate social responsibility practices.

There were differences by organization staff size in reported participation in corporate social responsibility among organizations operating in Australia, India, China and Canada, but not among organizations located in the United States, Mexico and Brazil. HR

professionals employed by large-staff-sized organizations (500 or more employees) in Australia (96%) were more likely than those employed by small-staff-sized organizations (1-99 employees) (83%) or medium-staff-sized organizations (100-499 employees) (85%) to indicate that their organizations participated in practices considered as corporate social responsibility (Table 2).

Table 1 Participation in CSR Practices (by Country)

	United States (n = 405)	Australia (n = 273)	India (n = 160)	China (n = 98)	Canada (n = 1,084)	Mexico (n = 109)	Brazil (n = 152)	Differences Based on Country
Yes	91%	89%	85%	81%	91%	89%	95%	Canada > China Brazil > India, China
No	9%	11%	15%	19%	9%	11%	5%	

Note: HR professionals who responded "don't know" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 2 CSR Practices in Australia (by Organization Staff Size)

	Overall (n = 273)	Small (1-99 Employees) (n = 64)	Medium (100-499 Employees) (n = 94)	Large (500 or More Employees) (n = 98)	Differences Based on Staff Size
Yes	89%	83%	85%	96%	Large > small, medium
No	11%	17%	15%	4%	

Note: The overall sample size is the total number of responding HR professionals for this item. The sample sizes and percentages shown in the staff size categories are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. HR professionals who responded "don't know" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 3 CSR Practices in India (by Organization Staff Size)

	Overall (n = 160)	Small (1-99 Employees) (n = 49)	Medium (100-499 Employees) (n = 40)	Large (500 or More Employees) (n = 57)	Differences Based on Staff Size
Yes	85%	69%	88%	96%	Large > small
No	15%	31%	12%	4%	

Note: The overall sample size is the total number of responding HR professionals for this item. The sample sizes and percentages shown in the staff size categories are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. HR professionals who responded "don't know" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

According to respondents in India, large organizations (96%) were more likely than small organizations (69%) to participate in corporate social responsibility practices (Table 3).

HR professionals employed by medium organizations (94%) in China were more likely than those employed by small organizations (59%) to report that their organizations participated in practices that could be considered as corporate social responsibility (Table 4).

HR professionals from large organizations (94%) and medium organizations (92%) in Canada were more likely than those employed by small organizations (84%) to report that their organizations participated in corporate social responsibility practices (Table 5).

HR professionals were asked to identify the corporate social responsibility practices in which their organizations participated. Table 6 shows the tremendous variation by country in the percentages of HR professionals who indicated that their organizations participated in each selected corporate social responsibility practice. There are a number of possible explanations for why rates of participation in corporate social responsibility practices differ among countries, including availability of financial resources, issues of work/life balance and cultural factors. However, despite the differences in reported participation percentages, it is worth noting that the two most frequently reported corporate social responsibility practices—donating/collecting money for local charities and donating/collecting money for natural disasters—were the same for five out of seven countries—the United States,

Table 4 CSR Practices in China (by Organization Staff Size)					
	Overall (n = 98)	Small (1-99 Employees) (n = 27)	Medium (100-499 Employees) (n = 31)	Large (500 or More Employees) (n = 30)	Differences Based on Staff Size
Yes	81%	59%	94%	87%	Medium > small
No	19%	41%	6%	13%	

Note: The overall sample size is the total number of responding HR professionals for this item. The sample sizes and percentages shown in the staff size categories are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. HR professionals who responded "don't know" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 5 CSR Practices in Canada (by Organization Staff Size)					
	Overall (n = 1,084)	Small (1-99 Employees) (n = 235)	Medium (100-499 Employees) (n = 365)	Large (500 or More Employees) (n = 458)	Differences Based on Staff Size
Yes	91%	84%	92%	94%	Medium > small Large > small
No	9%	16%	8%	6%	

Note: The overall sample size is the total number of responding HR professionals for this item. The sample sizes and percentages shown in the staff size categories are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. HR professionals who responded "don't know" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 6**Selected CSR Practices (by Country)**

	United States (n = 420)	Australia (n = 266)	India (n = 161)	China (n = 108)	Canada (n = 1,106)	Mexico (n = 113)	Brazil (n = 149)	Differences Based on Country
Donate/collect money for local charities	88%	84%	60%	64%	90%	76%	74%	United States > India, China, Mexico, Brazil Australia > India, China Canada > India, China, Mexico, Brazil
Donate/collect money for natural disasters (e.g., South-Asian tsunami, hurricane Katrina, earthquakes, etc.)	77%	68%	70%	69%	51%	61%	30%	United States > Canada, Mexico, Brazil Australia > Canada, Brazil India > Canada, Brazil China > Canada, Brazil Canada > Brazil Mexico > Brazil
Support the community through company-sponsored volunteer projects	66%	51%	57%	26%	58%	45%	73%	United States > Australia, China, Mexico Australia > China India > China Canada > China Brazil > Australia, India, China, Canada, Mexico
Consider the overall social impact of business decisions	47%	52%	38%	35%	54%	26%	62%	United States > Mexico Australia > Mexico Canada > India, China, Mexico Brazil > United States, India, China, Mexico
Partner with woman- or minority-owned suppliers/companies	39%	12%	22%	-	19%	20%	25%	United States > Australia, India, Canada, Mexico, Brazil Canada > Australia Brazil > Australia
Monitor the impact of business on the environment	34%	50%	39%	23%	53%	42%	65%	Australia > United States, China Canada > United States, India, China Mexico > China Brazil > United States, India, China, Mexico
Partner with environmentally friendly suppliers/companies	27%	36%	39%	22%	38%	37%	70%	Canada > United States, China Brazil > United States, Australia, India, China, Canada, Mexico
Cause marketing/branding (i.e., aligning product or company marketing with a particular social cause)	25%	32%	31%	31%	32%	27%	48%	Brazil > United States, Australia, Canada, Mexico
Monitor global fair labor standards/practices (e.g., child labor regulations, working conditions)	15%	17%	39%	19%	22%	53%	73%	India > United States, Australia, China, Canada Mexico > United States, Australia, China, Canada Brazil > United States, Australia, India, China, Canada, Mexico
Track sources of global raw materials/suppliers	7%	9%	13%	10%	8%	19%	32%	Mexico > United States, Canada Brazil > United States, Australia, India, China, Canada

Note: Data sorted in descending order by the U.S. data. The sample sizes and percentages shown are based on the actual number of respondents who provided information about participation in selected corporate social responsibility practices. Percentages do not total 100% due to multiple response options. The response option "partner with woman- or minority-owned suppliers/companies" was not available to respondents from China. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Australia, India, China and Mexico—albeit in different order.

As depicted in Table 7, on average, HR professionals from organizations operating in the United States, Australia, India, Canada and Mexico participated in a significantly greater number of types of corporate social responsibility practices than did HR professionals from organizations operating in China. HR professionals from organizations operating in Brazil

participated in a significantly greater number of types of corporate social responsibility practices than did HR professionals from organizations operating in the other six countries included in the survey. This should be understood as the number of *different types* of corporate social responsibility practices in which organizations participated, rather than the number of individual acts of corporate social responsibility performed by organizations.

Table 7 Average Number of Types of CSR Practices (by Country)

	United States (n = 431)	Australia (n = 286)	India (n = 170)	China (n = 117)	Canada (n = 1,145)	Mexico (n = 114)	Brazil (n = 153)	Differences Based on Country
Average number of types of corporate social responsibility practices reported	4.20	3.93	4.00	2.86	4.22	4.17	5.57	United States > China Australia > China India > China Canada > China Mexico > China Brazil > United States, Australia, China, India, Canada, Mexico

Note: The sample sizes shown are based on the total number of respondents by country. Data refer to the average number of different types of corporate social responsibility practices in which organizations participated, rather than the average number of individual acts of corporate social responsibility performed by organizations. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: 2007 SHRM Corporate Social Responsibility Pilot Study

Table 8 Selected CSR Practices in the United States (by Organization Staff Size)

	Overall (n = 420)	Small (1-99 Employees) (n = 125)	Medium (100-499 Employees) (n = 146)	Large (500 or More Employees) (n = 137)	Differences Based on Staff Size
Donate/collect money for local charities	88%	82%	90%	92%	Large > small
Donate/collect money for natural disasters	77%	65%	77%	90%	Large > small, medium
Support the community through company-sponsored volunteer projects	66%	53%	62%	80%	Large > small, medium
Partner with woman- or minority-owned suppliers/companies	39%	30%	34%	48%	Large > small, medium
Cause marketing/branding	25%	16%	28%	31%	Large > small

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. This table reports U.S. data only. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Differences by organization staff size emerged within countries for reported participation rates in several corporate social responsibility practices. According to HR professionals employed by organizations operating in the United States, large organizations were significantly more likely than small organizations to have participated in donating/collecting money for local charities (92% and 82%, respectively) and cause marketing/branding (31% and 16%). Large organizations were more likely than medium or small organizations to have donated/collected money for natural disasters (90% compared with 77% and 65%, respectively), supported the community through company-sponsored volunteer projects (80% compared with 62% and 53%) or partnered with woman- or minority-owned suppliers/companies (48% compared with 34% and 30%). These data are depicted in Table 8. Although HR professionals from small, medium and large organizations in the United States reported similar levels of participation in corporate social responsibility practices, organizational size had an effect on the percentages of organizations that participated in *specific selected* corporate social responsibility practices. Large organizations

may benefit from a greater reserve of financial and volunteer resources that allow them to support a larger number of corporate social responsibility activities.

HR professionals employed by large organizations in Australia were more likely than their counterparts employed by small organizations to have reported that their organizations considered the overall social impact of business decisions (62% compared with 38%), supported the community through company-sponsored volunteer projects (59% compared with 33%), partnered with environmentally friendly suppliers/companies (43% compared with 23%) and monitored global fair labor standards/practices (21% compared with 7%). Respondents employed by large organizations as well as those employed by medium organizations were significantly more likely than those employed by small organizations to have reported donating/collecting money for natural disasters (85% and 71% compared with 33%, respectively) and monitoring the impact of business on the environment (57% and 53% compared with 31%). These data are depicted in Table 9.

Table 9 Selected CSR Practices in Australia (by Organization Staff Size)

	Overall (n = 266)	Small (1-99 Employees) (n = 61)	Medium (100-499 Employees) (n = 89)	Large (500 or More Employees) (n = 99)	Differences Based on Staff Size
Donate/collect money for natural disasters	68%	33%	71%	85%	Large > small Medium > small
Consider the overall social impact of business decisions	52%	38%	49%	62%	Large > small
Support the community through company-sponsored volunteer projects	51%	33%	49%	59%	Large > small
Monitor the impact of business on the environment	50%	31%	53%	57%	Large > small Medium > small
Partner with environmentally friendly suppliers/companies	36%	23%	34%	43%	Large > small
Monitor global fair labor standards/practices	17%	7%	18%	21%	Large > small

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

As shown in Table 10, HR professionals from India who were employed by large organizations (79%) or medium organizations (80%) were more likely than those from small organizations (53%) to report that their organizations participated in donating/collecting money for natural disasters. According to these HR professionals, large organizations (69%) were also more likely than small organizations (42%) to support the community through company-sponsored volunteer projects.

Among HR professionals from China, those employed by medium organizations (38%) were more likely to

report participation in cause marketing/branding than were those employed by small organizations (10%). According to these respondents, large organizations (65%) and medium organizations (84%) were more likely than small organizations (31%) to have donated/collected money for local charities. Large organizations (35%) were also more likely than medium organizations (8%) to have monitored global fair labor standards/practices, as well as more likely than small organizations to have supported the community through company-sponsored volunteer projects (35% compared with 7%, respectively). These data are depicted in Table 11.

Table 10 Selected CSR Practices in India (by Organization Staff Size)

	Overall (n = 161)	Small (1-99 Employees) (n = 45)	Medium (100-499 Employees) (n = 40)	Large (500 or More Employees) (n = 61)	Differences Based on Staff Size
Donate/collect money for natural disasters	70%	53%	80%	79%	Large > small Medium > small
Support the community through company-sponsored volunteer projects	57%	42%	58%	69%	Large > small

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 11 Selected CSR Practices in China (by Organization Staff Size)

	Overall (n = 108)	Small (1-99 Employees) (n = 29)	Medium (100-499 Employees) (n = 37)	Large (500 or More Employees) (n = 31)	Differences Based on Staff Size
Donate/collect money for local charities	64%	31%	84%	65%	Large > small Medium > small
Cause marketing/branding	31%	10%	38%	35%	Medium > small
Support the community through company-sponsored volunteer projects	26%	7%	27%	35%	Large > small
Monitor global fair labor standards/practices	19%	14%	8%	35%	Large > medium

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

HR professionals from Canada reported an extensive effect of organization staff size on participation in selected corporate social responsibility activities, with small organizations less likely to have participated in various types of corporate social responsibility activities (Table 12).

As depicted in Table 13, HR professionals from Mexico reported that large organizations were more likely than medium organizations to have supported the community through company-sponsored volunteer projects (58% compared with 28%) and monitored the impact of business on the environment (58% compared with 14%).

Table 12 Selected CSR Practices in Canada (by Organization Staff Size)

	Overall (n = 1,106)	Small (1-99 Employees) (n = 229)	Medium (100-499 Employees) (n = 378)	Large (500 or More Employees) (n = 477)	Differences Based on Staff Size
Donate/collect money for local charities	90%	83%	93%	92%	Medium > small Large > small
Donate/collect money for natural disasters	51%	34%	51%	60%	Medium > small Large > small, medium
Support the community through company-sponsored volunteer projects	58%	51%	52%	66%	Large > small, medium
Consider the overall social impact of business decisions	54%	50%	45%	61%	Large > small, medium
Partner with woman- or minority-owned suppliers/companies	38%	20%	14%	23%	Large > medium
Monitor the impact of business on the environment	19%	38%	52%	61%	Medium > small Large > small, medium
Partner with environmentally friendly suppliers/companies	32%	32%	31%	46%	Large > small, medium
Cause marketing/branding	53%	24%	28%	37%	Large > small, medium

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 13 Selected CSR Practices in Mexico (by Organization Staff Size)

	Overall (n = 113)	Small (1-99 Employees) (n = 20)	Medium (100-499 Employees) (n = 29)	Large (500 or More Employees) (n = 55)	Differences Based on Staff Size
Support the community through company-sponsored volunteer projects	45%	30%	28%	58%	Large > medium
Monitor the impact of business on the environment	42%	30%	14%	58%	Large > medium

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

HR professionals in Brazil reported that medium organizations (90%) were more likely than small organizations (54%) to have donated or collected money for local charities, and large organizations (80%) were more likely than small organizations (50%) to have monitored global fair labor standards and practices (Table 14).

According to respondents from the United States, there were differences among organization sectors for some corporate social responsibility practices⁹ (Table 15). HR

professionals from publicly owned for-profit organizations in the United States reported greater participation in donating/collecting money for natural disasters (90%) than did those employed by U.S. privately owned for-profit organizations (72%) or government sector organizations (55%). Respondents employed by publicly owned for-profit organizations in the United States (79%) were more likely to have reported that their organizations supported the community through company-sponsored volunteer projects compared with HR professionals employed by privately owned for-profit

⁹ Due to the low number of responses from HR professionals included in the pilot studies in Australia, India, China, Canada, Mexico and Brazil, analyses by organization sector were conducted only for the U.S. data.

Table 14 Selected CSR Practices in Brazil (by Organization Staff Size)					
	Overall (n = 149)	Small (1-99 Employees) (n = 28)	Medium (100-499 Employees) (n = 20)	Large (500 or More Employees) (n = 92)	Differences Based on Staff Size
Donate/collect money for local charities	74%	54%	90%	76%	Medium > small
Monitor global fair labor standards/practices	73%	50%	70%	80%	Large > small

Note: Data sorted in descending order by overall data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization staff size and information about participation in corporate social responsibility practices. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 15 Comparison of Participation in Selected CSR Practices in the United States (by Organization Sector)						
	Overall (n = 420)	Publicly Owned For-Profit Organization (n = 131)	Privately Owned For-Profit Organization (n = 191)	Nonprofit Organization (n = 68)	Government Agency (n = 29)	Differences Based on Organization Sector
Donate/collect money for natural disasters	77%	90%	72%	79%	55%	Publicly owned for-profit organization > privately owned for-profit organization, government agency
Support the community through company-sponsored volunteer projects	66%	79%	57%	65%	66%	Publicly owned for-profit organization > privately owned for-profit organization
Monitor global fair labor standards/practices	15%	24%	11%	9%	14%	Publicly owned for-profit organization > privately owned for-profit organization, nonprofit organization

Note: Data sorted in descending order by publicly owned for-profit data. The sample sizes and percentages shown are based on the actual number of respondents who provided organization sector and information about participation in corporate social responsibility practices. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

organizations (57%). Although a relatively small percentage of HR professionals reported monitoring global fair labor standards/practices, respondents employed by publicly owned for-profit organizations (24%) were more likely to report participation in this practice than were those from privately owned for-profit organizations (11%) or nonprofit organizations (9%).

Organizations' policies pertaining to corporate social responsibility may influence their commitment to par-

ticipate in corporate social responsibility programs and the types and frequency of selected activities or practices. Organizations with *formal* policies (i.e., written goals and reports pertaining to CSR; CSR tied directly to organizational goals and/or mission) will have higher internal and external accountability for establishing and participating in corporate social responsibility programs than those with *informal* policies (i.e., typically undocumented, for which there is no accountability, but the organization strives to be

Table 16 CSR Policies (by Country)

	United States (n = 369)	Australia (n = 269)	India (n = 143)	China (n = 97)	Canada (n = 1,006)	Mexico (n = 109)	Brazil (n = 148)	Differences Based on Country
Formal policy	25%	39%	41%	35%	30%	46%	50%	Australia > United States India > United States Mexico > United States, Canada Brazil > United States, Canada
Informal policy	37%	33%	41%	28%	30%	24%	36%	
No policy	38%	29%	18%	37%	40%	30%	14%	United States > India, Brazil Australia > Brazil China > India, Brazil Canada > Australia, India, Brazil Mexico > Brazil

Note: Percentages may not total 100% due to rounding. Blank cells in the last column indicate that no statistically significant differences were found. HR professionals who responded "not sure" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: 2007 SHRM Corporate Social Responsibility Pilot Study

Table 17 CSR Policies in the United States (by Organization Sector)

	Overall (n = 369)	Publicly Owned For-Profit Organization (n = 108)	Privately Owned For-Profit Organization (n = 173)	Nonprofit Organization (n = 63)	Government Agency (n = 23)	Differences Based on Organization Sector
Formal policy	25%	40%	18%	19%	30%	Publicly owned for-profit organization > privately owned for-profit organization, nonprofit organization
Informal policy	37%	36%	38%	38%	26%	
No policy	38%	24%	45%	43%	43%	Privately owned for-profit organization > publicly owned for-profit organization

Note: Percentages may not total 100% due to rounding. Blank cells in the last column indicate that no statistically significant differences were found. HR professionals who responded "not sure" were excluded from this analysis.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

socially responsible). Although organizations with no corporate social responsibility policies at all may feel a demand for corporate social responsibility from external sources such as the communities in which they operate, consumers and potential business partners, they will have less intra-organizational pressure to participate in corporate social responsibility activities compared with organizations with either formal or informal corporate social responsibility policies.

Although there were differences by country in the percentages of HR professionals who reported that their organizations had formal corporate social responsibility policies and the percentages of those who reported having no corporate social responsibility policies at all, the percentages of respondents who reported that their organizations had informal corporate social responsibility policies did not differ significantly among the seven countries. Respondents employed by organizations in Brazil (50%) and Mexico (46%) reported the largest percentages of organizations with formal corporate social responsibility policies, whereas HR professionals from the United States (25%) reported the small-

est percentage of organizations with formal policies. HR professionals from Canada (40%), the United States (38%) and China (37%) reported the largest percentages of organizations with no corporate social responsibility policies. India (18%) and Brazil (14%) had the smallest percentages of organizations without corporate social responsibility policies. These data are shown in Table 16.

Although the adoption of corporate social responsibility policies is not limited to large for-profit corporations,¹⁰ the likelihood of having formal, informal or no corporate social responsibility policies varied by organization sector within the United States (Table 17). According to HR professionals from the United States, publicly owned for-profit organizations (40%) were more likely than nonprofit organizations (19%) or privately owned for-profit organizations (18%) to have formal corporate social responsibility policies. On the other hand, privately owned for-profit organizations (45%) were more likely than publicly owned for-profit organizations (24%) to have no corporate social responsibility policies. Overall, more than three-quarters (76%) of publicly owned for-profit

¹⁰ Lockwood, N. R. (2004, December). Corporate social responsibility: HR's leadership role. *SHRM Research Quarterly*, 4, 1-11.

Table 18 Average Number of Types of CSR Practices (by Type of CSR Policy)

	Formal Policy	Informal Policy	No Policy	Differences Based on Policy
United States (n = 369)	5.66	4.47	3.04	Formal policy > informal policy, no policy Informal policy > no policy
Australia (n = 269)	5.64	3.56	2.30	Formal policy > informal policy, no policy Informal policy > no policy
India (n = 143)	5.43	3.66	2.58	Formal policy > informal policy, no policy
China (n = 97)	4.41	3.33	1.47	Formal policy > no policy Informal policy > no policy
Canada (n = 1,006)	5.87	4.60	2.87	Formal policy > informal policy, no policy Informal policy > no policy
Mexico (n = 109)	5.36	3.88	2.82	Formal policy > informal policy, no policy
Brazil (n = 148)	6.64	5.04	3.67	Formal policy > informal policy, no policy

Note: Sample sizes and averages are based on the total number of respondents by country who answered this question. HR professionals who responded "not sure" about their organizations' corporate social responsibility policies were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

organizations in the United States had either formal or informal corporate social responsibility policies, a larger proportion than any other organization sector. This finding suggests that within the United States, publicly owned for-profit organizations are more likely than other organization sectors to make corporate social responsibility part of their organizations' operating strategies. Publicly owned for-profit organizations may be more susceptible to consumer demand for socially responsible business practices than other organization sectors and therefore may be more likely to respond in ways that provide proof of social responsibility in their business decisions.

Organizations—particularly organizations with corporate social responsibility policies—support a variety of corporate social responsibility practices. As shown in Table 18, across all seven countries, respondents employed by organizations with formal corporate social responsibility policies reported a greater average number of types of corporate social responsibility practices than did those from organizations that had no corporate social responsibility policies. Also, respondents from each of the seven countries reported a significantly greater average number of types of corporate social responsibility practices for organizations with formal policies than for organizations with informal policies. This may be due to organizations with formal policies having greater accountability for demonstrating corpo-

rate social responsibility and therefore greater expectations to support a wider variety of corporate social responsibility practices. This finding may also indicate that when corporate social responsibility is deeply ingrained in the organizational culture, high rates of employee engagement and involvement in corporate social responsibility programs can support a wider variety of corporate social responsibility activities.

HR professionals from organizations without corporate social responsibility policies in place were asked about their organizations' plans to develop corporate social responsibility policies. Respondents from Brazil (77%), Mexico (48%), India (32%) and Australia (26%) were more likely than their counterparts from the United States (4%) to indicate that their organizations had plans to develop policies to address corporate social responsibility (Table 19). Further, respondents from Mexico (48%) were more likely than those from Canada (11%) and China (5%) to have reported plans to develop corporate social responsibility policies. HR professionals from Brazil (77%) were also more likely than those from Australia (26%), Canada (11%) and China (5%) to have reported plans to develop corporate social responsibility policies. Brazil is a country to watch in terms of widespread adoption of corporate social responsibility practices, particularly as they relate to environmental considerations. In recent years, Brazil has identified and

Table 19 Plans of Organizations Without CSR Policies to Develop Such Policies (by Country)

	United States (n = 80)	Australia (n = 42)	India (n = 19)	China (n = 20)	Canada (n = 250)	Mexico (n = 23)	Brazil (n = 13)	Differences Based on Country
Yes	4%	26%	32%	5%	11%	48%	77%	Australia > United States India > United States Mexico > United States, China, Canada Brazil > United States, Australia, China, Canada
No	96%	74%	68%	95%	89%	52%	23%	

Note: Percentages may not total 100% due to rounding. Sample sizes and percentages are based on the total number of respondents by country who answered this question. HR professionals from organizations with corporate social responsibility policies, those who were unsure of their organization's corporate social responsibility policy and those who responded "not sure" to this item were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: 2007 SHRM Corporate Social Responsibility Pilot Study

responded to environmental concerns such as deforestation of the Amazon, renewable energy sources and pollution by increased regulatory measures and stiffer penalties for infractions.¹¹

More than two-thirds of respondents from Australia (74%) and India (68%) and the vast majority of those from the United States (96%), China (95%) and Canada (89%) said that their organizations had no plans to develop corporate social responsibility policies. Less than one-quarter of respondents from companies without existing corporate social responsibility policies in Brazil (23%) indicated that they had no plans to develop such policies, further supporting the strong trend toward establishing corporate social responsibility policies among organizations in Brazil.

How do organizations demonstrate their commitment to corporate social responsibility? Among HR professionals employed by organizations with existing corpo-

rate social policies, as well as among those who were not sure of their policies, the same two methods of demonstrating commitment were reported with the greatest frequency in the same order across six of the seven countries (Table 20). The largest percentage of respondents across countries reported that their organizations demonstrated their commitment to corporate social responsibility by covering their social responsibility efforts in their organizations' newsletters and other publications. This was followed by respondents from the United States, Australia, India, China, Canada and Mexico reporting that their organizations demonstrated their commitment by making corporate social responsibility part of their organizational goals. HR professionals from Brazil, however, reported that the commitment to corporate social responsibility was included in the organizational mission and/or vision, making it this country's second highest method for demonstrating commitment to corporate social responsibility.

¹¹ Energy Information Administration. (2003). *Brazil: Environmental issues*. Retrieved from www.eia.dow.gov/emeu/cabs/brazenv.html.

Table 20 Demonstrating Commitment to CSR (by Country)

	United States (n = 211)	Australia (n = 168)	India (n = 74)	China (n = 63)	Canada (n = 632)	Mexico (n = 67)	Brazil (n = 126)	Differences Based on Country
Efforts are covered in organization's newsletters/ other publications	69%	73%	61%	67%	65%	69%	79%	
Efforts are part of organization's goals	57%	59%	55%	63%	65%	69%	72%	
Efforts are included in organization's mission	55%	56%	53%	51%	59%	64%	75%	Brazil > United States, Australia, India, China, Canada
Efforts are included in organization's annual report	34%	57%	35%	27%	47%	64%	64%	Australia > United States, India, China Canada > United States, China Mexico > United States, India, China Brazil > United States, India, China, Canada
A report dedicated exclusively to CSR is issued	9%	10%	19%	16%	13%	25%	35%	Mexico > United States, Australia Brazil > United States, Australia, Canada

Note: Data sorted in descending order by the U.S. data. Sample sizes and percentages are based on the total number of respondents by country who answered this question. Blank cells in the last column indicate that no statistically significant differences were found. Percentages do not total 100% due to multiple response options. HR professionals from organizations without a corporate social responsibility policy or who responded "not applicable; we do not do anything to demonstrate our commitment to corporate social responsibility" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

As shown in Table 20, HR professionals from Brazil (75%) were more likely than those from Canada (59%), Australia (56%), the United States (55%), India (53%) and China (51%) to include corporate social responsibility in their organizations' mission and vision. Those from Australia (57%) were more likely than those from India (35%), the United States (34%) and China (27%) to include their organizations' corporate social responsibility efforts in their annual reports. Respondents from Mexico (64%) and

Brazil (64%) were more likely than those from India (35%), the United States (34%) and China (27%), and those from Brazil were also more likely than those from Canada (47%), to include their corporate social responsibility efforts in their annual reports. Organizations with formal corporate social responsibility policies may be more willing to be transparent about their accountability for such policies, including providing written assessments of their efforts supporting their corporate social responsibility policies.

Table 21 Methods of Involving or Engaging Employees in CSR Programs (by Country)

	United States (n = 335)	Australia (n = 209)	India (n = 123)	China (n = 74)	Canada (n = 880)	Mexico (n = 82)	Brazil (n = 133)	Differences Based on Country
Recognize employee participation in volunteer programs	72%	66%	58%	49%	68%	55%	62%	United States > China Canada > China
Encourage senior management to participate in volunteer programs	56%	42%	52%	39%	55%	54%	48%	United States > Australia Canada > Australia
Provide company-sponsored volunteer events after work hours (e.g., on weekends)	54%	45%	50%	64%	52%	52%	62%	
Encourage employees to spearhead volunteer programs	53%	49%	70%	35%	63%	66%	77%	India > United States, Australia, China Canada > United States, Australia, China Mexico > China Brazil > United States, Australia, China
Provide company-sponsored volunteer events during work hours	47%	40%	32%	27%	48%	37%	44%	United States > China Canada > India, China
Allow employees to take a leave of absence to work for a volunteer organization (or to help in relief efforts)	46%	61%	24%	27%	49%	28%	49%	United States > India Australia > United States, India, China, Mexico Canada > India, China, Mexico Brazil > India, China
Solicit employee input when selecting or revising programs	39%	39%	41%	28%	39%	41%	47%	
Volunteer participation is reflected in performance reviews	14%	15%	20%	8%	19%	10%	20%	
Provide paid leave for employees who participate in volunteer events (not company-sponsored) after work hours on their own time	12%	28%	15%	20%	14%	21%	10%	Australia > United States, Canada, Brazil

Note: Data sorted in descending order by the U.S. data. Percentages do not total 100% due to multiple response options. HR professionals who indicated "not applicable; we don't have such programs" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Employee Participation in Corporate Social Responsibility Programs

Country of operation had a large impact on organizations’ methods of involving or engaging employees in corporate social responsibility programs. According to respondents from the United States (72%), Canada (68%) and Australia (66%), recognition of employee participation in volunteer programs was the most frequently cited means of involving employees in corporate social responsibility programs. Respondents from Brazil (77%), India (70%) and Mexico (66%) reported that encouraging employees to spearhead volunteer programs was used more often than other means of involving or engaging employees. Among respondents from China (64%), providing company-sponsored volunteer events after work hours was the most frequently indicated means of involving employees in corporate social responsibility programs. Significant differences among countries were identified for most of the various methods of involving or engaging employees (Table 21).

As shown in Table 22, two differences emerged among organization sectors for U.S. respondents in relation to the selected methods of involving or engaging employees in corporate social responsibility programs. HR professionals employed by publicly owned for-profit organizations in the United States (69%) were more likely than those employed by pri-

vately owned for-profit organizations (45%) to report that their organizations engaged employees in corporate social responsibility initiatives by providing company-sponsored volunteer events *after* work hours. In addition, respondents employed by publicly owned for-profit organizations (57%) were more likely than those employed by government organizations (21%) to report that their organizations provided company-sponsored volunteer events *during* work hours.

Among HR professionals who knew the number of times their organizations sponsored community service opportunities for employees, significant differences emerged by country of operation in several categories. Almost one-half (47%) of respondents from China reported that their organizations did not sponsor community service opportunities, compared with about one out of four respondents from Australia (24%), one out of five respondents from India (20%), Canada (20%) and the United States (19%), and about one out of seven respondents from Mexico (15%) and Brazil (14%). Respondents from Mexico (48%) were more likely than HR professionals in the United States (31%), Canada (31%) and Australia (28%) to report that their organizations sponsored one or two community service opportunities each year. HR professionals employed in Canada (18%) were significantly more likely than HR professionals employed in China (5%) to report that their organizations sponsored seven or more commu-

Table 22 Methods of Involving or Engaging Employees in CSR Programs in the United States (by Organization Sector)

	Overall (n = 335)	Publicly Owned For-Profit Organization (n = 112)	Privately Owned For-Profit Organization (n = 143)	Nonprofit Organization (n = 60)	Government Agency (n = 19)	Differences Based on Organization Sector
Provide company-sponsored volunteer events after work hours (e.g., on weekends)	54%	69%	45%	50%	42%	Publicly owned for-profit organization > privately owned for-profit organization
Provide company-sponsored volunteer events during work hours	47%	57%	42%	47%	21%	Publicly owned for-profit organization > government agency

Note: Data sorted in descending order by publicly owned for-profit data. HR professionals who indicated “not applicable; we don’t have such programs” were excluded from this analysis. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

nity service opportunities per year, and those employed in Brazil (24%) were significantly more likely than HR professional in China (5%) and Mexico (8%) to report sponsoring seven or more opportunities. These data are depicted in Table 23.

There were differences by organization sector in the percentages of HR professionals from the United States who reported that their organizations sponsored seven or more community service opportuni-

ties per year for employees (Table 24). According to HR professionals, nonprofit organizations (26%) and publicly owned for-profit organizations (22%) in the United States were more likely than privately owned for-profit organizations (9%) to annually sponsor seven or more community service opportunities for employees. Given that the highest percentage of formal or informal corporate social responsibility policies was reported at U.S. publicly owned for-profit organizations, this finding may provide some support

Table 23 Number of Times per Year Organizations Sponsor Community Service Opportunities for Employees (by Country)

	United States (n = 388)	Australia (n = 225)	India (n = 136)	China (n = 93)	Canada (n = 986)	Mexico (n = 108)	Brazil (n = 132)	Differences Based on Country
Never	19%	24%	20%	47%	20%	15%	14%	China > United States, Australia, India, Canada, Mexico, Brazil
1 to 2 times per year	31%	28%	37%	31%	31%	48%	34%	Mexico > United States, Australia, Canada
3 to 4 times per year	24%	21%	25%	15%	22%	21%	18%	
5 to 6 times per year	10%	9%	7%	1%	8%	7%	9%	
7 or more times per year	15%	18%	12%	5%	18%	8%	24%	Canada > China Brazil > China, Mexico

Note: Percentages do not total 100% due to rounding. HR professionals who indicated “don’t know” were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 24 Number of Times per Year Organizations Sponsor Community Service Opportunities for Employees in the United States (by Organization Sector)

	Overall (n = 388)	Publicly Owned For-Profit Organization (n = 120)	Privately Owned For-Profit Organization (n = 181)	Nonprofit Organization (n = 61)	Government Agency (n = 25)	Differences Based on Organization Sector
Never	19%	12%	23%	20%	28%	
1 to 2 times per year	31%	31%	33%	20%	36%	
3 to 4 times per year	24%	23%	27%	25%	20%	
5 to 6 times per year	10%	13%	9%	10%	8%	
7 or more times per year	15%	22%	9%	26%	8%	Publicly owned for-profit organization > privately owned for-profit organization Nonprofit organization > privately owned for-profit organization

Note: Percentages do not total 100% due to rounding. HR professionals who indicated “don’t know” were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

to the fact that organizations with strong tendencies toward corporate social responsibility practices may annually provide a greater number of community service opportunities to their employees.

Corporate Social Responsibility Strategy Within Organizations

How much influence does corporate social responsibility have in organizations’ overall business decisions? As depicted in Table 25, respondents from India and Mexico reported significantly greater average levels of importance placed on corporate social responsibility in their organizations’ business deci-

sions than did respondents from Australia or China. Also, respondents from Brazil reported a greater average level of importance placed on corporate social responsibility in their organizations’ business decisions than did respondents from the United States, Australia, India, China, Canada and Mexico. These findings suggest that organizations from India and Mexico were more likely than organizations from Australia or China and organizations from Brazil were more likely than organizations from the other six countries included in the study to integrate consideration of social and environmental impact into business decisions across their organizations rather than

Table 25 Importance of CSR in Organizations’ Business Decisions (by Country)

United States (n = 428)	Australia (n = 286)	India (n = 168)	China (n = 114)	Canada (n = 1,142)	Mexico (n = 114)	Brazil (n = 151)	Differences Based on Country
2.99	2.86	3.15	2.83	2.99	3.18	3.59	India > Australia, China Mexico > Australia, China Brazil > United States, Australia, India, China, Canada, Mexico

Note: Sample sizes and averages are based on the total number of respondents by country who answered this question. Average ratings are based on a scale where 1 = “very unimportant” and 4 = “very important” (higher averages indicate greater importance). The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 26 Direct HR Involvement in CSR Issues (by Country)

	United States (n = 431)	Australia (n = 286)	India (n = 170)	China (n = 117)	Canada (n = 1,145)	Mexico (n = 114)	Brazil (n = 153)	Differences Based on Country
Directly involved in corporate social responsibility programs	66%	64%	64%	69%	64%	80%	83%	Brazil > United States, Australia, India, Canada
Directly involved in community outreach programs	65%	40%	56%	61%	52%	87%	68%	United States > Australia, Canada Mexico > United States, Australia, India, China, Canada, Brazil Brazil > Australia
Directly involved in corporate governance regulation	49%	44%	49%	49%	55%	59%	80%	Brazil > United States, Australia, India, China, Canada, Mexico

Note: Data sorted in descending order by the U.S. data. The sample size is the total number of responding HR professionals by country; however, not all HR professionals provided information about HR involvement. Therefore, the percentages shown are based on the actual number of respondents who provided information about HR involvement. HR professionals who indicated that their organizations did not have corporate social responsibility policies or were unsure of their organizations’ policies were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

to view corporate social responsibility as an isolated business operation.

Among the respondents who indicated that their organizations had either a formal or informal corporate social responsibility policy, there were differences by country in the proportion of respondents who reported direct HR involvement in community outreach programs, corporate social responsibility programs and corporate governance regulation. As shown in Table 26, there were broad differences by country in the percentages of HR professionals who reported that their organizations' HR departments were directly involved in community outreach programs. Respondents who were employed by organizations in Brazil (83%) were more likely than HR professionals in the United States (66%), Australia (64%), India (64%) and Canada (64%) to report that HR was directly involved in their organizations' corporate social responsibility programs. Respondents from Brazil (80%) were also more likely than those from

the other six countries that participated in the survey to report that HR was directly involved in corporate governance regulation. With the exception of Mexico, HR professionals employed by organizations that had formal or informal corporate social responsibility policies reported higher rates of HR involvement in corporate social responsibility programs than in community outreach or corporate governance. This suggests that corporate social responsibility programs tend to be separate from community outreach and corporate governance functions and responsibilities.

HR professionals were asked to identify who was mainly responsible for creating and implementing their organizations' corporate social responsibility strategies. Among respondents who indicated that their organizations had a corporate social responsibility strategy, the majority across all seven countries reported that the board of directors, CEO/president or the senior management team was responsible for *creating* the corporate social responsibility strategy for

Table 27 Main Responsibility for Creating the CSR Strategy (by Country)

	United States (n = 293)	Australia (n = 199)	India (n = 113)	China (n = 63)	Canada (n = 738)	Mexico (n = 81)	Brazil (n = 130)	Differences Based on Country
CEO/president	29%	24%	32%	19%	29%	26%	20%	
Senior management team	27%	26%	13%	30%	32%	10%	21%	United States > Mexico China > Mexico Canada > India, Mexico
Employee taskforce/ committee	19%	11%	14%	16%	12%	2%	10%	United States > Mexico
HR	13%	9%	11%	6%	6%	20%	18%	United States > Canada Mexico > Canada Brazil > Canada
Board of directors	12%	30%	29%	27%	19%	41%	28%	Australia > United States, Canada India > United States China > United States Mexico > United States, Canada Brazil > United States
Outside consultant	1%	0%	0%	0%	1%	0%	0%	
CFO	0%	1%	1%	2%	0%	1%	3%	Brazil > Canada

Note: Data sorted in descending order by the U.S. data. Percentages do not total 100% due to rounding. HR professionals who indicated "not applicable; we do not have a corporate social responsibility strategy" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

the organization (Table 27). This indicates top-down decisions about the fit of corporate social responsibility programs with organizations' operating plans. By contrast, the majority of respondents across all seven countries indicated that *implementing* the strategy was the responsibility of an employee taskforce/committee, HR or the senior management team, suggesting that the execution of corporate social responsibility practices and activities tends to be delegated from the highest levels within the organization to the HR department or lower levels of employees (Table 28).

As illustrated in Figure 2, respondents employed by organizations in each of the seven countries surveyed reported that HR had primary responsibility for implementing an organization's corporate social responsibility strategy more frequently than for creating the strategy. Additionally, an analysis of the U.S. data by organization sector revealed that HR was more likely to have had the main responsibility for creating the corporate social responsibility strategy in publicly owned for-profit organizations (23%) than

in privately owned for-profit organizations (10%) or nonprofit organizations (2%).

Attitudes About Corporate Social Responsibility

HR professionals were asked to rate a series of organization attributes according to the degree to which they believed that these attributes could be improved by corporate social responsibility practices. About two-thirds to 90% of respondents believed that an organization's public image could be improved by corporate social responsibility practices. The lowest-rated practice that HR professionals in Brazil (37%), the United States (15%), Mexico (15%), Canada (12%) and India (11%) believed could be improved through corporate social responsibility was the organization's financial bottom line. According to HR respondents from Australia, financial bottom line was tied with productivity (both at 13%) as the attribute believed to be least likely to improve through corporate social responsibility practices, while in China, workforce productivity (10%) and financial bottom line (10%) were seen as least likely to be improved. For

Table 28 Main Responsibility for Implementing the CSR Strategy (by Country)

	United States (n = 290)	Australia (n = 196)	India (n = 113)	China (n = 61)	Canada (n = 720)	Mexico (n = 79)	Brazil (n = 127)	Differences Based on Country
Employee taskforce/ committee	35%	24%	31%	28%	26%	10%	31%	United States > Mexico India > Mexico Canada > Mexico Brazil > Mexico
Senior management team	29%	30%	16%	21%	37%	14%	16%	Canada > India, Mexico, Brazil
HR	23%	22%	28%	31%	17%	46%	35%	Mexico > United States, Australia, Canada Brazil > Canada
CEO/president	11%	15%	16%	10%	17%	15%	6%	Canada > Brazil
Board of directors	1%	7%	8%	8%	2%	13%	12%	Australia > United States, Canada India > United States, Canada China > United States Mexico > United States, Canada Brazil > United States, Canada
Outside consultant	1%	0%	1%	2%	0%	0%	0%	
CFO	0%	1%	0%	0%	0%	3%	0%	Mexico > Canada

Note: Data sorted in descending order by the U.S. data. Percentages do not total 100% due to rounding. HR professionals who indicated "not applicable; we do not have a corporate social responsibility strategy" were excluded from this analysis. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

organizations with strong drives to achieve financial goals, there may be resistance to participate in corporate social responsibility practices unless there is tangible evidence that such practices can positively affect the financial bottom line.

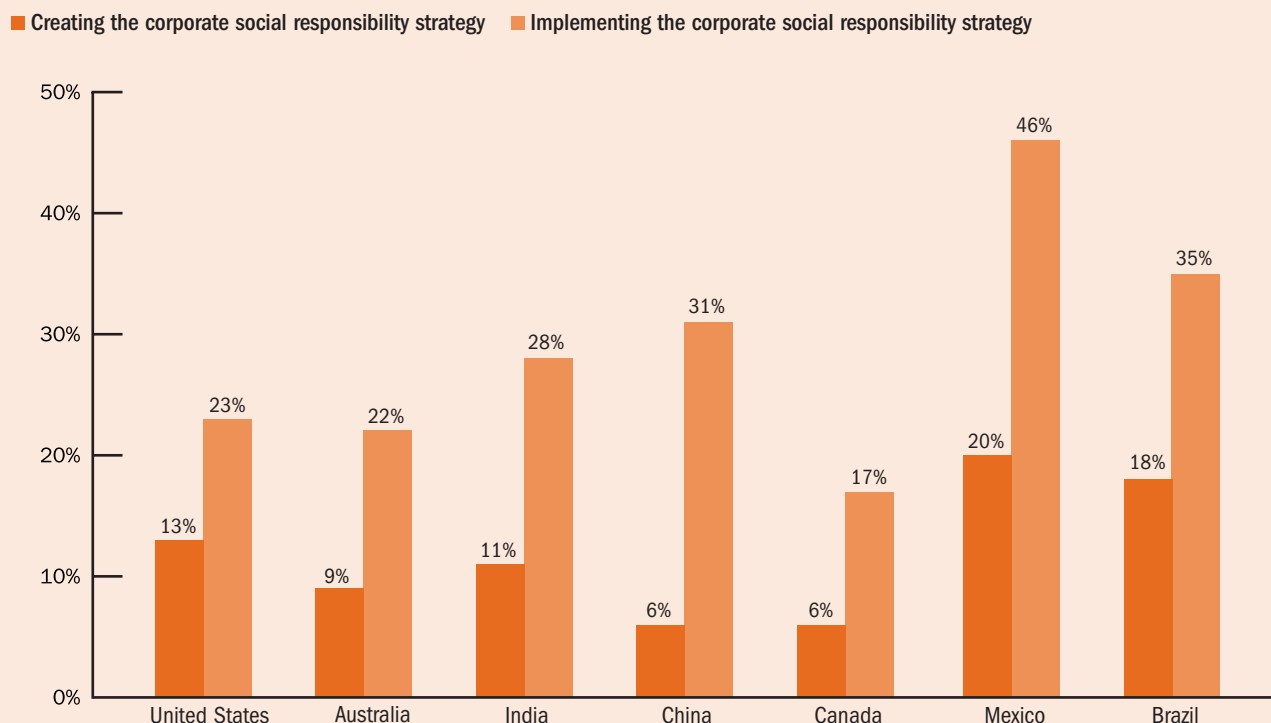
As shown in Table 29, average levels of belief in improvement through corporate social responsibility practices varied by country. Significant differences among countries were identified for each of the various organizational factors.

Belief that various organizational factors can be improved through corporate social responsibility practices was analyzed by organization sector for the U.S. data only. Compared with U.S. HR professionals who were employed by publicly owned for-profit

organizations, those employed by nonprofit organizations reported a greater average belief that employee retention could be improved through corporate social responsibility practices. HR professionals employed by government organizations reported a greater average belief than those employed by publicly owned for-profit or privately owned for-profit organizations that workforce productivity could be improved through corporate social responsibility practices. These data are shown in Table 30.

Table 31 lists the top three drivers of corporate social responsibility according to HR professionals employed by organizations in the United States, Australia, India, China, Canada, Mexico and Brazil. The vast majority of respondents from Brazil (89%) and about three-quarters of respondents from India

Figure 2 HR Responsibility for Creating and Implementing Corporate Social Responsibility Strategies (by Country)



Note: HR professionals who indicated “not applicable; we do not have a corporate social responsibility strategy” were excluded. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 29 Degree That CSR Practices Improve Various Organizational Factors (by Country)

	United States (n = 431)	Australia (n = 286)	India (n = 170)	China (n = 117)	Canada (n = 1,145)	Mexico (n = 114)	Brazil (n = 153)	Differences Based on Country
Public image	3.62	3.56	3.67	3.73	3.64	3.73	3.90	Brazil > United States, Australia, India, Canada
Employee morale	3.32	3.16	3.24	3.08	3.24	3.59	3.78	United States > China Mexico > United States, Australia, India, China, Canada Brazil > United States, Australia, India, China, Canada
Consumer/customer confidence	3.31	3.10	3.22	3.35	3.26	3.52	3.68	China > Australia Canada > Australia Mexico > Australia, India, Canada Brazil > United States, Australia, India, China, Canada
Brand recognition	3.30	3.30	3.51	3.45	3.27	3.52	3.84	India > United States, Australia, Canada Mexico > Canada Brazil > United States, Australia, India, China, Canada, Mexico
Employee loyalty	3.26	3.17	3.18	3.10	3.25	3.52	3.71	Mexico > United States, Australia, India, China, Canada Brazil > United States, Australia, India, China, Canada
Position as an employer of choice	3.15	3.20	3.10	3.22	3.27	3.27	3.89	Brazil > United States, Australia, India, China, Canada, Mexico
Competitive advantage	2.99	2.87	2.90	2.99	2.98	3.25	3.47	Mexico > United States, Australia, India, Canada Brazil > United States, Australia, India, China, Canada
Recruitment of top employees	2.95	2.84	2.94	3.09	2.99	3.15	3.32	Mexico > Australia Brazil > United States, Australia, India, Canada
Employee retention	2.88	2.82	2.76	2.76	2.93	3.11	3.28	Mexico > Australia, India, China Brazil > United States, Australia, India, China, Canada
Financial bottom line	2.74	2.57	2.56	2.37	2.64	2.80	3.17	United States > China Canada > China Mexico > China Brazil > United States, Australia, India, China, Canada, Mexico
Workforce productivity	2.66	2.48	2.74	2.43	2.62	2.96	3.20	Mexico > United States, Australia, China, Canada Brazil > United States, Australia, India, China, Canada

Note: Data sorted in descending order by the U.S. data. The sample size is the total number of responding HR professionals by country; however, the averages are based on the actual number of respondents by country who answered these questions. Average ratings are based on a scale where 1 = "to no degree at all" and 4 = "to a large degree" (higher averages indicate greater degree of belief). The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

(77%), Mexico (75%), China (71%), Canada (71%), the United States (70%) and Australia (70%) ranked contribution to society as the top driver of corporate social responsibility programs, making it the top driver in all seven countries. Public relations strategy was ranked second as a top driver of corporate social responsibility programs by respondents from the United States (53%), China (52%), Canada (51%), Australia (50%) and India (43%), whereas environmental considerations ranked second according to

respondents from Brazil (49%) and Mexico (46%). Employee activism was ranked third as a driver of corporate social responsibility by respondents from the United States (33%). Respondents from India (40%), Canada (40%) and Australia (36%) ranked environmental considerations third as a driver of corporate social responsibility programs. According to respondents from China (36%), the third-ranked driver of corporate social responsibility programs was competitive advantage. Respondents from Mexico (41%)

Table 30

Degree That CSR Practices Improve Various Organizational Factors in the United States (by Organization Sector)

	Publicly Owned For-Profit Organization	Privately Owned For-Profit Organization	Nonprofit Organization	Government Agency	Differences Based on Organization Sector
Employee retention (n = 427)	2.73	2.88	3.06	3.17	Nonprofit organization > publicly owned for-profit organization
Workforce productivity (n = 426)	2.53	2.64	2.77	3.10	Government agency > publicly owned for-profit organization, privately owned for-profit organization

Note: Data sorted in descending order by publicly owned for-profit data. Average ratings are based on a scale where 1 = "to no degree at all" and 4 = "to a large degree" (higher averages indicate greater degree of belief). Only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 31

Top Three Drivers of CSR Programs (by Country)

	First	Second	Third
United States (n = 429)	Contribution to society 70%	Public relations strategy 53%	Employee activism 33%
Australia (n = 284)	Contribution to society 70%	Public relations strategy 50%	Environmental considerations 36%
India (n = 163)	Contribution to society 77%	Public relations strategy 43%	Environmental considerations 40%
China (n = 114)	Contribution to society 71%	Public relations strategy 52%	Competitive advantage 36%
Canada (n = 1,138)	Contribution to society 71%	Public relations strategy 51%	Environmental considerations 40%
Mexico (n = 112)	Contribution to society 75%	Environmental considerations 46%	Public relations strategy 41%
Brazil (n = 148)	Contribution to society 89%	Environmental considerations 49%	Health and safety considerations 41%

Note: Sample sizes and percentages are based on the total number of respondents by country who answered this question. Percentages do not total 100% due to multiple response options. The "recent corporate scandals" response category was only available to U.S. and Canadian respondents; comparison to other countries was not possible. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 32 Drivers of CSR Programs (by Country)

	United States (n = 429)	Australia (n = 284)	India (n = 163)	China (n = 114)	Canada (n = 1,138)	Mexico (n = 112)	Brazil (n = 148)	Differences Based on Country
Contribution to society	70%	70%	77%	71%	71%	75%	89%	Brazil > United States, Australia, China, Canada
Public relations strategy	53%	50%	43%	52%	51%	41%	33%	United States > Brazil Australia > Brazil China > Brazil Canada > Brazil
Employee activism	33%	29%	36%	16%	26%	31%	38%	United States > China India > China Brazil > China
Health and safety considerations	27%	28%	34%	23%	29%	31%	41%	Brazil > United States, China, Canada
Competitive advantage	23%	24%	19%	36%	23%	33%	22%	China > India, Canada
Environmental considerations	23%	36%	40%	27%	40%	46%	49%	Australia > United States India > United States Canada > United States Mexico > United States Brazil > United States, China
Economic considerations	16%	13%	18%	17%	17%	14%	16%	
The erosion of trust in large organizations	15%	13%	8%	3%	12%	7%	7%	United States > China Australia > China Canada > China
Recent corporate scandals	14%	-	-	-	11%	-	-	
Market share improvement	13%	10%	9%	14%	10%	15%	16%	
Consumer activism/grassroots pressure	12%	17%	10%	17%	18%	8%	11%	
The globalization of business	11%	12%	23%	25%	12%	20%	27%	India > United States, Canada China > United States, Canada Brazil > United States, Australia, Canada
Corporate governance movement	9%	21%	28%	4%	16%	18%	6%	Australia > United States, China, Brazil India > United States, China, Canada, Brazil Canada > United States, China, Brazil Mexico > China
Shareholder activism	5%	6%	9%	15%	5%	11%	16%	China > United States, Canada Brazil > United States, Australia, Canada

Note: Data sorted in descending order by the U.S. data. Sample sizes and percentages are based on the total number of respondents by country who answered this question. Percentages do not total 100% due to multiple response options. The "recent corporate scandals" response category was only available to U.S. and Canadian respondents; comparison with other countries was not possible. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 33 Drivers of CSR Programs in the United States (by Organization Sector)

	Overall (n = 429)	Publicly Owned For-Profit Organization (n = 132)	Privately Owned For-Profit Organization (n = 195)	Nonprofit Organization (n = 71)	Government Agency (n = 29)	Differences Based on Organization Sector
Environmental considerations	23%	34%	34%	11%	34%	Government agency > nonprofit organization
Recent corporate scandals	14%	18%	14%	4%	17%	Publicly owned for-profit organization > nonprofit organization
Corporate governance movement	9%	17%	3%	14%	3%	Publicly owned for-profit organization > privately owned for-profit organization Nonprofit organization > privately owned for-profit organization

Note: Data sorted in descending order by publicly owned for-profit data. Sample sizes and percentages are based on the total number of respondents by sector who answered this question. Percentages do not total 100% due to multiple response options; only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Table 34 Main Obstacles of CSR Programs (by Country)

	United States (n = 423)	Australia (n = 284)	India (n = 160)	China (n = 111)	Canada (n = 1,132)	Mexico (n = 114)	Brazil (n = 148)	Differences Based on Country
Cost	67%	65%	58%	72%	67%	66%	59%	
Unproven benefits	43%	49%	43%	46%	46%	36%	32%	Australia > Brazil Canada > Brazil
Lack of support from senior management	39%	51%	34%	18%	43%	30%	35%	United States > China Australia > United States, India, China, Mexico, Brazil Canada > China Brazil > China
Detraction from primary business goals	36%	42%	29%	13%	32%	21%	16%	United States > China, Brazil Australia > China, Mexico, Brazil India > China Canada > China, Brazil
It is not yet mainstream, so there is no business advantage	20%	29%	36%	36%	24%	50%	26%	India > United States, Canada China > United States Mexico > United States, Australia, Canada, Brazil
Lack of shareholder support	17%	25%	14%	10%	26%	41%	26%	Australia > China Canada > United States, India, China Mexico > United States, Australia, India, China, Canada Brazil > China
Lack of employee support	14%	8%	22%	5%	11%	17%	20%	India > Australia, China, Canada Brazil > Australia, China, Canada

Note: Data sorted in descending order by the U.S. data. Sample sizes and percentages are based on the total number of respondents by country who answered this question. Percentages do not total 100% due to multiple response options. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

ranked public relations strategy third, and respondents from Brazil (41%) ranked health and safety considerations third.

Table 32 depicts the differences among countries in the percentage of respondents who reported various drivers of corporate social responsibility programs.

The percentages of U.S. respondents who reported various drivers of corporate social responsibility programs were analyzed by sector. Respondents employed in the government sector (34%) were more

likely than those employed by nonprofit organizations (11%) to report environmental considerations as a driver of corporate social responsibility programs. Recent corporate scandals were more likely to be reported as a driver by respondents from publicly owned for-profit organizations (18%) than by respondents from nonprofit organizations (4%). Respondents from publicly owned for-profit organizations (17%) and nonprofit organizations (14%) were more likely than those from privately owned for-profit organizations (3%) and government agencies (3%) to report the corporate governance movement as a driv-

Table 35 Agreement With Statements About CSR (by Country)

	United States (n = 431)	Australia (n = 286)	India (n = 170)	China (n = 117)	Canada (n = 1,145)	Mexico (n = 114)	Brazil (n = 153)	Differences Based on Country
Organizations perform best when they play a strong role in the communities in which they operate	3.39	3.32	3.36	2.73	3.35	3.52	3.44	United States > China Australia > China India > China Canada > China Mexico > China Brazil > China
Organizations should go beyond money making and contribute to broader society goals	3.32	3.41	3.57	3.51	3.39	3.63	3.62	India > United States, Canada Mexico > United States, Canada Brazil > United States, Canada
Organizations that exhibit good corporate responsibility are likely to gain a competitive advantage	3.28	3.20	3.33	3.51	3.28	3.49	3.48	China > United States, Australia, Canada Mexico > Australia, Canada Brazil > United States, Australia, Canada
My organization has a strong presence in our community	3.07	3.03	2.98	2.83	3.10	3.17	3.44	Brazil > United States, Australia, India, China, Canada
My organization is committed to community outreach	3.06	2.80	3.10	2.84	2.95	3.16	3.46	United States > Australia India > Australia Mexico > Australia Brazil > United States, Australia, India, China, Canada
My organization connects business activities with its responsibility as a member of society	3.04	2.99	3.12	3.13	3.05	3.04	3.42	Brazil > United States, Australia, India, Canada, Mexico
The push for corporate social responsibility is a temporary fad	1.91	1.93	2.06	1.90	1.77	1.95	1.43	United States > Canada, Brazil Australia > Canada, Brazil India > Canada, Brazil China > Brazil Canada > Brazil Mexico > Brazil

Note: Data sorted in descending order by the U.S. data. Sample sizes are based on the actual number of respondents employed by organizations within each country; however, the averages are based on the actual number of respondents by country who answered these questions. Average ratings are based on a scale where 1 = "strongly disagree" and 4 = "strongly agree" (higher averages indicate greater agreement). The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

er of corporate social responsibility programs. These data are shown in Table 33.

The largest proportion of respondents from each of the seven countries included in the survey reported cost as a main obstacle of corporate social responsibility programs (Table 34). For HR professionals employed in the United States (43%), India (43%), China (46%) and Canada (46%), unproven benefits were the second most frequently reported obstacle. Lack of support from senior management was reported by the second largest percentage of HR professionals from Australia (51%) and Brazil (35%). The second most frequently cited obstacle according to HR professionals employed in Mexico (50%) was the fact that corporate social responsibility is not yet mainstream and therefore lacks a business advantage. Significant differences emerged among countries for most of the reported obstacles of corporate social responsibility programs.

Table 35 depicts HR professionals' level of agreement with various statements about corporate social responsibility. Only a small percentage of respondents strongly agreed that the push for corporate social responsibility was a temporary fad, suggesting that the majority of respondents across the seven

countries believe that organizations will continue to engage in corporate social responsibility practices in the foreseeable future. The largest percentage of HR professionals employed by organizations in the United States strongly agreed that organizations performed best when they played a strong role in the communities in which they operated. The largest percentages of respondents from Australia (47%), India (62%), Canada (50%), Mexico (71%) and Brazil (66%) strongly agreed that organizations should go beyond money making and contribute to broader society goals. More than one-half of respondents from China strongly agreed that organizations should go beyond money making and contribute to broader society goals (54%) and that organizations that exhibited good corporate responsibility were likely to gain a competitive advantage (54%). Several differences emerged among countries in HR professionals' average levels of agreement with various statements about corporate social responsibility.

Agreement with statements about corporate social responsibility was analyzed by organization sector for respondents from the United States (Table 36). Differences emerged among sectors in the average level of agreement for just two statements. Compared with HR professionals employed by publicly owned

Table 36 Agreement With Statements About CSR in the United States (by Organization Sector)						
	Overall	Publicly Owned For-Profit Organization	Privately Owned For-Profit Organization	Nonprofit Organization	Government Agency	Differences Based on Organization Sector
My organization has a strong presence in our community (n = 428)	3.07	2.98	2.92	3.42	3.50	Nonprofit organization > publicly owned for-profit organization, privately owned for-profit organization Government agency > privately owned for-profit organization
My organization is committed to community outreach (n = 428)	3.06	2.98	2.94	3.38	3.34	Nonprofit organization > publicly owned for-profit organization, privately owned for-profit organization

Note: Average ratings are based on a scale where 1 = "strongly disagree" and 4 = "strongly agree" (higher averages indicate greater agreement). Only response options with statistically significant comparisons are included.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

for-profit organizations and privately owned for-profit organizations in the United States, HR professionals employed by nonprofit organizations reported greater average agreement that their organizations had a strong presence in the community and that their organizations were committed to community outreach. Respondents employed by government organizations also reported greater average agreement than those employed by privately owned for-profit organizations that their organizations had a strong presence in the community. This suggests a lack of connectedness between for-profit organizations and the communities in which they operate, indicating that there may be

opportunities for these organizations to become more involved in their communities.

Outcomes of Corporate Social Responsibility Programs

Respondents were asked to identify the positive outcomes of their organizations’ corporate social responsibility programs. The largest percentage of respondents from each country indicated that their organizations achieved a stronger public image as a positive outcome of their corporate social responsibility programs. Table 37 depicts that positive outcomes of organizations’ corporate social respon-

Table 37 Positive Outcomes of CSR Programs (by Country)

	United States (n = 309)	Australia (n = 214)	India (n = 134)	China (n = 82)	Canada (n = 844)	Mexico (n = 88)	Brazil (n = 135)	Differences Based on Country
Stronger public image	74%	65%	67%	67%	76%	67%	81%	Canada > Australia Brazil > Australia
Improved employee morale	61%	63%	58%	26%	50%	61%	68%	United States > China, Canada Australia > China, Canada India > China Canada > China Mexico > China Brazil > China, Canada
Increased employee loyalty	48%	44%	43%	28%	41%	55%	59%	United States > China Mexico > China Brazil > China, Canada
Increased consumer/customer confidence	45%	36%	40%	51%	45%	48%	60%	Brazil > Australia, India, Canada
Increased brand recognition	42%	44%	56%	61%	41%	45%	66%	India > Canada China > United States, Canada Brazil > United States, Australia, Canada
Position as an employer of choice	39%	38%	35%	37%	44%	40%	59%	Brazil > United States, Australia, India, China, Canada
Increased employee retention	24%	24%	16%	12%	29%	32%	23%	Canada > China Mexico > China
Increased recruitment of top employees	19%	18%	18%	17%	25%	24%	25%	
Competitive advantage	17%	15%	22%	13%	17%	26%	19%	
Increased workforce productivity	15%	10%	15%	7%	12%	19%	26%	Brazil > Australia, China, Canada
Positive financial bottom line	15%	8%	16%	6%	14%	14%	19%	

Note: Data sorted in descending order by the U.S. data. Sample sizes and percentages are based on the total number of respondents by country who answered this question. Percentages do not total 100% due to multiple response options. HR professionals who indicated “not applicable; we do not have corporate social responsibility programs” were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

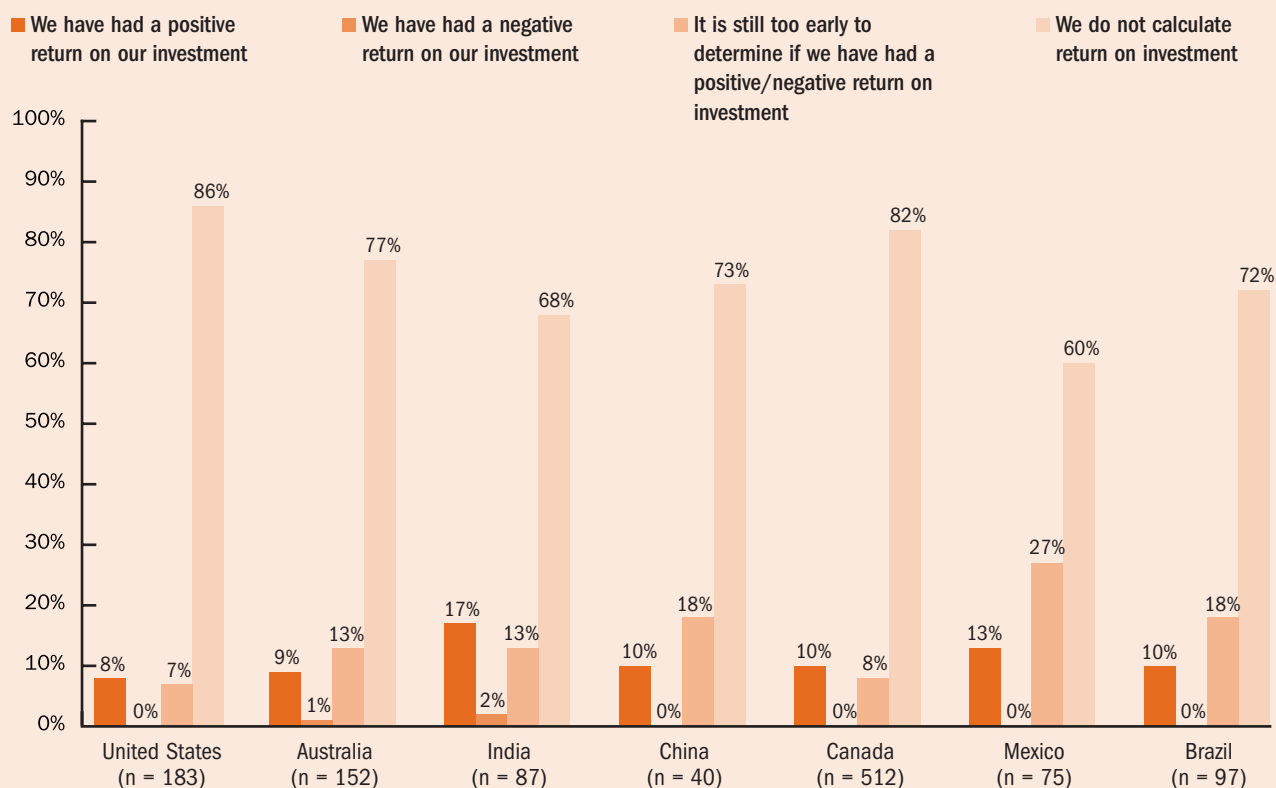
sibility programs varied by country, and these differences emerged for most of the various positive outcomes.

Responses by HR professionals from the United States were analyzed by organization sector. Only one difference emerged for positive outcomes achieved through corporate social responsibility programs: HR professionals employed by privately owned for-profit organizations (69%) were more likely than their counterparts employed by nonprofit organizations (45%) to report that employee morale was improved as a result of their corporate social responsibility programs. Employees of organizations that support the community through their primary missions, such

as nonprofit organizations, may be less likely to consider opportunities to participate in corporate social responsibility activities as special events than might employees of for-profit organizations where such activities are a more marked departure from the organizations' business philosophies and missions.

The majority of organizations with corporate social responsibility programs do not calculate return on investment (ROI) for these programs, according to HR professionals. As shown in Figure 3 and Table 38, respondents employed in the United States (86%) and Canada (82%) were more likely than those employed in India (68%) and Mexico (60%) to report that their organizations did not calculate ROI. The

Figure 3 Return on Investment (by Country)



Note: Percentages do not total 100% due to rounding. HR professionals who reported that their organizations did not have corporate social responsibility programs and who were not sure if return on investment was calculated were excluded. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

majority of organizations that did calculate ROI for their corporate social responsibility programs either reported a positive return on investment or indicated that it was too soon to determine if ROI was positive or negative. Respondents from Mexico (27%) were more likely than those from the United States (7%) or Canada (8%) to report that their organizations calculated ROI, but it was too early to determine whether it was positive or negative. HR professionals from India reported the highest percentage of organizations that calculated a positive return on investment (17%). Very few respondents reported that their organizations calculated a negative ROI for their corporate social responsibility programs. Moreover, there were no differences among organization sectors in the United States in the percentage of respondents who reported calculating ROI. These data suggest that most organizations are not basing their corporate social responsibility initiatives on particular measures or achieving a specific bottom line. This supports the earlier finding that contribution to society was the main driver of corporate social responsibility programs.

Table 38 Return on Investment for CSR Programs (by Country)

	United States (n = 183)	Australia (n = 152)	India (n = 87)	China (n = 40)	Canada (n = 512)	Mexico (n = 75)	Brazil (n = 97)	Differences Based on Country
We have had a positive return on our investment	8%	9%	17%	10%	10%	13%	10%	
We have had a negative return on investment	0%	1%	2%	0%	0%	0%	0%	India > Canada
It is still too early to determine if we have had a positive/negative return on investment	7%	13%	13%	18%	8%	27%	18%	Mexico > United States, Canada
We do not calculate return on investment	86%	77%	68%	73%	82%	60%	72%	United States > India, Mexico Canada > India, Mexico

Note: Percentages do not total 100% due to rounding. HR professionals who reported that their organizations did not have corporate social responsibility programs and those who were not sure if return on investment was calculated were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. The data from outside of the United States were based on a pilot study; caution should be exercised when interpreting results with small sample sizes.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Conclusions

Although about two-thirds of organizations across the United States, Australia, India, China, Canada, Mexico and Brazil had formal or informal corporate social responsibility policies, a larger proportion—more than four out of five organizations—participated in corporate social responsibility practices. While cost figured most prominently as an obstacle to corporate social responsibility programs, the majority of organizations across the seven countries included in the study did not measure the return on investment for their programs. This indicates that organizations across countries and employment sectors see value in corporate social responsibility initiatives, independent of achieving financially based outcomes.

Variations in organizations' interpretations of corporate social responsibility were evident in the practices and activities reported by HR professionals. Across each of the seven countries participating in the survey, charitable donations and fundraising were the most frequently reported corporate social responsibility practices. Some organizations indicated that they practiced corporate social responsibility by complying with industry regulations. This is consistent with traditional views of corporate social responsibility as philanthropy and compliance practices. More than one-quarter of organizations in Mexico (26%), about one-third of organizations in China (35%) and India (38%), approximately one-half of organizations in the United States (47%), Australia (52%) and

Canada (54%) and nearly two-thirds of organizations in Brazil (62%) considered the overall social impact of their business decisions, supporting the trend toward including corporate social responsibility in organizations' business strategies. It is important to note that on average, organizations participated in multiple types of corporate social responsibility practices.

As indicated by HR professionals across the seven countries, the strong perception that corporate social responsibility programs can improve an organization's public image is supported by the positive outcomes achieved as a result of such programs. Although there is no standard for measuring the success of an organization's corporate social responsibility efforts, it is arguably partially dependent upon how well the organization communicates its corporate social responsibility policies and practices to its stakeholders, the local community and society at large. About two-thirds of HR professionals across the United States, Australia, India, China, Canada and Mexico and nearly four out of five HR professionals from Brazil reported that their corporate social responsibility efforts were covered in organization's newsletters and/or other publications. Organizations' willingness to provide published accounts of their commitment to corporate social responsibility underscores the global move toward transparency of organizations' business operations.

This survey of HR professionals in the United States and pilot study of HR professionals in Australia, India, China, Canada, Mexico and Brazil found that HR was more involved in implementing corporate social responsibility strategies than in creating them. HR professionals are integral to aligning organizational corporate social responsibility strategies with practices by communicating the organization's corporate social responsibility strategy to stakeholders and encouraging participation in corporate social responsibility programs. HR can engage employees in corporate social responsibility through educating employees about the organization's corporate social responsibility strategy and its importance, and soliciting employee ideas and feedback regarding programs and activities that support the organization's corporate social responsibility mission. As HR becomes more of a strategic partner in organizational business plans, HR professionals will play a larger role in corporate social responsibility strategy from conception to application.

HR Perspective

By Nancy Lockwood, M.A., SPHR, GPHR, Manager, HR Content

In the past few years, organizations worldwide have begun to embrace corporate social responsibility both as a social responsibility and for competitive advantage. As HR leaders continue to take greater responsibility and initiative regarding corporate social responsibility policies, practices and activities, it is useful to reflect upon the drivers of corporate social responsibility and HR's expanding leadership role in corporate social responsibility strategy and implementation. Given the complexity of corporate social responsibility combined with globalization—such as the potential benefits to society as well as to the company—this discussion requires thoughtful consideration of not only the primary reasons organizations in many countries are beginning to now view corporate social responsibility as a vital part of their business strategy but also a solid understanding of the link between the key drivers and the benefits of corporate social responsibility and HR's role.

First, evidence of the corporate movement toward corporate social responsibility is reflected in the survey report data, with the seven countries surveyed responding positively to the following statements:

- Organizations that exhibit good corporate social responsibility are likely to **gain a competitive advantage**.
- Organizations should go beyond money making and **contribute to broader societal goals**.
- Organizations perform best when they **play a strong role in the communities** in which they operate.

Second, it is essential to place corporate social responsibility in context regarding its importance in business today. A number of key drivers are at the root of why companies develop, implement and practice corporate social responsibility. According to the survey findings, the top drivers of corporate social responsibility are contribution to society and public relations strategy, followed by employee activism, health and safety considerations, competitive advantage, and environmental considerations.

In general, globalization will increasingly have an impact on the drivers and the anticipated benefits of corporate social responsibility. However, there is no 'right way' or 'best way' to move forward with corporate social responsibility for all companies and/or countries. Consequently, the motivation

toward corporate social responsibility is likely to differ from country to country. In addition, other influences such as societal concerns, cultural perspectives and economic considerations will affect organizational commitment to corporate social responsibility. Geographic location will also have an impact on how companies demonstrate their commitment to corporate social responsibility (see Table 20). For instance, organizations in the United States—a goal-driven society—are more likely to include corporate social responsibility as part of the organization's goals; in contrast, companies in Mexico—where establishing rapport and relationship is the foundation of society—are more likely to include corporate social responsibility in the organization's mission. Companies in Australia—with well-developed management practices—are more likely to include corporate social responsibility efforts in the organization's annual report than those in China, where Western-style management is still in the development stage. These perspectives are vital for HR leaders to keep in mind when recommending corporate social responsibility initiatives, policies, practices and activities. Further, there is increasing evidence

of the importance of corporate social responsibility because it is frequently being included in organizational business decisions. All of these factors point to the growing critical mass of corporate social responsibility in organizations across the globe.

Third, corporate social responsibility practices have been found to improve various organizational factors (see Tables 29 and 37). The majority of these factors, in fact, have a direct link to areas of responsibility traditionally handled by HR, as well as positive outcomes as a result of corporate social responsibility programs. For example, corporate social responsibility is known to improve the company's public image, which in turn leads to brand recognition and consumer confidence. These advantages link directly to talent management initiatives, usually spearheaded by HR. Specifically, corporate social responsibility practices can position the company as an employer of choice, improve employee loyalty, promote recruitment of top talent and even lead to increased workforce productivity. In view of these benefits—in addition to a positive financial bottom line—HR will clearly want to promote corporate social responsibility in their organizations. By

using these benefits as 'proof' of the value of corporate social responsibility, HR leaders can better promote the importance of corporate social responsibility in their organization's strategy and business goals. In addition, by networking with their HR colleagues in the industry, HR leaders can gain additional information about how corporate social responsibility is positioned in other companies and learn from the challenges encountered in the process.

Fourth, the survey report findings indicate that HR is more likely to implement corporate social responsibility than be involved in strategy development (see Tables 27 and 28). Yet while the data indicate that HR is among the senior staff groups (e.g., CEO/president, senior management team, employee taskforce/committee) involved with corporate social responsibility strategy creation and implementation, it is up to HR to demand a more public, established and responsible role regarding corporate social responsibility overall. One possible route to the C-suite for corporate social responsibility strategy development might be the collection of relevant metrics regarding corporate social responsibility initiatives. In

today's business environment, measuring return on investment is an essential part of demonstrating value. While the survey report findings indicate that currently less than half of respondents with corporate social responsibility programs calculate the return on investment of these programs, it is most likely that the importance of return on investment will grow exponentially with the acceptance and expectations of corporate social responsibility policies and practices.

In closing, as with the importance to measure other HR initiatives, determining appropriate corporate social responsibility metrics presents HR with a unique opportunity to take greater responsibility for corporate social responsibility results in their organizations. Thus, by highlighting the drivers and benefits of corporate social responsibility to the executive team, HR opens the door to a number of possibilities to become more involved in corporate social responsibility initiatives. ■

A Look Ahead: Issues and Trends in Corporate Social Responsibility

By Jennifer Schramm, M.Phil., Manager, Workplace Trends and Forecasting

As corporate social responsibility becomes an increasingly important part of company brand, HR professionals may grow more involved in corporate social responsibility initiatives. Though they are really two different issues, corporate ethics and corporate social responsibility are often treated as though they are the same thing. HR's growing role in promoting ethics—one of the key HR trends identified by HR professionals in the SHRM 2006-2007 workplace forecast survey of future trends¹²—may therefore lead to a convergence or broadening of HR's role in promoting both ethics and corporate social responsibility at the same time. On the other hand, as each issue gains in prominence, it may lead to much greater specialization with very distinct job roles dedicated to a number of different facets of each.

One of the most striking shifts in the way corporate social responsibility has been viewed over the past few years is that it has recently evolved from being a part of a specific company's overall brand to almost becoming

a brand in and of itself. The most prominent example is the recent launch of the "Product Red" campaign. Instead of the corporate social responsibility component being a part of the larger brand of a particular company, the Product Red brand is the umbrella under which a number of different companies offer up products to raise money in the fight against HIV/AIDS. This change in corporate social responsibility in relation to corporate brand is likely to have an ongoing influence on corporate social responsibility strategies and alliances.

In addition to the evolving role of corporate social responsibility when it comes to company brand, many other factors are influencing corporate social responsibility initiatives. The growth of multinational corporations with operations in many countries has raised questions of what the role of the company should be in the communities where it does business, whether as employer or supplier of goods and services. Greater transparency and sharing of information across borders also makes it easier for practices that have a

negative effect on communities to come to light. In addition, in many areas where infrastructure and public services are poor, the business community may feel a greater obligation to help tackle local problems because of its influence on the local workforce.

Depending on their goals, organizations that implement corporate social responsibility initiatives may have very different agendas. For organizations with factors or characteristics that make them vulnerable to negative public opinion, the majority of corporate social responsibility efforts may be driven by the need to confront negative views through positive actions and a stronger social responsibility element to the company brand. But other organizations might be motivated by different concerns. Issues like anti-corruption efforts, conflict resolution, disease prevention and treatment may be much more important for businesses operating in some localities than in others. Likewise, efforts to improve their environmental footprint or ensure fair trading standards with suppliers or safe working conditions may be of

¹² Schramm, J. (2006). *SHRM workplace forecast*. Alexandria, VA: Society for Human Resource Management.

more concern in some industries than in others. In addition, as this pilot study shows, organizations in some countries may be more likely to have formal corporate social responsibility programs: Brazil, Mexico, India and Australia reported higher rates of formal corporate social responsibility programs than the United States, while all countries reported more corporate social responsibility initiatives than China.

New business model in philanthropy may also be influencing

who gets involved in corporate social responsibility initiatives and what kinds of programs are supported. For example, the business model known as “venture philanthropy,” in which free market forces are embraced as a way to support charitable ventures, is increasingly influential and creating an environment where rigorous metrics are used to measure the return on investment of donations, programs and grants. In addition to a greater emphasis on return on investment, many organizations are linking philanthropy

efforts to a greater number of organizational assets—not only through financial contributions but also through leveraging organizational stakeholders such as employees and customers. As more organizations seek out an integrated approach to both philanthropic and corporate social responsibility initiatives, HR may get even more involved, at least in the implementation stage if not in the planning phase, especially in the case of employee hours dedicated to corporate social responsibility initiatives or volunteer work. ■

Demographics

Organization Staff Size

	United States (n = 417)	Australia (n = 268)	India (n = 155)	China (n = 105)	Canada (n = 1,121)	Mexico (n = 105)	Brazil (n = 143)
Small organization (1-99 employees)	31%	25%	33%	33%	22%	19%	21%
Medium organization (100-499 employees)	36%	37%	28%	36%	35%	28%	14%
Large organization (500 or more employees)	33%	38%	39%	30%	43%	53%	65%

Note: Percentages may not total 100% due to rounding.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Organization Sector (United States, Australia, India, Canada and Mexico)

	United States (n = 428)	Australia (n = 281)	India (n = 164)	Canada (n = 1,139)	Mexico (n = 113)
Publicly owned for-profit organization	46%	44%	66%	29%	15%
Privately owned for-profit organization	31%	21%	27%	40%	81%
Nonprofit organization	17%	14%	4%	11%	2%
Government agency	7%	21%	3%	20%	3%

Note: Data sorted in descending order by the U.S. data. Percentages do not total 100% due to rounding. ABRH declined to include this item in the survey for HR professionals in Brazil.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Organization Sector (China)

(n = 111)

Foreign invested enterprise	66%
State-owned enterprise	17%
Privately owned enterprise	14%
Nonprofit organization	3%

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

Organization Industry

	United States (n = 427)	Australia (n = 281)	India (n = 163)	China (n = 113)	Canada (n = 1,138)	Mexico (n = 114)
Services (profit)	15%	16%	26%	18%	10%	11%
Manufacturing (durable goods)	11%	5%	6%	8%	8%	14%
Wholesale/retail trade	8%	6%	2%	9%	5%	2%
Health	8%	4%	2%	11%	5%	7%
Finance	7%	10%	6%	4%	7%	6%
Manufacturing (nondurable goods)	7%	4%	3%	1%	6%	14%
Services (nonprofit)	7%	7%	4%	1%	4%	2%
Educational services	5%	6%	8%	4%	7%	4%
Government	5%	15%	1%	0%	11%	2%
Insurance	5%	2%	1%	4%	2%	1%
High-tech	4%	1%	23%	19%	4%	5%
Construction and mining/oil and gas	2%	7%	3%	4%	7%	4%
Telecommunications	2%	2%	4%	4%	3%	6%
Transportation	2%	3%	0%	2%	3%	5%
Utilities	2%	2%	2%	1%	3%	1%
Newspaper publishing/broadcasting	1%	3%	1%	2%	1%	0%
Other	7%	5%	7%	12%	15%	17%

Note: Data sorted in descending order by the U.S. data. Percentages may not total 100% due to rounding. The response option "health" was provided to HR professionals from China as "medical and health." ABRH declined to include this item in the survey for HR professionals in Brazil.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

HR Department Staff Size

	United States (n = 404)	Australia (n = 267)	India (n = 156)	China (n = 101)	Canada (n = 1,019)	Mexico (n = 108)	Brazil (n = 125)
1-4	52%	52%	33%	56%	46%	24%	14%
5-9	12%	13%	15%	20%	15%	28%	18%
10-24	12%	12%	23%	10%	14%	21%	25%
25-49	7%	11%	10%	6%	8%	8%	19%
50-99	6%	6%	6%	2%	5%	10%	14%
100 or more	11%	6%	13%	6%	11%	8%	10%

Note: Percentages may not total 100% due to rounding.

Source: SHRM 2007 Corporate Social Responsibility Pilot Study

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