

Appendix D: Association of CSR actions and competitiveness dimensions

all companies n=141 Competitiveness Dimensions	MARKET COMPETITIVENESS					SOCIAL / COMMUNITY RECOGNITION					INTERNAL COMPETITIVENESS				
	Response to tender requirements of clients	Anticipation and adaptation to new regulations	Product quality	Entrance in new markets	Innovation	Image of company	Recognition of company by society	Community ties	Employee perception of company's CSR-related values	Employee connection to company	Productivity	Improvement of management skills	Participation in R&D projects		
CSR Actions															
Labour assurance programmes					4 (2,73)			4 (3,03)	2 (3,79)	3 (3,16)	3 (2,95)				
Safeguarding health of employees	5 (3,19)								4 (3,03)						
Training activities			1 (3,63)		3 (2,74)				5 (3,54)	1 (3,60)	1 (3,51)	3 (2,55)			
Equal opportunities programmes and/or diversity management									4 (3,57)						
Adoption of voluntary management systems, standards and regulations	3 (3,14)	1 (3,58)	2 (3,21)	3 (2,44)	2 (3,07)			4 (3,38)			2 (3,20)	1 (2,73)			
Implementation of environment-friendly production processes (e.g., adoption of raw materials, energy efficient products with reduced environmental impacts)	4 (3,07)	2 (3,43)	4 (3,03)	2 (2,65)	1 (3,08)	5 (3,78)						2 (2,72)			
Codes of Ethics and Codes of Conduct								1 (3,66)	3 (3,61)						
Stakeholder engagement processes							4 (3,43)								
Activities focused on environmental protection	4 (3,20)					3 (3,80)	3 (3,48)						5 (2,42)		
Charity and philanthropy						4 (3,79)	2 (3,55)	2 (3,76)							
Initiatives in favour of the local community							1 (3,75)	1 (3,88)							
Adoption of production, supply and working models based on fair and ethical trade	1 (3,26)			1 (2,81)				5 (2,93)		5 (2,88)					
Adoption of specific practices for supplier / contractor selection based on their environmental / ethical performance and/or health and safety of their workers	2 (3,23)		3 (3,16)	5 (2,34)											
Adoption of benefits for employees (e.g., flexible hour work, part time, trade union collaboration, conventions etc.)			5 (2,93)					2 (3,58)	1 (3,87)	2 (3,58)	4 (2,88)				
Agreements and partnerships with customers and suppliers in order to promote ethical and/or eco-friendly services and products (e.g. joint advertising campaigns, production agreements)	5 (3,06)			4 (2,43)											
Editing of social / sustainability and/or environmental annual reports						1 (3,95)	5 (3,40)	3 (3,12)							
Adhesion to specific ethical / environmental international initiatives	3 (3,24)				5 (2,66)	2 (3,87)		3 (3,42)			5 (2,87)		4 (2,43)		