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INSTITUTO UNIVERSITÁRIO DE LISBOA

Department of Management

Corporate Social Responsibility in Portuguese Small and Medium-sized Enterprises: CEO Perspectives

Ana Rafaela Viegas de Medeiros de Azevedo Lima

Master in Management

Supervisor:
Marjan Sara Fonseca Jalali,
PhD Marjan Sara Fonseca Jalali, Associate Professor,
Iscte-Iul

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Abstract

Corporate Social Responsibility (CSR) is a global concern that has been increasingly adopted by corporations worldwide. Most research on CSR focuses on large enterprises, leaving a significant gap by reason of small and medium-sized enterprises' (SMEs) role as the depictive in the European market, as well as in the Portuguese market.

Given that the available data is mostly applied to large companies, on the one hand, we need to get to know more about SMEs. Moreover, little is known about the European reality, and the Portuguese in particular, being this another gap needed to be filled.

In light of the relevance of SMEs in the Portuguese economy, and previously noted gaps, this study plays a part in motivating CSR in SMEs by identifying how the Portuguese organisations perceive and understand CSR, as well as uncovering the reasons why they do, or do not, part-taken in such practices.

To reach this aim, the study of relevant literature on CSR in SMEs handed the necessary resources to, through the adoption of qualitative methodology, develop and conduct 8 interviews with CEOs of Portuguese SMEs in the Greater Lisbon area. The results concluded that SMEs in Portugal are aware of their role in society and actively engage in CSR practices. In turn, these practices are conditioned to the size of the company and, consequently, to its available resources. This implies that such companies focus their CSR practices on an internal context or an external context close to the company and directly affected by its actions.

Key Words: Corporate Social Responsibility, Small and Medium-sized Enterprises, Practices, European Market, Portuguese Market.

JEL Classification System:
M14 - Business Administration: Corporate Culture; Diversity; Social Responsibility

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Abstrato

A Responsabilidade Social das Empresas (RSE) é uma preocupação global que tem sido cada vez mais adotada pelas empresas em todo o mundo. A maior parte da investigação sobre RSE concentra-se nas grandes empresas, deixando uma lacuna significativa devido ao papel das pequenas e médias empresas (PMEs) como representativo no mercado europeu, bem como no mercado português.

Dado que os dados disponíveis estão sobretudo aplicados às grandes empresas, por um lado, precisamos de aprender mais sobre as PME. Por outro lado, conhece-se pouco sobre a realidade europeia, e sobre a portuguesa em particular, sendo que esta é outra lacuna que precisa de ser preenchida.

Perante a relevância das PME na economia portuguesa, bem como as lacunas detetadas anteriormente, o presente estudo desempenha um papel no sentido de motivar a RSE nas PME, identificando a forma como as organizações portuguesas percecionam e compreendem a RSE, bem como descobrir as razões pelas quais participam, ou não, nestas práticas.

No sentido de atingir este objetivo, o estudo da literatura relevante sobre RSE nas PMEs facultou os recursos necessários para, através da adoção de uma metodologia qualitativa, desenvolver e conduzir 8 entrevistas com CEOs de PMEs portuguesas na área da Grande Lisboa. Os resultados concluíram que as PMEs em Portugal estão sensibilizadas para o seu papel na sociedade e participam de forma ativa em práticas de RSE. Em contrapartida, estas práticas estão condicionadas à dimensão da empresa e, consequentemente, aos recursos disponíveis. Isto implica que estas empresas concentrem as suas práticas de RSE num contexto interno ou num contexto externo próximo da empresa diretamente afetado pelas ações da mesma.

Palavras-Chave: Responsabilidade Social Empresarial, Pequenas e Médias Empresas, Práticas, Mercado Europeu, Mercado Português.

Sistema de Classificação JEL:

M14 - Administração de Empresas: Cultura Empresarial; Diversidade; Responsabilidade Social

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List of Abbreviations

CEO- Chief Executive Office

CSR -Corporate Social Responsibility

EC – European Commission

EU – European Union

MDGs – Millennium Development Goals

MS – Member States

NRP – National Reform Programme

RBV – Resource-based View

SDGs - Sustainable Development Goals

SDS - Sustainable Development Strategy

SMEs – Small and Medium-sized Enterprises

SR – Social Responsibility

TA – Thematic Analysis

UN – United Nations

WBCSD – World Business Council for Sustainable Development

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1. Introduction

Over the last few decades, pressure has increased on companies regarding the way they conduct their practices due to "new concerns and expectations from citizens, consumers, public authorities and investors in the context of globalisation and large-scale industrial change" (EU Commission. Green Paper, 2001). Stakeholders are becoming more demanding and playing an increasingly important role, due to the pressures they exert on companies (Sánchez-Teba et al., 2021). Society informs companies of social movements and concerns, which then influences CEOs to rethink their strategies by integrating these issues into business culture and actions (Sánchez-Teba et al., 2021).

Thus, the increasing awareness of socially responsible causes and the weight these practices hold in the eyes of society, puts the spotlight on the importance of Corporate Social Responsibility (CSR) in the business world. CSR is a "concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment" (EU Commission. Green Paper, 2001, p.4). CSR awareness is becoming an increasingly prominent concern in today's society, and, consequently, the focus of increasing research interest (Sánchez-Teba et al., 2021).

The power that CSR has upon society makes it so that, nowadays, companies cannot afford to undertake destructive and unethical business practices. Ayuba & Aliyu (2018) defined these practices as ill demeanours which are dishonest, manipulative and life threatening to societal development; such as, for example poor working conditions, breach of customer privacy, or environmental pollution.

The importance of doing business in a socially responsible manner has thus increasingly become an unavoidable requirement of civil society, consumers, other businesses, and governments in general (Krajnakova et al., 2018), in order to keep being relevant in the market. In consequence, all these worries led to the rise of the theme of social responsibility in recent decades, reaching a point in which Social Responsibility cannot be overlooked by firms.

As shown by the European Commission (2013) SMEs are not only the main force in the European economy, since they promote employment, social cohesion, and quality of life, but also the primary driver of Portugal's economic growth. Also, since SMEs represent 99.9 per cent of all companies, 78.3 per cent of employment and 67.6 per cent of the added value in Portugal, having a much higher percentage in comparison to the average of the European Union (EU) (European Commission, 2013).

For this reason, it was decided to focus the attention of this thesis on CSR when applied to the small and medium enterprises (SMEs) sector. According to Portuguese Decree-Law No. 372/2007, SMEs are companies that have fewer than 250 employees and an annual turnover of no more than 50 million euros. As argued by Murillo & Lozano (2006) SMEs, resulting from their lack of resources, have little distinction between the roles of management and ownership, multitask positions within the organisation and are mainly oriented towards solving day-to-day problems. Because of the limited financial and human resources, as well as limited access to resources, technology, and innovation this type of company is characterized by a simpler organisational structure (Dubruc et al., 2018).

Zou et al. (2021) express that research on CSR in Small and Medium-Sized Enterprises (SMEs) has received little attention. On the same note, Dias et al. (2019) posit that the literature regarding CSR in SMEs has recently been growing, but is still fragmented, underdeveloped and with no unanimous definition. As a result, the existing literature on the subject is still far from providing a consolidated and generally accepted model to examine how CSR is integrated into SMEs (Russo & Perrini, 2010). This gap is problematic considering that SMEs assume a social role that impacts the global economy by creating employment opportunities, driving economic growth, promoting private sector development, and promoting innovation (Dias et al., 2019).

Therefore, the complexity of the subject and the scarcity of research on this segment of companies are the main factors that justify the importance of this study, which notes the absence of evidence on how social responsibility practices affect SMEs, but more importantly the lack of information on this matter in the Portuguese context. In other words, by answering these questions, the dissertation contributes to the literature on CSR in SMEs and Portuguese SMEs in particular, since "despite the existence of several papers, not much literature exists on these topics which take into account the Portuguese reality" (Oliveira, 2020).

Furthermore, the thesis seeks to clarify, for this segment of business owners/managers, the set of factors that drive the choice regarding the implementation of CSR practices. In other words, it is intended to highlight the role of positive (motivations) and negative (barriers) influences that shape the different practices exerted on Portuguese SMEs and, consequently, what are the owner/manager's attitudes towards them. Consequently, clarifying which barriers and motivations to CSR have the greatest effect on Portuguese SMEs enables a better understanding of managers' decision-making regarding the adoption of social responsibility in their companies' practices.

The following research questions are thus posed:

- How is the concept of CSR understood by managers in Portuguese SMEs?
- To what extent do Portuguese SMEs practice CSR?
- What advantages and challenges do managers in Portuguese SMEs perceive with regard to CSR practices?

It is hoped that this dissertation will contribute by adding knowledge in the studied area. Also, it is expected that the data gathered in this dissertation can facilitate future implementation of CSR in SMEs, since it shares real experiences from SMEs' managers. Consequently, the dissertation allows to present several implications that both legislators and managers can use as a basis to adjust future legislature and CSR practices in SMEs. The results, then, can be used not only in the Portuguese context, but also adapted to any other reality with similar characteristics to those of Portugal regarding the role of SMEs in the country's economy.

The remainder of this dissertation is organized as follows: First, a discussion of the relevant literature will be provided in order to examine what is already know about this topic and what remains to be further developed. Second, a discussion of the methodology will be elaborated; and chapter three will present the results. Finally, the findings and implications for practice will be presented, as well as the conclusion, the limitations of this study, and suggestions for further research.

2. Literature Review

This chapter provides an overview of a selection of previous studies, which cover essential topics related to CSR and SMEs. The goal is to present a systematic evolution of the studied concept as well as some relevant theories that will be addressed in further chapters as a form of supporting the conclusions achieved on the performed interviews' analysis.

2.1. Corporate Social Responsibility – Concept and Evolution

The European Commission (EC) in its 2001 Communication defines CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders on a voluntary basis" (EU Commission. Green Paper, 2001, p.4). This dissertation intends to develop an interpretation of this claim to test if, in fact, CSR is a voluntary action practiced by companies instead of a compulsory framework proposed by lawmakers.

The CSR concept was first formally introduced in the 1950s, when (Bowen, 1953) defended that large companies' decisions and actions resulted in different outcomes in society. However, this concept was underdeveloped since it only concerned large companies and expected them to assume some kind of responsibility on the matter. Then, the United Nations (UN) made a pioneering contribution to the evolution of the CSR concept through initiatives that linked and incorporated institutional involvement with CSR practices. This movement dates back to 1972, in Stockholm, with the first United Nations Conference on the Human Environment, where issues related to the global environment were introduced and debated.

Later, authors such as Keith Davis (1973) and Carroll (1979) further develop the thematic by stating that CSR practices should not be adopted because they are mandatory by law, but rather because managers are conscious of the effects of their acts upon society (namely economic, legal, ethical, and voluntary expectations) and ought to improve the environment in which they operate. This paragon emphasizes that in order to improve the quality of life of society, enterprises need to fulfil their economic goals not only legally but also ethically.

This theory was met with abundant criticism by one of its biggest opponents Friedman (1982), who defended that the sole purpose of a firm is to have profit and create capital. Therefore, the author defended, that companies should mobilise their resources from an economic perspective while complying with legal obligations; because economic and

social objectives were seen as contrary to each other and, therefore, the redistribution of private wealth; and the search for appropriate solutions to social problems was a function of the state (Friedman, 1982).

However, Friedman's critical perspective was soon opposed by different authors. For example, The World Business Council for Sustainable Development (WBCSD, 1999) stated that CSR is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life. (Porter & Kramer 2002) also reinforcing that the role of economic and social objectives should not be seen as contradictory. So, CSR actions should be guided from the perspective of value creation and mutual benefit since these practices are considered a crucial factor in competitiveness. Similarly, (Jenkins, 2006; Jos & Faria, 2018) view CSR in terms of a set of actions that add benefits to society.

To summarise what has been discussed so far, over the years the definition of CSR has steadily been broadened and adapted to the different realities of firms with each author adding their own insight and perspective on the matter.

2.2. Relevant Theories

The concept of sustainability has been defined by the World Commission on Environment and Development (1987) as "the development that meets the needs of the present without compromising the ability of future generations to meet their own needs". For years sustainability has drawn global interest and attention because of its meaningful solutions (Jayashree et al., 2021).

Further, both corporate responsibility and sustainability tackle the relationship between business and society. Yet both fields of study have converged into becoming deeply entwined and blurred so that researchers find it difficult to distinguish one from the other (Bansal & Song, 2017).

Similarly, the Triple Bottom Line (TBL) refers to the economic, environmental, and social value of an investment and is related to the concept of sustainable development (Hammer & Pivo, 2017) This is, it has been observed the emergence of the general idea that a company is a larger system that should not only pursue profit to survive but also benefits social and ecological systems at the same time (Bansal & Song, 2017).

To get a better grasp on this concept, the TBL was introduced into the business world in 1994 so to adopt new guidelines for industries to tackle the sustainable development

goals (SDGs), which will be covered later, established by the United Nations (Loviscek, 2021). To create the balance expected within the TBL, three crucial dimensions need to be included in the organizational strategy: economic social, and environmental (Jayashree et al., 2021).

Dating back to 1997, Elkington's concept has been numerous times adapted and applied within industries to maximize the creation of a win-win relationship with societal, environmental, or financial problems (Loviscek, 2021).

TBL understands the purpose of economic development to improve well-being and quality of life through the creation of jobs and wealth by using a mix of techniques, for example, "business assistance, workforce development, and the cultivation of networks, infrastructure, and amenities that support business development and influence business location decisions" development (Hammer & Pivo, 2017, p. 31).

Hence, the TBL gives stakeholders boundaries since this concept develops strategies to succeed in a sustainable development that attributes different sets of conditions to different types of actors. In other words, the link between corporate and environmental performance demands the ability to manage the impact a company's operations will produce, and consequently, then affect the different stakeholders involved in the company's operations (Approach, 2022)

On another note, to have a better insight into the issue of CSR it is necessary to further analyse this concept and understand how it reflects on the global context. The term "corporate" referred to in CSR has been argued as being misleading since it was for so long related and limited to multinational corporations; however, it should be understood in a broader sense, as a concept that is relevant to organizations regardless of type and size (Castka et al., 2004). That said, although it is easy to identify CSR practices in large companies given their profile, the same cannot be said at the SME level, since their dynamics, motivations, and strategies are not as explicit (Santos, 2011).

CSR can be considered at two levels, the first being internal and the second external. In other words, internal actions are explained to be driven by its employees, while external actions are driven by the creation of a relationship between the company and its external stakeholders, namely customers, shareholders, and creditors. "Analysis of CSR practices finds that the most common activities are broadly focused on the internal dimension (both the business and internal social dimensions)" (Santos, 2011, p. 491). In addition, outward-focused practices are less prevalent and are, for example, related to funding, as community involvement is typically conducted in larger scale companies since these, understandably, have more ties to the community (Santos, 2011).

From the perspective of stakeholder theory, Freeman (1984) breaks the classic management notions of the time by innovating the understanding of who the key pieces to a company are. The author suggested that companies needed to have more awareness of external parties instead of only considering process inputs and outputs. In other words, stakeholder theory suggests that firms effectively engaged in stakeholder management need to be aware that there is a wide range of stakeholders that need to be considered, which both influence and are influenced by business decisions and are dependent on the business for survival, for example, suppliers, employees, and customers (Matthews et al., 2019).

Since corporation and stakeholders are set on a mutually interactive relationship, the firm ought to be managed to meet the stakeholders' expectations (Park & Ghauri, 2015) and, as a result, this way of organizing thinking about the responsibilities of a firm can improve financial performance and enhance reputation (Jamali et al., 2009). In other words, to ensure survival, companies must consider the needs of their key stakeholders and obtain their support, although how they reach this compromise could differ following the characteristics of each company, such as size, resources, and strategy. Yet, most companies are subject to similar stakeholder relationships, causing them to have common goals for stakeholder management: reducing risk and improving the company's image - benefits achieved through the integration of CSR (Dias et al., 2019).

Although stakeholder theory was initially applied for understanding the engagement of large firms in CSR activities, it can also be useful to SMEs since all companies have economic, legal, environmental, and social responsibilities. In line with this notion, the way SMEs manage their relationship with key stakeholders is likely to influence the way they approach CSR, namely related to the "creation of a good working environment, the fair distribution of wealth in a community, and the protection of the environment" (Jenkins, 2006).

Cantele & Zardini (2020) defend that not only are small businesses more willing to engage with the local community than large firms but also are capable of forming a stronger relationship with some stakeholders, meaning that the type of relationship established between company and stakeholder will impact the type of CSR practices. "This raises the question of which stakeholders and which CSR activities firms should priorities when designing their CSR strategy. One answer to this challenge for firms is to focus on those CSR activities that are more likely to contribute to their competitive advantage and enhance growth, an approach particularly important for SMEs" (Stoian & Gilman, 2017, p.5).

On another hand, CSR actions have been linked to the Resource-based View (RBV) as being a corporate resource. The theory defends that CSR practices potentially facilitate the development of essential corporate capabilities and consequently the gain of competitive advantage (Ashrafi et al., 2018). In other words, an RBV perspective is seen as providing internal and external benefits by helping a firm to develop new resources and capabilities which translate to the development of know-how in the corporate culture. This positions CSR as a means of creating intangible resources, such as "improved reputation, improved corporate relations with external stakeholders, increased retention and corporate attractiveness to prospective employees, and increased employee motivation in performance, commitment, and loyalty" (Branco & Rodrigues, 2006, p.111).

Up until recently, CSR was mainly focused on the stakeholder model however, since the dynamic between the company's context and the relationship established with the stakeholders has made a shift of previous notions, attention to a new perspective linking both institutional and stakeholder theories arose (Russo & Perrini, 2010). This new perspective stresses the importance of inter-stakeholder relationships within external and internal settings, which involve a complex web of relationships between stakeholders, the corporation, and the environment in which these operate, allowing in this way a more in-depth perception of the way these players affect the CSR practices of a company.

This theory has been establishing its role in CSR, as influential external institutions ultimately shape organizational mechanisms and consequently also influence firms' behaviour towards CSR practices (Khan et al., 2021). In this way, institutional theory explores how the lines between business and society are delineated thereby improving the understanding of the efficacy of CSR within the broader institutional field of economic governance. "Generally speaking, what is important about these [theories] is that they focus on how institutions constrain and enable behaviour" (Campbell, 2007, p.947) regarding CSR in the environment in which they are inserted. Brammer et al. (2012) believe that institutional theory adds to CSR because rather than only employing markets as a tool, managers see them as a more complex player "within a wider field of social networks, business associations, and political rules" (Brammer et al., 2012, p.7).

2.3. Sustainable Development Goals

The 2030 Agenda is an ambitious global action plan that brings together 17 sustainable development goals and 169 milestones, created in order to, by 2030, eradicate poverty and promote a humane life for all, within the resources available without compromising the quality of life of the next generations. In September 2015, world leaders at the United

Nations unanimously adopted across 193 member states the commitment to respond to the SDGs through governmental, corporate, and organizational policies. Furthermore, the cross-cutting nature of the SDGs requires governments to align public policies with this long-term vision, whereby the responsibility for implementing these norms lies within a global partnership that extends beyond the UN and national authorities, such as parliaments, governments, regional and local authorities; including the private business sector, civil society, and non-governmental organizations (*Tribunal de Contas*, 2018).

Thus, the overall European capacity to achieve its sustainable goals lies within the EU member states and their national policies designed to meet the 2030 Agenda's objectives. Pasimeni & Pasimeni (2016) suggest that Institutional theory [Previously seen in the Relevant Theories Chapter of this dissertation] has an important role in the effectiveness of policy-making since the way and reasons, why the law is applied, rely heavily on contextual factors, such as political and financial stability as well as governance.

The SDGs are an attempt to achieve a more ambitious goal than the one initially outlined for the 2015 Millennium Development Goals (MDGs), which envisioned eradicating poverty and creating better health conditions within developing countries (Filho et al., 2019). However, the SDGs differ from the MDGs as they cover a wider range of challenges than the MDGs. The SDGs have to link the social, economic, and environmental dimensions of sustainable development to their own goals. As a result, to enable these goals, it is necessary to mobilize sufficient means to implement the SDGs e.g., by developing partnerships and creating enabling policies across an extensive international range of governments, organizations, and business sectors (Setó-Pamies & Papaoikonomou, 2020).

SMEs play a significant role in progressing toward the SDGs, especially in countries where they represent a significant weight of the national economy, as is the case of most EU member states (Rubio-Mozos et al., 2019). Furthermore, both the private sector and society are expected to meet the SDGs, creating great pressure on the strategies and actions of SMEs that play such an important role in the European economy (Setó-Pamies & Papaoikonomou, 2020). The private sector is endorsed by governments, institutions, and companies (Kumi et al., 2020), which enable a wider and more complex network of stakeholders. SMEs which engage in "responsible business practices toward its stakeholders can establish trust and effective relationship with the stakeholders" (Nejati et al., 2017, p.45). As a result, SDGs can create a driven environment for future innovations and investments since they impact different stakeholders by tackling socio-economic and environmental issues.

2.4. Summary of CSR measures taken within Europe

Due to the difficulty of finding a universal definition for CSR, in the course of this paper will be used the one made available by the European Commission, which sees CSR as "the responsibility of enterprises for their impacts on society", and an essential part of the Europe 2020 strategy for smart, sustainable, and inclusive growth (European Commission, 2010). This strategy was launched in 2010 as the main development strategy for the EU englobing 27 Member States (MS) that are committed to overcoming the structural weaknesses in Europe's economy post-crisis, set from 2008 to 2012, "improve its competitiveness and productivity and underpin a sustainable social market economy" (Pasimeni & Pasimeni, 2016, p.1022).

The Commission of the European Communities has fought for the implementation of CSR measures and worked over the past years to issue documents aimed at promoting CSR in European companies. The European Commission (EC) believes that CSR will contribute towards sustainability and competitiveness not only in Europe but also in a global framework.

The EU has been aware of the importance of CSR as part of its sustainable development strategy (SDS) since the 1990s. It also has been trying to improve the transparency on companies' accountability, since the effective implementation of CSR in European enterprises is a crucial push factor that contributes to the EU's Europe 2020 strategy. Likewise, one should take notice that in 2000, the European Council defined a strategy for the EU that aimed for it to become the most competitive and dynamic economy in the world, capable of creating CSR practices regarding lifelong learning, work organisation, equal opportunities, social inclusion, and sustainable development (Lisbon European Council, 2000). As a result, linked to ethical and good citizenship issues, CSR practices were created that took on EU's 2020 strategy with the aim of creating "better management indicators" (Santos, 2011).

In 2011, the EU updated its definition of CSR by including new elements with a focus on creating a value-based system, so to fully incorporate CSR, companies had to integrate social, environmental, ethical, human rights, and consumer concerns into their business operations and core strategy (Yildiz & Ozerim, 2016).

Furthermore, the importance of this theme when applied to the reality of SMEs is extremely relevant since these not only represent more than 99% of businesses in Europe but also their role in the private sector, which employs two out of three employees, creating this way more than half of the total value-added created by businesses in the EU (Lee et al., 2016).

Therefore, Kumi et al. (2020) address the importance of CSR initiatives of the private sector and how these can contribute towards sustainable development since, as noted above, this sector comprises the largest part of the economy of most European countries. In line with this notion, the private sector benefits society by being a job creator, source of expertise and knowledge, technology innovator, and having financial resources which, when combined, become the main solution drivers for achieving the SDGs (Rashed & Shah, 2021).

2.5. Barriers and Drivers to CSR

When approaching CSR in SMEs, it is pertinent to try understanding which drivers and barriers have impact upon this group of companies in terms of their uptake of CSR practices.

To get a better notion of these concepts, CSR barriers have been designated as aspects, internal and external to the company, that prevent businesses from fully engaging in CSR or retard its effective implementation (Latapí et al., 2021). By contrast, drivers will be all internal and external factors that enable entities to fully engage in CSR or facilitate its successful application. Furthermore, it is important to consider that according to Cantele & Zardini (2020) previous literature has used different names for these lexis in the SME context e.g., drivers as pressures or influences, since these terms frequently refer to similar aspects.

However, before all else, it should be noted that there are two important factors that will impact the willingness of SMEs to engage in CSR: compatibility and complexity. The compatibility factor considers the manager's ethics and firms' image fitting with CSR; in contrast the complexity factor is concerned with CSR being perceived as too complex to be executed, for example in terms of costs, time, and lack of guidelines (Hsu & Cheng, 2012).

Laudal (2011) posits that CSR practices are not only influenced by drivers and barriers but also management attitudes since a "favourable attitude towards CSR may therefore be regarded as a mediating variable between drivers and barriers of CSR, and CSR performance". Thus, the author makes a point of distinguishing drivers and barriers from CSR attitudes, associating drivers and barriers to factors external to corporate decision-makers.

To further explore this point, Lozano (2015) considers that most authors who studied drivers for the CSR concept have either taken an external or internal perspective, leaving

little information on a view where there are interactions between the economic, environmental, and social dimensions and both internal and external stakeholders. As a result, this presents a challenge for corporate leaders on how to manage and connect internal and external drivers so that companies can become more proactive in their journey towards becoming more sustainability orientated (Lozano, 2015).

Moreover, the decision flow of SME managers is a multistep process in which internal and external pressures play a fundamental role in facing the opposite forces that are the perceived benefits and barriers of implementing CSR practices in the firm's activity (Santos, 2011). Consequently, SMEs focus on weighting and evaluating the perceived benefits, as enabling factors, and barriers, as dissuasive factors, before carrying out the implementation of sustainability practices (Cantele & Zardini, 2020).

Accordingly, Table 1 is a sum up of all found barriers and drivers regarding literature on this chapter.

Drivers/Motivations	Barriers/Obstacles
Legislation	Financial Costs
Ethical Corporate Culture	Time Consuming
Entrepreneur Attitudes /Top Management Commitment	Limited Human Resources
Pressure Of External Stakeholders	Lack Of Guidance/ Regulations and Standards
Innovation And Technology Development	Lack Of Customer's Knowledge
Improve Relationship with Suppliers	Lack Of Information
Employees Satisfaction and Motivation	Administrative Burden /Bureaucracy
Financial Gains	Lack Of Effective Strategic Planning
Reputation And Corporate Image	Lack Of Developed Tools and CSR Evaluation Frameworks
Productivity And Quality	Communication Issues
Awareness	CSR Not Being a Priority (Extra from Company's Strategy)

Table 1 - Researcher's Own Development Based on Literature

2.5.1. Drivers

It has been noted that he owners, or top managers, of SMEs usually have the ability to influence the way companies engage in CSR initiatives. Although in some cases the thought of CSR can be profit oriented, companies may also be willing by the desire to have a positive impact (Fitjar, 2011). Accordingly, the CEO's moral values will shape the

company's ethical culture in SMEs and, consequently, lead to a positive attitude of the company towards the implementation of social responsibility practices (Hsu & Cheng, 2012)

Moreover, companies engage in CSR behaviours with the desire of build good relationships with different stakeholders (Zhang et al., 2019). Therefore, Dartey-Baah & Amoako, (2021) defend that CSR enhances employees' engagement and communication, to which leads to job satisfaction and increase in motivation. Further, CSR practices usually promotes the creation of more loyal and long-lasting relationship with suppliers (Zhang et al., 2019). Finally, Fitjar (2011) defends that companies which have a good reputation in CSR performance are able to attract more and better employees since these are well regarded by job seekers.

On another hand, regulation is an external influence that has frequently been studied. Okoye (2014) posits that meaningful corporate governance mechanisms should be complemented by laws, regulations, and principles. Moreover, Cantele & Zardini (2020) found that regulation heightens environmental awareness, which is a common CSR practice within companies. Because of the impact external pressure has on SMEs' owners, Jenkins (2006) & Krajnakova et al. (2018) reason that policymakers and support organisations need to consider the factors that characterize SMEs to be able to develop CSR policies and tools that enable better adoption of CSR practices

Finally, innovation and technology development can also be a driver, since these allow companies to employ new methods that facilitate the implementation of CSR practices and allowing the optimization of those already used by the companies in order to make them more efficient (Zhang et al., 2019). Consequently, the successful implementation of innovative CSR practices and responsible strategies can lead to a greater interest on the part of companies to adhere to new practices and to behave more proactively towards CSR (Hsu & Cheng, 2012).

2.5.2. Barriers

Due to SMEs size, CSR activities may face a number of obstacles when engaged in due to their demand for financial, time and Human Resources consumption (Fitjar, 2011). On top of this, studies also noted that because SME's are supplied with fewer employees to whom managers can delegate such tasks there is an administrative burden associated with responding to new initiatives and fulfilling CSR standards (Fitjar, 2011).

Similarly, another difficulty experienced by SMEs is the inconvenience faced when seeking to be engaged in CSR owing to a lack of knowledge and support skills of their environment. In other words, the lack of guidelines makes it difficult for SMEs to know the best way to integrate and participate in socially responsible practices (Laudal, 2011). Also, the weak notion among customers about SMEs social and environmental initiatives may lead to the low prioritization of CSR practices, which frequently is a result of the lack of developed tools, implementation processes, and CSR evaluation frameworks in this group of entities (Zhang et al., 2019).

Finally, it has been noted that when CSR is not implemented into the core business of the organization and is seen as another target the comp any must achieve, the firm lacks the strategic capacity to fully understand how to implement CSR "in a way that addresses aspects related to its supply chain, regulations, procedures, and standards, as well as cultural and social aspects" (Latapí et al., 2021, p.19). In other words, when the corporate culture does not align with CSR it shows that the firm has limited capability to establish internal structures, which impacts the identity, purpose, and direction of the business (Latapí et al., 2021).

2.6. CSR in Portuguese SMEs

Since SMEs are not the same as large enterprises, not in size nor nature, the CSR practices that apply to one will not have the same outcome in the other. For instance, a SME does not have the same financial resources and time as does a large company, so the type and number of practices implemented are likely to differ among them (Cantele & Zardini, 2020; Hsu & Cheng, 2012). In the same line of thought, Russo & Perrini (2010) describe SMEs as being "independent, multitasking, cash-limited, and based on personal relationships and informality, as well as actively managed by the owners, highly personalised, largely local in their area of operation, and largely dependent on internal sources to finance growth"; contrasting with large firms which are defined as being "externally financed, diversified, with a rigid organisational structure made up of formalised processes and transactions inside and outside the firm, and generally oriented toward internationalisation" (Lee et al., 2016).

SMEs are a key component in the Portuguese economy given that they represent the primary driver of economic development, "they account for 99.9 percent of all companies, 78.3 percent of employment and 67.6 percent of value-added – much higher proportions than the EU average" (Muller et al., 2014).

Some differences regarding the norm in Europe may be noted as SMEs are less oriented to the services sector in Portugal than in all other EU countries; and SMEs in the manufacturing, construction, and trade sectors contribute to a higher percentage of employment and added value in Portugal than in the other EU countries (European Commission, 2013). These differences may be explainable by cultural preferences in family-run businesses, which is the most typical case in Portugal (Dias et al., 2019).

The foundation of CSR, more than a mere formalization of concepts and processes, is the successful application of pertinent corporate attitudes and cultures (Vázquez-Carrasco & López-Pérez, 2013). CSR calls for a specific focus on SMEs since they are unique bodies and, to this extent, the study of their characteristics in the Portuguese context is of great importance

In Portugal, the history of Social Responsibility (SR) dates back to the 15th century through the creation of Misericordias linked to the Catholic Church; however, the topic of CSR was first formally presented in Portugal through the publication of the National Economic and Social Development Plan which came into force from 2000 to 2006 (Correia, 2013). Since then, the concept has evolved and more recently the Business Portal of the Government of Portugal (2014) defined CSR as the company's willingness to commit resources to social and environmental concerns present in their everyday operations while keeping in mind the interests of stakeholders.

CSR reporting practices are voluntary in Portugal and many Portuguese companies have already implemented some CSR actions into their strategies (Dias et al., 2019). Moreover, there has been an effort on the part of the EC for a more transparent policy on accountability of firms, a measure that has been adopted in Portugal through a decree-law (European directive 2014/95/EU) that demands revealing non-financial information by certain large companies and groups. However, there is not a similar law demanding the same from SMEs.

Nowadays, Portugal as a member state of the UN and EU is participating in achieving major social transformations and changes for the global commitment to the 2030 Agenda for Sustainable Development. This document made available by the EC constitutes an ambitious global framework that aims to guide the efforts of all countries that agreed to promote a more inclusive and sustainable world through the Sustainable Development Goals (SDGs).

At the strategic level, Portugal played a relevant role in the negotiations to define a global development framework. After the approval of the 2030 Agenda, however, its transposition to the national level proved to be more difficult and low priority, and there

is no strategy or implementation plan for the SDGs in Portugal (Plataforma Portuguesa das ONGD, 2020). If there was such a strategy it would allow to institute a base to guide not only local lawmakers but also national companies, who would benefit from a better framework and information on stakeholders and accountability mechanisms.

Finally, the Portuguese government has not elaborated a new national strategy for sustainable development since 2015, the deadline for the previous strategy to expire, and even though national planning documents, such as the National Reform Programme (NRP)[1], cover strategic guidelines pertinent to the 2030 Agenda, they are not structured according to the SDGs, hence making it hard to identify the policies and measures that contribute to the fulfilment of these goals. (*Tribunal de Contas*, 2018). These facts end up being a poor indicator for the country since Portugal, which is bound by the guidelines resulting from European policies and the EU's commitment to the 2030 Agenda, shows a lack of visibility of this agreement in the national context.

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[1] The National Reform Programme (NRP) is a key part of the European Semester process, which is the annual cycle of enhanced economic and fiscal policy coordination at the EU level. The NRP gives an overview of the policy actions and economic reforms as well as updates on the UN Sustainable Development Goals for the European Pillar of Social Rights.

3. Methodology

This chapter points its attention to the research design and methodology employed in order to answer the research questions.

Rousseau et al. (2008) defend that a systematic review involves an ordered accumulation of concepts, interpretive reflections, and analysis of the entirety of data involving a specific question. The specific aim of this dissertation is to attempt to provide a descriptive study of the way Portuguese SMEs perceive and apply CSR in their everyday activity.

Thus, a descriptive study was carried out, aimed at firstly analysing the current state of CSR practices in Portuguese SMEs. Given the aim of understanding how SMEs experience CSR, and what the views of those leading such companies on the matter, a qualitative research approach was adopted. This is defined by Hancock et al. (2006) as "attempts to broaden and/or deepen our understanding of how things came to be the way they are in our social world" (p.4). Primary data was collected through semi-structured interviews, in which open-ended questions were elaborated based on the information gathered by the Literature Review chapter.

The interview questions were intended to provide a greater understanding of how the interviewees – all CEOs of Portuguese SMEs - perceive the concept of CSR, to what extent they engage in CSR practices, and what are the perceived challenges and advantages of these practices.

Alsaawi (2014) argues that although the most common approach to sampling is to choose the participants randomly, this approach is difficult to employ, meaning that self-selection is a more viable option than randomness.

Being this the case, a convenience sample was opted for, where the companies in the current study were chosen with the following criteria in mind. First, the target population were Portuguese SMEs based in the greater Lisbon and Tagus Valley area. Then, the selected companies had to be generally well-known companies in their field. Finally, companies were chosen in which the CEO was willing to participate in the interview, as theirs was the perspective that was intended to be studied.

Therefore, the choice of the sample was focused on looking at the role of well-known national companies and their CSR practices, not focusing on a particular industry. Such sample composition is potentially interesting, as having a more diverse sample has potential advantages such as getting access to more views based on the particularities of each industry.

Initially, four companies were contacted via email, three others by phone call, and one through a social media platform, LinkedIn; as these platforms were the means found that allowed a first direct contact with the person sought to be interviewed. All the companies that were initially contacted via phone call and LinkedIn later received an email with the formal introductory letter highlighting the aims of the research as well as the document for giving the informed consent. The firms that were initially approached via email received these documents from the very beginning.

The semi-structured approach used to ensure that the three research questions were covered was refined through the aid of a pilot interview. The pilot interview was carried out with an entrepreneur, and the feedback obtained led to some adjustments to the questions, for greater clarity, and an adaptation of the interview such that it could be used both in-person and remotely. As a result, the final interview guide (Anex III) was developed and then improved using the literature review as well as the feedback received in the pilot interview, which created three sections of questions:

- Corporate Social Responsibility Concept overview – this section aimed understanding the CEO's opinion regarding CSR and its importance to the company's strategy.
- Corporate Social Responsibility Practices and Implementation – questions on how CSR was incorporated in the company's daily operations, how these actions were communicated throughout the entity and who was affected by these practices.
- The perceived Advantages and Challenges of CSR – aiming to understand which were the most noticeable drivers and barriers to implementing CSR and to what extent CEOs perceived the size of their companies to impact the adoption of these practices.

The interviews were conducted between the third of and the 22nd of March 2022, and so the interviews began to be scheduled, having started on the seventh of March, and ending on the first of April. These interviews led to in-depth conversations with the CEOs of each company, and according to Lozano (2015) interviewing top executives can be one of the most reliable sources of knowledge on a company, since these executives can typically provide an insider perspective on several crucial areas within the company.

That said, Lozano also states existing some problems and challenges of interviewing top executives, such as geographic perspectives, hierarchical bias, and self-justification. In other words, the opinion on CSR practices may not be homogeneous in the different regions of the country, moreover the CEO's opinion may diverge from that held by the

other stakeholders, and finally, the fact that, due to the role played, managers may end up justifying their actions during the interview. Nevertheless, the CEOs are still the most fit person to talk about the positions taken by the company, since these choices are determined by these managers who have a central role throughout the decisive process.

The final sample was thus comprised one human resources services company, one consulting and business services company, an environmental services company, a photography company, a pharmaceutical company, a financial services company, a manufacturer of pharmaceutical products, and a private school. Data for certain fields in Table 2 was acquired via three main open sources: LinkedIn, Racius and Companies' sites.

Interview	Position of Interviewee	Age	Gender	Industry	Social Capital (Source: Racius)	No of Employees (Source: LinkedIn)	First form of Contact	Date of Interview	Duration of Interview (in minutes)	Type of Interview
Nº1	CEO	30-40	Female	Human Resources Services	Unknown	10	Email	07/03/2022	40	Online
Nº2	CEO	40-50	Male	Environmental Services	1.244.000,00€	200	Phone call	11/03/2022	33	Presential
Nº3	CEO	60-70	Male	Photography	200.000,00€	50	Email	16/03/2022	26	Presential
Nº4	CEO	50-60	Male	Pharmaceutical	5.000 €	200	Phone call	17/03/2022	21	Presential
Nº 5	CEO	50-60	Female	Consulting Services	6.000,00 €	50	LinkedIn	20/03/2022	26	Online
Nº 6	CEO	50-60	Male	Financial Services	50.000 €	50	Phone call	25/03/2022	20	Online
Nº 7	CEO	40-50	Female	Manufacturer of Pharmaceutical Products	2.000.000 €	200	Email	28/03/2022	38	Online
Nº 8	Pedagogical Director	40-50	Male	Education	1.000.000,00 €	200	Email	01/04/2022	35	Presential

Table 2 - Sample Data Overview

The length of the interviews ranged from twenty minutes to forty minutes, with a mean duration of approximately thirty minutes. Interviewees were given the choice of doing the interview in person or remotely, hence, four interviews were conducted face-to-face while the other four were accomplished over video conference calls. All the interviews were digitally recorded, backed up by note-taking, and later transcribed.

Following transcription, it was necessary to proceed to data coding; and a Thematic Analysis (TA) was t chosen for this effect. According to Clarke & Braun (2017) "TA can be used to identify patterns within and across data in relation to participants' lived experience, views and perspectives, and behaviour and practices; 'experiential' research which seeks to understand what participants' think, feel, and do" (p.297). Thematic Analysis enables patterns of meaning and issues of potential interest about the data in relation to the research questions to be identified (Braun & Clarke, 2006).

Therefore, the data analysis was carried out taking the following elements, referred by Braun & Clarke (2006), into consideration: first, as an auxiliary tool, the MAXQDA software, for the analysis of qualitative data, was used. With the aid of MAXQDA the text of the transcribed interviews to be codified in such a way as to group relevant elements throughout the data set. Thus, it was possible to observe the commonalities were among the eight interviews conducted; and collect and classify all the relevant data for each theme addressed.

Next, it was necessary to review the themes to see if there were issues that could be covered in different coded data sets. Eventually, once a clear distinction among the themes had been created, an analysis of the different extracts collected from the interviews was carried out. Finally, the summarized extracts made it possible to relate the findings both to the literature review carried out earlier and to the research questions. Thus, the use of this software proved useful for the mediation between data and analysis, facilitating the systematization of information and the arrival at the results (and discussion) presented in the next chapter.

4. Findings and Discussion

This chapter is concerned with presenting, interpreting, and discussing the results gathered from the interviews. The aim is to understand and present the discussion of the results obtained, their interpretations, as well as their closeness to and distance from the studies presented in the theoretical framework. Then, all the findings analysed will be summarized in Table 3 at the end of the chapter.

4.1. The Concept of CSR in SMEs

In this subsection, it will be addressed the topics that are relevant in order to answer the first Research Question: "How is the concept of CSR understood by managers in Portuguese SMEs?". This section is thus divided into two main points: the definition of CSR (as per the interviewed CEOs of Portuguese SMEs) and how CSR is perceived within the company and in relation to its objectives.

4.1.1. CSR - Definition

Despite the increase in the importance of CSR and how much it is talked about, it was not possible to find a consensus on the definition of the concept among the managers interviewed. This is consistent with several authors who note that there is a vast variety of definitions of this topic that have been developed over the years (Norbit et al., 2017; Sarkar & Searcy, 2016). However, a review of the different ideas on the topic gathered highlighted that although there was no agreement to a single definition, most of the CEO's made a few points in common.

First, the CEOs believe that CSR should be a cross-company commitment that first will have an internal impact, then an external one, and, eventually, impact all stakeholders. For instance, one participant noted that "Social responsibility is going in line with the principles of ethics, of social responsibility, of social intervention, and create conditions so that these are in fact applicable and applied to the management of the institution impacting both internally and, on the community" (Participant 8, Education).

The second point participants highlighted in their definitions of CSR was the complexity of the concept, viewed as a commitment, a goal and a challenge that balances the financial, social, and environmental areas of the company. In the words of one of the participants: "Social responsibility is, basically, a company being able to have some behaviours that are transversal to its activity in order to improve the quality of work and

life of its employees, partners, suppliers...“ (Participant 7, Manufacturer of Pharmaceutical Products).

4.1.2. CSR as a Goal and Responsibility of the Company

On the subject of the role of CSR , there was a general belief that CSR should be incorporated in the goals of the company. Furthermore, those CEOs who indicated that CSR should be incorporated in the goals of the company also advocated that these practices are fundamental to building the company's mission and values. This can be explained by the fact that the nature of CSR practises will affect the relationship build between the company and its stakeholders (Cantele & Zardini, 2020). That is, these CEOs believe that CSR is important for their companies and as such, build their strategy in a manner that will allow them to engage in these practices. This can be seen in comments such as: "either it [CSR] is strategic or it is not. If it is not strategic, I think it is a risk for the company; if it is strategic, it is the pillar that will define how companies will design and develop their business" (Participant 5, Consulting Services).

Among those that had this more strategic view, opinions were evenly split in relation to what type of practices to incorporate. One group defended that CSR practices should be adapted to the type of scope and possibilities of the company, for example: "Of course, it [CSR] has a place in the goals of every company! But then, some [companies] have more financial capacity [to implement it] while others have less" (Participant 6, Financial Services). On the other hand, other CEOs defended that they are responsible to try to implement CSR goals and practices no matter how challenging it may be: "it's not a question of whether you should [implement CSR], it has to be done. You really have to, so no matter how big the challenge might be" (Participant 8, Education).

These responses notwithstanding, the results also indicate that a significant part of the CEOs believe that their main responsibility is to create internal stability in the company, with the purpose of creating an environment that can develop and ends up impacting other stakeholders as well. This goes in hand with (Santos, 2011) that defended that it is most common in SMEs to focus their attention on internal stakeholders, as it is harder for this group of entities to employ outward-focused practices. For example, one of the respondents argued that: "first of all we have to look inside the company, because it is very difficult to get things out if inside, we have not implemented a series of measures and behaviours that can help in this direction[being socially responsible]" (Participant 7, Manufacturer of Pharmaceutical Products). Another very common view obtained was that the company's responsibilities are towards the legal commitments of compliance,

for example, health and safety as can be seen in "prohibiting child labour, compliance with health and safety, environmental protection" (Participant 2, Environmental Services).

Finally, two CEOs also referred that in their perspective CSR should be an extra, not obligatory or an immediate necessity to the company. This is, the priority obligations of the entity are regarding its legal and economic commitments and then, if possible, towards its social responsibility ambitions. This perspective matches the one held by Friedman (1982), since in these cases, the CEOs were more concerned with the economic point of view, as expressed by one of the CEOs, who said that his responsibilities were "towards the state, the bank, my clients, and my employees (…) to pay taxes, pay the employees decently, treat people with fairness and respect, pay suppliers on time, and take into consideration all the social and environmental impacts of your activity" (Participant 4, Pharmaceutical).

4.2. Implementation of CSR practices by Portuguese SMEs

The aim of this subsection is to further elaborate the topics that are relevant to answer the second Research Question - "To what extent do Portuguese SMEs practice CSR?". Specifically, we wanted to know whether the studied entities have a predefined budget to be applied to CSR practices, what their motivations are for engaging in CSR, how these CEOs promote CSR practices across the company, which stakeholders are perceived as key for CSR practices and, finally, which are the most common CSR practices partaken by the sample.

4.2.1. CSR Practices

It was interesting to note that that half of the companies interviewed have some form of certification in matters of CSR. Two are recognized as being B-Corp, a certification that recognizes that a company meets high standards for audited performance, accountability, and transparency on factors ranging from employee benefits and charitable giving to supply chain practices and raw materials. The other companies that were certified have an ISO certification, that is, a seal of approval from a third-party body of the international standards developed and published by the International Organization for Standardization (ISO).

In terms of their CSR practices, the CEOs framed the majority within three areas: educational, environmental, and social. This goes in hand with Nejati et al. (2017), that

defend that by tackling socio-economic and environmental issues, SMEs are able to establish a trust relationship and create a driven environment with their stakeholders. Likewise, these findings go in hand with the Triple Bottom Line theory, which says that when these three elements are balanced [educational, environmental, and social], CEOs understand the purpose of economic development and are enabled to manage the impact a company's operations will produce on the different stakeholders (Approach, 2022; Hammer & Pivo, 2017).

4.2.1.1. Educational Practices

Most of the interviewed companies present practices regarding the education of the community in which they are inserted. Although one of these companies' scope is education, the remaining are inserted in different fields. It was observed that either case presents regular activities carried out with the intent of transmitting knowledge in certain areas and themes to the population.

All seven companies' educational activities are related to their field of operations, which goes in hand with Hsu & Cheng (2012) conviction that the compatibility between CSR practices and the nature of the company's business is an important factor with regard to CEO's willingness to adhere to the said practice. For example, the company from the photography industry has agreements with vocational school, allowing students of courses connected with the company's business to do internships in order to gain professional experience and insightful knowledge of the area.

It was observed that these educational practices were able to undertake different paths, often opting to go in hand with the company's scope of activity. One was educating and informing the community in which the company is inserted, as can be seen in the Financial Services company with the help of some municipal councils taught people how to save money and how to better manage their money throughout the month.

Then, another path is to focus on collaborators and suppliers, in line with legal requirements, but going beyond them. For example, in addition to the annual hours of training that companies are obliged by law to give their employees, the educational institution tries to offer the option, if there is interest and initiative on the part of the employee, to do formations, workshops, or even master's degrees or doctorates. Thus, the company tries to create conditions for its members to be able to enter and complete the desired qualification.

Finally, the final path was to focus on multiple stakeholders. For example, the consulting and business services company regularly listens to its employees, customers, and partners to understand how it can improve. They also make conferences and share content to raise awareness about socially responsible causes and invest in their staff to develop talent by enabling volunteer and mentoring programs.

4.2.1.2. Environmental Practices

With regard to environmental practices, over half of the companies studied have regular actions that fit into this category. The majority of these companies have a waste policy, with the goal of minimizing their environmental footprint.

In conformity, a few of the companies have a formal corporate directive that recommends that all working spaces should seek energy optimization, to minimize the waste of energy. The CEOs mentioned that there are daily concerns related to the air conditioning system, plugged in devices and office lights. On the same note, a couple of the companies have a clean desk policy. This means there is a formal corporate directive that recommends that all working space related documents should be in digital format, such that printing is a last resort, and when used the printer should be formatted to use both sides of paper, in black and white and on economy mode. The aim of such guidelines is to minimize the use of paper.

However, there are practices that are directly linked to the companies' scope. For instance, both companies related to the sale of medicine pay special attention to the safe disposal of drugs, and try to ensure ways of doing so when these are expired or will no longer be used by their clients. Also, the Environmental Services company is careful to make a conscious choice on the use of herbicides. Whenever feasible, and having this pre-defined in its guidelines, the company opts for using herbicide substitutes such as vinegar so as to reduce the use of chemicals as much as possible.

4.2.1.3. Social Practices

As far as social practices are concerned, although the practices adopted by the different SMEs were not in complete harmony, a number of common points were, nonetheless, observed.

First, going in hand with what is defended by (Santos, 2011), the majority of the CEOs focused most on implementing social practices that issued the intern stakeholders of the

company, for example, by having employee discounts, the ability for employees to have a flexible work schedules or employee feedback sessions. These feedback sessions are a way for the CEOs transmit to their employees what has been going well in term of the desired goals of the company, for example, which objectives have been achieved and which are the next actions that need to be undertaken. The aim of such practices is to give employees stability and involvement as well as a sense of being part of the project.

A second trend observed in the companies under study was an effort toward inclusivity. A few companies have workers with disabilities and some, when recruiting, choose to look for people above a certain age, knowing that this demographic group has more difficulty in landing jobs.

Finally, externally focused practices are often developed with the collaboration of other organizations, such as the local council or church. These actions usually focused on areas such as sports, culture, and families in need, known by the CEOs or the partner associations.

4.2.2. Motivation and Budget of CSR

Some studies suggest that CSR practices are not as common in SMEs as in large organizations, and that this group of companies is focused on their survival over their CSR (Metzker & Streimikis, 2020; Santos, 2011). However, most of the CEOs in this study indicated that CSR is not a recent concept for them and that they have had some practices and certain positions regarding social responsibility for a long time.

The first reason given by the participants for undertaking CSR was to not be indifferent to society, to have an important social role and to be sensitive to causes. This is in line with the literature, which indicates that SMEs, in comparison to large companies, usually have a closer connection to the community in which they are located (Cantele & Zardini, 2020; Jenkins, 2006). This can be summarized in the comments of one interviewee , who affirmed that "You're not just a businessman, there's also the human part. If you're not just the manager of a company, you also have to pay attention to the people inside, and this then ends up spilling over to the outside, to external causes" (Participant 3, Photography).

Although it cannot be denied that the will of the CEOs to engage in CSR is a crucial element (Fitjar, 2011; Latapí et al., 2021), there are other factors that also impact the company's incorporation of social responsibility and cannot be forgotten, such as the financial capability of the company.

It has been noted in the literature that SMEs often lack financial resources, which can make it difficult to engage in CSR practices (Cantele & Zardini, 2020; Fitjar, 2011; Hsu & Cheng, 2012). Indeed, when asked about the budget allocated to CSR practices, most of the participants indicated that the company did not have a fixed CSR budget: "I also think that in a company of this kind, having an X amount of euros for these cases right from the start is dangerous, we never know what will happen tomorrow, right? In other words, we manage according to what is happening and what is possible" (Participant 3, Photography). That is to say, the participants perceived that the size of their companies makes it riskier for them to have a fixed value allocated to CSR practices, as SMEs have less stable internal conditions (Avrampou et al., 2019; Fitjar, 2011). As a result, managers prefer to adapt their practices in accordance with the capacities of the company at any given moment.

The remaining participants, albeit a minority, were evenly split into those companies which do have a fixed budget for their CSR practices and those which have some practices that have a fixed budget - these companies have certain CSR activities that are consistent and long term, but the total value invested in these activities per year fluctuates, because the remaining CSR practices are not always attributed the same budget.

4.2.3. Internal Promotion and Regularity of CSR practices

With regard to the way companies promote their social responsibility, it was found that the vast majority of the sample has a formal document, available, in digital or physical format, that specifies exactly what the positions taken by the company are with regard to social and environmental issues, and the corresponding goals it is committed to achieve. This document goes in hand with the EC effort for firms to have a more transparent policy and, in parallel, the Portuguese European directive 2014/95/EU. These documents go beyond stating the company's values and goals; they also describe and specify the commitments and directives which the company has toward its different stakeholders. For example, one interviewee noted that "To this day, there is a central document that was launched in January this year, but it is already in its third edition, because every time I think and rethink and manage to complete it I make a new edition so that it is always up to date and, basically, it is our code of ethics and morals that really defines our business positioning and our technological positioning".

In terms of the promoting CSR practices, the data shows that most of the companies in our sample use tools such as email, social networks (LinkedIn and Facebook) and

newsletters to better promote their practices. For instance, one participant referred that "not only did we use e-mail as a tool to publicise our actions, but we also had a newsletter and we tried to encourage the employees themselves to participate in different actions." (Participant 7, Manufacturer of Pharmaceutical Products). In most cases, these tools help give their internal stakeholders more detailed information on specific practices, but in some cases, they also allow the information to reach any external interested part, which enables a wider engagement with the company. This form of communication, also show that although Portuguese SMEs focus more on their internal stakeholders, they make the effort to reach external ones (Branco & Rodrigues, 2006; Matthews et al., 2019; Santos, 2011).

We were also interested in the regularity (or not) of CSR practices, and the results indicate that all but one of the companies studied have regular CSR practices. Furthermore, this one company that did not have regular practices indicated they intend for these to become consistent in the future. This goes in hand with the study carried by Dias et al. (2019) that found that CSR actions have been implemented in most Portuguese companies' strategies

It was possible to see that there were two distinct types of regular actions. On the one hand, there were those have been carried out for a long time and are planned to continue in the future, among the same parties. For example, one company always prioritizes the payment of their smaller suppliers since this player is more sensitive to the average payment terms. On the other hand, there were the multiple occasional practices; in these cases, the company has actions frequently, but they all differ one from another throughout time. The majority of companies combine these two types of practices.

Finally, one of the companies under study indicated that they map their CSR practices. This is, there is an annual study in this company that aims to understand how their CSR activities were developed. For example, they said that mapping aids in understanding whether the company had been keeping its intended CSR practices (those kept from the previous year), if there were any practices implemented the year before not accomplished in the current year, and if there was any practice that had not been initially planned in the beginning of the year.

4.2.4. Targeted Stakeholders

When studying the results on the given stakeholder importance, that is, the weight given to each stakeholder according to their perceived impact on the company's activity; there

were noted some common grounds in the sample. The most commonly referred stakeholders were clients, suppliers, and collaborators. Then, others were referred as well, such as banks, the municipal councils, and the environment in which the entity is inserted. The majority of the CEOs stated that their main focus were their collaborators and then the other stakeholders that were perceived as important to the company's activity, which can be seen in comments such as "we don't close our eyes to the outside, but, of course, the collaborators always come first, that part is fundamental" (Participant 3, Photography). This is consistent with previous studies that argue that SMEs tend to focus more on internal stakeholders rather than the external ones (Garavan et al., 2010; Murillo & Lozano, 2006).

However, there were a few companies which stood out in the sample as they referred that they actively map their interest parts, that is, which stakeholders will be affected by the company, and which stakeholders will affect their activity as can be seen in "this is more a matter of our organisation and our management program itself than of legal compliance, there is nothing in the law that obliges us to identify stakeholders, we think it is important so that we are placed in society and so that we can identify what influence they have on our business" (Participant 2, Environmental Services). Because of this, these enterprises are able to pinpoint which stakeholders have a more meaningful impact in their activity and in this way adapt their strategy to better reach SR goals, going in hand with authors studies such Campbell (2007) & Perrini et al. (2007).

4.3. Advantages and Challenges to CSR practices

The aim of this subsection is to further elaborate the topics that are relevant to answer the third Research Question – "What advantages and challenges do managers in Portuguese SMEs perceive with regard to CSR practices?". In particular, we wanted to find whether the interviewed CEOs believe the size of their companies to be a determinant factor in their ability to engage in CSR practices and whether this also impacts the type of practices adopted by the sample. Additionally, it is desired to understand what Advantages and Challenges are homonymous within the sample.

As has been said previously in this dissertation it is rather difficult to study the implementation of CSR practices in SMEs without considering the role of size of these entities has on their possibilities.

First, it was possible to gather that the interviewed CEOs strongly believe that CSR practices are as important for smaller companies as they are for bigger ones, since

companies "are required by their customers to present in their performance the matter of sustainability" (Participant 5, Consulting Services) and so, presenting these types of practices will differentiate them from companies that do not engage in them.

Also, it was noted that there cannot be a comparison between the resources of a big company to those of a small one. As a result, the interviewees also said that this factor was the reason why small companies usually focus on helping the environment they are inserted in, with smaller actions, while big companies have big foundations that cover greater practices.

About half the CEOs expressed that a relevant challenge for engaging in CSR practices was having the necessary time to organize and manage resources to allocate to them. For example, allocating people, implementing the measures, creating formal documentation regarding practices or even the time required to make some practices long termed and regular, which goes in hand with (Hodinková & Sadovský, 2016; Jenkins, 2006). Another challenge mentioned was having the capability of managing expectations (Bachnik, 2017), of both internal and external stakeholders, for example, "we can't accommodate all people's requests, we don't have the means to do it all, and sometimes people become upset" (Participant 4, Pharmaceutical).

On the other hand, a couple of CEOs mentioned that since their company is smaller, it has allowed them to have less hierarchy than a large company. This was explained in interview No. 1 where the CEO said "as I don't have to ask anyone for permission, it's very easy because there isn't this very long vertical chain in which the most important business needs are always put first and then the good intentions (CSR measures) end up not being that important. Because of this, decisions regarding CSR practices can be made in a faster and more flexible manner (Metzker & Streimikis, 2020).

Half of the companies noted that a perceived advantage of CSR practices is the creation of a good relationship with the exterior, this is, with the community in which they operate, going in hand with the studies of (Branco & Rodrigues, 2006). This involves not only external but also internal stakeholders and results in the creation of a positive image for the company, as can be seen in "these activities generated some benefits in some way by positioning the brand in terms of awareness" (Participant 1, Human Resources Services). The CEOs also believe that one advantages taken from the implementation of CSR practices is the employees feeling of safety, happiness, and sense of fulfilment. For example, regarding his employees the CEO of interview No. 3 said, "the advantage is that people feel good" and in interview No. 6 the CEO stated, "but I think internally people get a sense of satisfaction". Finally, the CEOs noted that an advantage that

resulted from their CSR practices was being recognized by the different stakeholders as a good company, which was said to result in the acquisition of new customers, acquisition of new partners, cohesion of employers (Bikefe et al., 2020; Dias et al., 2019; Fitjar, 2011).

Sum Up of Findings	
Definition of CSR	Although there was no agreement to a single definition, most of the CEO's made a few points in common: - CSR should be a cross-company commitment that - CSR will first have an internal impact, then an external one, so, eventually, impacting all stakeholders. - CSR is perceived as a complex concept, viewed as a commitment, a goal and a challenge that balances the financial, social, and environmental areas of the company.
CSR as a Goal and Commitment	There was a general belief that CSR should be incorporated on the goals of the company: - Some CEOs believe that this is an action that should be taken upon no matter the effort - Others believe that each company should do what is possible within the resources available The CEOs believe the importance of prioritizing the internal stakeholders by creating a stable environment .
CSR Practices	It was found that some of the companies were certified in matters of CSR, showing the importance given to the matter. CEOs framed the majority of practices within three areas: educational, environmental, and social.
Motivation and Budget to CSR Practices	The CEOs indicated that CSR has made part of the company's practices and positions for a long time. - The CEOs explained that what motivated them to engage in CSR practices was to not be indifferent to society. Regarding budget, it was understood that the better part of CEOs do not have a fix budget for their CSR practices and rather opts to adjust them into the company's possibilities.
Promotion and Regularity of CSR Practices	Data shows that most of the companies use various channels to achieve the promoting CSR practices: - They use tools such as email, social networks (LinkedIn and Facebook), formal documents and newsletters to better promote their practices. - The SMEs focus more on their internal stakeholders, they make the effort to reach external ones The majority of companies combine two types of regular practices: - Those have been carried out for a long time and are planned to continue in the future, among the same parties. - Multiple occasional practices; where the company has actions frequently, but they all differ one from another throughout time.

Corporate Social Responsibility in Portuguese Small and Medium-sized Enterprises: CEO Perspectives

Targeted Stakeholders	Clients, suppliers, and collaborators are the Stakeholders that are most focused on by the studied entities.
	Most CEOs stated that their main focus were their collaborators and then came the other stakeholders
	A few companies stood out in the sample as they referred that they actively map their interest parts, that is, which stakeholders will be affected by the company, and which stakeholders will affect their activity.
Advantages and Challenges to CSR Practices	The CEOs strongly believe that CSR practices are as important for smaller companies as they are for bigger ones.
	Most CEOs expressed that some challenges were: - Having the necessary time to organize and manage resources - Financial resources
	Most CEOs expressed that some advantages were: - since their company is smaller, it allowed them to have less hierarchy, hence being more flexible when adopting CSR practices - CSR practices create a good relationship with the community in which the company operate

Table 3 - Sum up of findings: Researcher's Own Development

5. Conclusion and Recommendations for Future Studies

This dissertation focused its attention on the intersection of Small and Medium sized enterprises with the concept of corporate social responsibility (CSR). In recent decades, many authors have studied these two topics, however there is arguably not enough research linked them together, and within the Portuguese context, in particular (Afonso et al., 2012). In addition, little of the existing research regarding CSR in SMEs has qualitative methods, which can often provide a more detailed and in-depth understanding of phenomena.

In response to increasing pressure from national and international regulations, as well as from society in general, companies are gradually being pushed to incorporate principles of social and environmental responsibility into their strategies, structures, and management systems (Giovannoni & Fabietti, 2013). CSR is a concept that does not belong to a single department, but rather, it is set (or should be) within the daily discourse of the company's practices and strategy (Murillo & Lozano, 2006). One of the reasons that make this and similar studies so important, is that the composition of SMEs is so unique. As a result, understanding how CSR practices are adapted to the different areas of activity of SMEs can help CEOs to better implement and adapt these practices in their company's activity.

The methodology employed in this study may also provide insight into potential avenues of future research. Using a qualitative approach is a replicable methodology that has considerable potential in understanding CSR in SMEs. Hence, there were performed eight interviews with top executives of the studied companies. The key role partaken by the interviewees allowed getting a more insightful perspective on the CSR practices of each firm as well as the point of view of these CEOs on CSR.

The research thus helped gather information from the perspective of CEOs regarding CSR practices in Portuguese SMEs. Although a consensual definition of CSR was not found among participants, it was unanimous among the interviewed CEOs that CSR is important matter and needs to be pursued by SMEs. The role of CSR was perceived both as a responsibility and a goal to be achieved by the company. That is, the CEOs believed that strategic decisions should be developed with the purpose of achieving a certain level of CSR commitment, since companies are part of a larger community and, as a result, need to take responsibility towards it.

A significant part of the companies under study already possessed CSR certifications, which reflected the practices they developed, in the Educational, Social and Environmental fields. In these, it was noted that most actions took place within the

companies, with regard to internal stakeholders. The CSR practices undertaken were also very homogeneous between the different entities.

The results also showed that there were seldom companies that did not have constant social responsibility actions; however, the type and regularity of practices was typically adapted to the possibilities of the firm at each moment. On the other hand, it was also understood that not all companies were at the same level, since a few had already developed CSR strategies, which counted upon predefined budgets and the mapping of affected stakeholders.

To conclude, the size of SMEs is crucial to understanding the challenges and advantages this group of companies has regarding the implementation of CSR. The results showed that, consistent with prior literature, the most prominent challenges were the lack of resources (time, financial and human) which make it harder to deal with external factors such as bureaucracy and expectations. Still, the size of the companies was also seen as an advantage to the extent it allows less hierarchy and so a simpler implementation of certain CSR measures. This made it easier to reach different stakeholders, both external and internal, and create a positive image for the company.

As with any research, this study was not without limitations. The first limitation pertains to sample size. Although this is in part a function of the methodology used and to some extent offset by the depth of the results obtained, it would still be of interest to replicate this study with a larger sample, or even complement it with a wider reaching quantitative study.

The second constraint is regarding the geographic focus of the study. This dissertation gathered its sample from the greater Lisbon and Tagus Valley area, but it could also be interesting, to study the topic by comparing different regions of the country, which in certain regards have their own specificities and dominant economic activities. Another possibility for further research would be to focus on a single industry and analyse it in depth. This could then allow for comparisons in CSR implementation in SMEs among different industries

Finally, the study showed that Portuguese SMEs are increasingly aware of their social responsibility, that they understand its importance and have already started incorporating SR into their companies' strategy. It would be of value to further develop this subject so that, in the future, policy makers can draw up guidelines with the aim of facilitating the implementation CSR practices in SMEs, in ways that will be beneficial to the business and the environment at large.

As an end note, this study is important as it provides a picture on the current state of CSR in Portuguese SMES research and gives a direction on the areas that future research needs to be addressed. Further, the empirical research made, allows for future construction on this specific topic and contributes to obtaining improved and more reliable results when used as a foundation source.

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ANEX I

Apresentação Pessoal Para a Investigação

Lisboa, 25 de fevereiro de 2022

Exmo(a). Senhor(a)

Eu, Ana Rafaela Viegas de Medeiros de Azevedo Lima, aluna do mestrado, de Gestão no ISCTE, encontro-me de momento a realizar uma tese que propõem estudar de que forma as medidas de responsabilidade social estão incorporadas nas pequenas e médias empresas portuguesas e de que maneira, os resultados que estas ações têm sobre a atividade empresarial são percecionados pelos gestores destas empresas.

A investigação tem como objetivo geral:

1. Entender o que as PME portuguesas entendem pelo conceito de RSE?
2. Entender se as PME portuguesas praticam a RSE, quais são as principais ações realizadas e as motivações para o fazer?
3. Quais são os benefícios percebidos pelas PME na adoção de práticas de RSE e que desafios enfrentam para o fazer?

Venho por este meio solicitar a sua participação na realização de um estudo que utiliza como método de colheita de dados uma entrevista semiestruturada com uma duração espectável de 20 minutos. As suas respostas são confidenciais e serão utilizadas, exclusivamente, para fins de investigação.

Agradeço-lhe, desde já, a sua disponibilidade. A sua colaboração é preciosa; sem ela a investigação não poderia ser realizada.

Cordialmente,

Ana Rafaela Lima

ANEX II

CONSENTIMENTO INFORMADO

Exmo(a). Sr(a).

Peço-lhe que leia este documento antes de ceder a sua autorização para participar no estudo. Na eventualidade de se deparar com alguma questão, tenha em consideração que me encontro disponível para responder a qualquer dúvida.

Esta investigação decorre no âmbito do Mestrado de Gestão do ISCTE e tem como objetivo estudar a forma como as medidas de responsabilidade social são incorporadas na empresa onde trabalha e a forma como percebe os resultados que estas ações têm sobre a atividade empresarial. Para que este objetivo seja alcançado é necessário que responda a algumas questões integrantes de uma entrevista semiestruturada.

Todos os dados recolhidos serão confidenciais e, por este motivo, somente utilizados para o desenvolvimento da investigação em curso. Deste modo, solicito que autorize não só a realização da entrevista como também que esta seja gravada em formato áudio, visto que este permite uma maior facilidade em registar as informações recolhidas. Para que se respeite o carácter confidencial comprometo-me a utilizar o nome da empresa unicamente nos agradecimentos da tese, sendo que estará garantido o sigilo de todas as informações recolhidas para fins de investigação.

Atenciosamente

Eu,_____autorizo a investigadora Ana Rafaela Viegas de Medeiros de Azevedo Lima a recolher dados para a sua investigação. Autorizo as gravações da entrevista e declaro que não me oponho à utilização das mesmas para o seu estudo, desde que seja garantido o anonimato.

ANEX III

GUIA DE PERGUNTAS DA ENTEVISTA SEMI ESTRUTURADA

1. No que toca à responsabilidade social das empresas:
   a. O que entende por Responsabilidade Social Corporativa?
   b. O que considera serem as principais responsabilidades de uma PME como a sua?
   c. Em geral, sente que a responsabilidade social corporativa tem lugar nos objetivos de uma PME?

2. Relativamente às práticas de Responsabilidade Social Corporativa:
   a. A sua empresa apresenta práticas relativas à responsabilidade social corporativa?
   b. As atividades de RS da sua empresa têm um carater ocasional ou regular?
   c. Tendo em conta as suas atividades principais, por que razão a empresa está envolvida neste tipo de atividades?

3. Passando para a Implementação da Responsabilidade Social
   a. As práticas de RSE da empresa têm algum stakeholder como target principal, ou abrangem múltiplos stakeholders (clientes, fornecedores, colaboradores)?
   b. Quais são os principais stakeholders abrangidos pelas vossas práticas?
   c. Como é que a empresa promove internamente as questões de RSE? Ou seja, a discussão é feita de forma formal ou informal?
   d. A empresa tem um orçamento dedicado a desenvolver a sua RSE?

4. Relativamente a Barreiras e Motivações, ou seja, o que ajuda ou dificulta a implementação da RS na sua empresa:
   a. Quais foram/são as vantagens que a sua empresa tira do seu envolvimento com as práticas de RSE?
   b. Ao ter práticas de responsabilidade social na empresa pensa que estas podem ser mais vantajosas para uma PME ou uma grande empresa. Pode dar exemplos disso?
   c. Quais foram/são os desafios encontrados pela sua empresa relativamente ao desenvolvimento de práticas de RS?

d. Relativamente às empresas de maior dimensão, julga que a dimensão da sua empresa causa algum impedimento relativo à implementação de práticas de RSE? Pode dar exemplos disso?

ANEX IV

Data Analysis

1. **CSR Definition**

Interview	Segment
Interview No 8	Falar de responsabilidade é aquilo que a escola, neste caso o colégio, aquilo que a instituição se deve comprometer ou assegurar em termos de aplicar no âmbito dos princípios de gestão de modo que consigamos estabelecer aqui um equilíbrio entre a gestão nas suas várias dimensões: a gestão a nível financeiro, a gestão a nível laboral. Mas que esses princípios estejam em linha com princípios de ética, lá está, de responsabilidade social, de intervenção social, mas que que haja e se criem condições para a que esses princípios de ética não fiquem apenas pela parte dos princípios, não é, que sejam de facto aplicáveis e aplicados a nível da gestão da instituição e do impacto quer a nível interno quer a nível da comunidade.
Interview No 7	A Responsabilidade Social é, no fundo, uma empresa poder ter comportamentos que sejam transversais a toda a sua empresa no sentido de poder melhorar a qualidade do trabalho e de vida dos seus colaboradores, dos seus parceiros, dos seus fornecedores… Portanto de todos os seus stakeholders. Nomeadamente, eu penso que a responsabilidade social também é diferente de filantropia porque, na verdade, uma empresa deve fazer responsabilidade social em matérias que tenham a ver com a sua atividade económica. Imagine o exemplo, nós enquanto empresa já fizemos isso em termos de teambuilding onde resolvemos pintar uma escola. Ou seja, pintar a escola é, com certeza, uma atividade de responsabilidade social, mas é considerada, enquanto atividade da empresa, uma atividade de responsabilidade social corporativa integre nas estatísticas de grupo e não para a empresa que vende medicamentos.
Interview No 6	Eu acho que cada vez é um tema mais relevante para a sociedade, não é, as pessoas terem a sustentabilidade que, no fundo, tem duas vertentes, não é, tem uma vertente económica e uma vertente muito social.
Interview No 5	A responsabilidade social corporativa é a forma como as empresas respondem aos objetivos do desenvolvimento sustentável, a definição não é minha é definição da União Europeia. O que é péssimo com esta palavra, responsabilidade social corporativa, é que toda a gente pensa que social se trata da parte social, mas quando falamos de responsabilidade social cooperativa trata-se da resposta das empresas aos desafios do desenvolvimento sustentável e perceber que são respostas económicas, ambientais e sociais ao que se chama sociedade. Para mim, mas isso é uma decisão estratégica, a sustentabilidade ou a minha responsabilidade está na base da estratégia de negócio da minha empresa.
Interview No 4	Para mim, responsabilidade social é ajudarmos todos os dias os nossos clientes, que é no fundo fazer aquilo que é o nosso propósito. Em segundo, a nossa responsabilidade social é para com os nossos colaboradores e parceiros. Ou seja, com o Estado, em que a minha responsabilidade social é criar emprego enquanto empresa, é contribuir para o PIB através do pagamento de impostos e a criação emprego. Perante os nossos colaboradores porque quando as pessoas vêm trabalhar connosco tem uma expectativa e nós temos de corresponder às expectativas seja através obviamente do pagamento dos salários, mas também dar um propósito às pessoas, que as pessoas possam crescer e exercerem a sua profissão. Depois não falhar também com a banca, obviamente todas as empresas têm empréstimos e nós não fugimos à regra e, portanto, temos esta responsabilidade social com a banca.

Interview No 3	Entendo que as empresas devem estar disponíveis primeiro com os trabalhadores e depois com a sociedade em geral; participarem de algum modo, contribuírem com alguma coisa… com alguma coisa até dos seus ganhos, dos seus lucros para que as pessoas que vivem à volta se sintam melhor.
Interview No 2	A responsabilidade social é um compromisso legal e é também um compromisso corporativo das empresas, portanto temos nós como uma empresa certificada em qualidade ambiente e segurança uma responsabilidade que vai para além das legais. Em meu entender responsabilidade social mais do que um departamento um capítulo da nossa gestão acaba por ser no nosso dia a dia, portanto é um envolvimento muito grande em que, mesmo sem o sentirmos, se trata de uma questão de atitude.
Interview No 1	Contempla, na sua estratégia e na sua forma de estar, uma natureza que não traga já como base da sua genética empresarial uma responsabilidade grande com os seus stakeholders. Ou seja, não só com os seus colaboradores, mas também fornecedores, parceiros, clientes e investidores. Este conceito de responsabilidade social corporativa tem de ser uma extensão da empresa não uma intenção

2. CSR in the goals of the company

Interview	Segment
Interview No 8	Não é deve, tem de ter. Tem mesmo que ter, portanto, por muito grande que seja o desafio. Aliás de tal forma que entendemos que tem de fazer parte que, que seja do nosso conhecimento, nós somos o único colégio de Portugal, a única escola particular em Portugal, que tem um acordo da empresa.
Interview No 7	Eu acho que deve ter lugar nos objetivos. Se não tiver lugar nos objetivos e não for transversal à empresa essas coisas não são efetivamente percecionadas como necessárias e importantes, por isso tem de partir da gestão de topo e tem de ser depois passada de forma decrescente pela hierarquia até, ou seja, desde o topo até cá a baixo todas as pessoas têm de estar conscientes que isto não só é um objetivo da empresa como é um objetivo que é muito importante para conseguirmos atingir todos os outros.
Interview No 6	Tem claro, tem em todas, tem em todas! Umas têm mais capacidade financeira e outras têm menos. E deve ser algo imediato, logo que as empresas tenham possibilidade de começar a ter estas práticas devem fazê-lo.
Interview No 5	É uma abordagem voluntária, não é um extra, é uma forma saudável, razoável e inteligente de gerir uma empresa. Ou seja, ou é estratégico ou não é, se não for estratégico eu acho que é um risco para a empresa, se for estratégico é o pilar que vai definir a forma como as empresas vão desenhar e desenvolver o seu negócio.
Interview No 4	Eu acho que deve haver espaço, mas como extra.
Interview No 3	Tem há muitos anos, não é uma coisa que a gente faça há meia dúzia de dias. Há muitos anos que temos cuidados com as pessoas.
Interview No 2	É obrigatório ter nos objetivos de uma pequena e média empresa. No nosso caso, como somos certificados em ambiente, a sustentabilidade é muito importante e o nosso compromisso vai mais para além de não afetar a natureza, vai também do proteger a biodiversidade.
Interview No 1	Tem que ser. tem que ter é que nem existe outra maneira. Uma empresa que não traga este entendimento de base ela vai durar meia dúzia de anos e não vai trazer valor, não vai acrescentar valor para a vida de nenhum de nós e é o tipo de empresas que na verdade não nos faz falta.

3. CSR as a Responsibility of the Company

Interview	Segment
Interview No 8	Não é deve, tem de ser uma responsabilidade da empresa, por muito grande que seja o desafio. Do ponto de vista do princípio de gestão tem de haver estabilidade, tanto ao nível da gestão financeira como ao nível da estabilidade da carreira dos trabalhadores.
Interview No 7	Em primeiro lugar temos de olhar para dentro da empresa, porque é muito difícil passar as coisas para fora se cá dentro não tivermos adotado uma série de medidas e comportamentos que possam ajudar nesse sentido. Depois, devemos fazê-lo com todos os nossos stakeholders, digo todos os nossos parceiros, os nossos clientes e os nossos fornecedores.
Interview No 6	A principal responsabilidade é não ter desperdícios, eu acho que a diminuição da pegada da empresa é extremamente importante.
Interview No 5	São as mesmas responsabilidades de qualquer organização, que é pagar impostos, pagar decentemente os seus colaboradores, tratar as pessoas com equidade e respeito, pagar a tempo os fornecedores e tomar em consideração todos os impactos sociais e ambientais da sua atividade, isso é igual para toda a gente.
Interview No 4	A responsabilidade da empresa é contribuir para a sociedade através da criação de empregos, riqueza e pagamento de impostos. É o compromisso de não falhar pagamentos com os bancos; com os empregados é tratá-los bem, treiná-los, pagar salários, pagar bónus, dar condições para que as pessoas se integrem nos projetos, tenham um local de trabalho, tenham um objetivo.
Interview No 3	Pronto primeiro os trabalhadores, se necessitam, se há uma pandemia nós temos de estar com eles temos que ver o que é preciso se precisam de dinheiro vemos como podemos ajudar, enquanto a empresa puder temos sempre esse cuidado.
Interview No 2	Tem de haver um código de conduta para criar um compromisso com os princípios legais, mas também com os princípios do respeito pelos direitos humanos, isto é, o respeito pela saúde e segurança, proteção ambiental, etc., porque as empresas não podem virar as costas à sociedade.
Interview No 1	Mas temos que entre todos estar alinhados e comunicar bem para saber o que estamos a abandeirar e defender; como também esperamos que os nossos colaboradores desenvolvam a nossa cultura empresarial. Porque não somos uma indústria, não há uma fábrica que emite carbono, não há impacto direto aqui, mas também temos algum tipo de impacto, portanto, temos de entender de que forma podemos ser mais positivos entre todos.

4. Budget for CSR

Interview	Segment
Interview No 8	Flui naturalmente, mas não temos uma verba no orçamento em especial para isso, é analisado caso a caso. Se por acaso determinado ano sentimos que não temos condições isso é outra questão, mas não tem havido até à data a necessidade de ter essa intervenção, ou seja, temos conseguido gerir, é algo que é muito natural e muito transversal à gestão.
Interview No 7	Sim, existe mesmo um orçamento só para a responsabilidade social.
Interview No 6	Não é algo que esteja orçamentado em termos de planeamento, mas se houver assim uma oportunidade de ajudarmos, fazemos pontualmente, mas não temos um orçamento totalmente dedicado.
Interview No 5	Não, porque tudo o que fazemos está relacionado com estas práticas.

Interview No 4	Não tenho um orçamento fixo para esse efeito. Se me parece que faz sentido ajudo, se não, não ajudo.
Interview No 3	Não. Nós vemos dos pedidos que chegam quais fazem sentido e, de acordo com as possibilidades da empresa, ajudamos como conseguimos. Acho também que numa empresa deste género ter logo à partida um x de euros para estas casas também é perigoso, nunca sabemos o dia de amanhã não é. Ou seja, nós vamos gerindo consoante aquilo que que vai acontecendo e é possível.
Interview No 2	Não temos um orçamento próprio, mas aquelas ações que são mais regulares tem um valor anual com um orçamento definido.
Interview No 1	Ainda não. De momento todas as atividades são de budget zero porque nós efetivamente não temos recursos.

5. Motivation for CSR

Interview	Segment
Interview No 8	Aquilo que eu sinto, e que vai buscar um pouco a experiência de quem está cá há cerca de 26 anos, numa instituição que tem 123-124, é um pequeno conjunto de princípios que subsistem desde a criação do colégio. Numa dimensão familiar e essa dimensão familiar que é uma perspetiva ambiciosa no sentido em que todos nos conhecemos e que temos que estar próximos uns dos outros. Depois, e que tem que ser transversal a todo o resto, é a dimensão humanista portanto tanto pode ser vista no dia a dia na relação e acompanhamento que procuramos fazer aos alunos, mas simultaneamente nos valores que defendemos e que procuramos promover mesmo que a ação ou intervenção seja num contexto de uma intervenção disciplinar, essa intervenção disciplinar tem que ter uma intenção pedagógica.
Interview No 6	O que nos motivou foi não ficar indiferente e ajudar as pessoas e o mundo, não é, ter aqui um papel social importante ou seja nós temos todos de contribuir para um mundo melhor e temos que ter isso em consideração, não podemos pura e simplesmente estar cada um por si. Temos que pensar globalmente, não é, as coisas mudaram, portanto, há aqui um pensamento global que tem que ser interiorizado em todas as pessoas, em todas as empresas, em todas as a corporações, em tudo.
Interview No 5	Foi uma decisão pessoal, foi uma escolha de vida. Para mim era impensável não estar a trabalhar o impacto. Antes trabalhei para organizações não governamentais, um bocadinho na política, fui jornalista, com algum envolvimento em ONGs, fui voluntária, por isso, quando cheguei a Portugal e decidi criar um projeto empresarial, quer dizer, nem me passou pela cabeça fazer outra coisa. Por isso, tem mesmo a ver com esta escolha pessoal de dedicar a vida profissional a algo que tivesse impacto.
Interview No 4	Porque eu acho que devemos estar disponíveis para ajudar a sociedade que nos rodeia.
Interview No 3	É o não ser indiferente. Não se é só empresário também há a parte humana. Não se é só gestor de uma empresa também temos de ter atenção às pessoas que estão cá dentro e isto depois acaba por também transparecer para o exterior, para causas externas.
Interview No 2	Não podemos ficar indiferentes, queremos apoiar estas organizações, nem que seja com o nosso produto, porque para nós não tem custo nenhum emprestar umas plantas por um fim de semana ou por 2 ou 3 dias e, muitas vezes, essas tais plantas fazem a diferença numa sala de uma atividade qualquer
Interview No 1	Eu não tive que ir encontrar um "PORQUE" ele já veio comigo, ou seja, já faz parte do projeto e da minha cabeça. Já não faz sequer sentido não contemplar não ter estas preocupações até porque elas não dão em si um trabalho extra. Eu percebi desde cedo que tinha que fazer parte e perceber só quais é que eram os momentos para encaixar esta nossa sensibilidade social de alguma forma e encontrar os pretextos para dar asas ao que para mim já fazia todo o sentido.

6. Promotion of CSR Practices

Interview	Segment
Interview No 8	Document – Que estipula os Princípios do Projeto Educativo Formal – Há princípios que têm de estar presentes nas decisões em termos de gestão, ou seja, num processo de recrutamento de professores o projeto educativo da escola tem que estar presente nessas conversas Exterior Comunication – Comunicamos com os pais através dos diversos canais de comunicação.
Interview No 7	Document – Criamos uma comissão de ética que é guiada por um código de ética interno. Nós fazemos a revisão do sistema de qualidade anualmente, não só pelas auditorias internas como externas. Formal – não só tínhamos o mail como ferramenta divulgadora das ações que fazíamos como também tínhamos uma newsletter
Interview No 6	Informal – Diria que é algo informal. Nós não temos um documento ou uma reunião feita de propósito para abordar estes temas, o que não quer dizer que não sejam temas retratados numa ou outra reunião, mas nunca sendo esse o tema principal das mesmas.
Interview No 5	Document – Temos um pacto Social escrito, o nosso código de conduta.e um código de ética que foi construído com os colaboradores. Formal – Todos os dias estamos a trabalhar exclusivamente em projetos que os criámos nós, que vão ter impacto. Não é preciso promover muito, mas sim, temos eventos, temos formação, convidamos pessoas para irem falar. Exterior Comunication – Na nossa página do LinkedIn pode encontrar tudo aquilo que a gente faz e para além disso temos uma newsletter
Interview No 4	Informal – Eu diria que 80% das coisas nós não comunicamos, mas pode haver um caso ou outro que o faça internamente
Interview No 3	Document – Existe uma lista que faz parte das nossas ordens internas que se chama mesmo Responsabilidade Social Informal – Em outas situações que seja necessário mobilizar mais colaboradores ou fornecedores essas pessoas também são informadas.
Interview No 2	Document – A nossa política de qualidade, ambiente e segurança expressa todas as nossas preocupações. Formal – A comunicação interna nós reforçamos também por e-mail. Quando temos estas ações fazemos comunicações internas aos trabalhadores Exterior Comunication – O Facebook e o Instagram são para o nosso cliente perceber o que é que estamos a fazer.
Interview No 1	Document – Ao dia de hoje, existe um documento central de 10 páginas que já vai na terceira edição e, basicamente, é o nosso código de ética e moral que vem mesmo definir o nosso posicionamento empresarial e o nosso posicionamento tecnológico. Informal – Informal através de conversas entre colaboradores com os objetivos que se pretendem alcançar. Formal – Temos uma newsletter de forma regular a cada 2 meses. Depois uma coisa que comunicamos é o facto de estarmos a alinhar com os preceitos da B-Corp.

7. Regularity of CSR Practices

Interview	Segment
Interview No 7	Sim, são regulares. Nós quando fizemos o diagnóstico de como estava a empresa em 2013, emitimos uma autodeclararão e fizemos um mapa em que algumas coisas tínhamos a verde, aquilo que efetivamente já fazíamos, outras a amarelo, que ainda não fazíamos, mas íamos começar a fazer, e outras a encarnado. Portanto o nosso objetivo era precisamente passar os encarnados para amarelos, os amarelos a verde e que os verdes se mantivessem verdes. Ao longo de três anos fomos fazendo isso, contudo não é algo estático, portanto de uns anos para os outros umas coisas vão acontecendo, como a pandemia, por isso algumas coisas estavam e deixaram de estar, outras não estavam e passaram a estar, umas que entraram mais facilmente do que as outras. Nós fazemos a revisão do sistema de qualidade anualmente, não só pelas auditorias internas como externas.
Interview No 6	Sim são cuidados regulares que temos. E falamos muitas vezes, dentro da empresa, uns com os outros sobre isso para reforçar alguns cuidados
Interview No 5	Não há atividades de responsabilidades sociais, não é, são as nossas atividades não há uma diferença. A nossa estratégia é uma estratégia de sustentabilidade que se inclina a alguns programas e ações, isso é, tentamos que seja tudo alinhado com o nosso posicionamento da empresa B Corp e de empresa responsável por isso, não são atividades à parte faz parte do modelo de negócio. Por exemplo, a parte estratégica de como vou lançar um novo produto que me permite sensibilizar a sociedade portuguesa, as empresas para as alterações climáticas, ou seja, estamos sempre a tentar procurar o melhor impacto possível, por isso tem de ser consistente.
Interview No 3	Sim, temos ações regulares. Por exemplo os estágios são algo mais recente, começaram com uma escola profissional porque o estágio profissional fazia parte da formação dos alunos e a partir dai, digamos nos últimos 25 ou 30 anos que tem aparecido cada vez mais escolas a pedir estágios. Também é o caso do jantar anual e das outras medidas que também já foram referidas.
Interview No 2	Eu diria que é regular. Nem sempre são as mesmas atividades, mas temos sempre em atenção ter este tipo de atividades e cuidados. Nós temos estas ações e quando as organizações e associações necessitam e nos pedem normalmente tem a porta aberta.
Interview No 1	Ainda não pode ser considerado regular, a nossa circunstância ainda é muito instável, portanto só fizemos uma atividade, mas o objetivo é no futuro ser algo regular.

8. Targeted Stakeholders of the CSR practices

Interview	Segment
Interview No 8	De uma forma mais imediata, alunos funcionários e professores, pais num plano semelhante digamos aos alunos, mas numa perspetiva diferente, e depois todo um outro conjunto de partes interessadas que vão desde as ONGs, fornecedores, grupos de escolas com os quais colaboramos até à Junta de Freguesia.
Interview No 7	Portanto, como o sistema da gestão de qualidade é um sistema circular com todos os stakeholders, obvio que inerentemente isso vai ter que estar também incluído a esse nível. Podem não ser coisas totalmente visíveis, mas a verdade é que há sempre um ou outro comportamento que acaba por incluir estes comportamentos de responsabilidade social.
Interview No 6	Diria que essencialmente nos focamos nos colaboradores e nos clientes.

Interview No 5	Em definição vai-se focar em todos os stakeholders, mas é obvio que você tem de ter uma visão para os diferentes stakeholders sendo que os internos são muito importantes, têm uma atenção especial. Por isso, os nossos stakeholders são provavelmente primeiro os colaboradores, depois os nossos clientes.
Interview No 4	Sim, primeiro os clientes depois os colaboradores e também os fornecedores e a banca.
Interview No 3	Nós não fechamos os olhos ao exterior, mas claro que primeiro estão sempre os colaboradores, essa parte é fundamental. Logo, primeiro, com as que trabalham cá em casa e depois com as várias entidades.
Interview No 2	A nível de gestão nós identificamos as partes interessadas, identificadas por nós, por exemplo, temos os acionistas, colaboradores, fornecedores, prestadores de serviço, contratados, clientes, a família dos colaboradores, comunicação social, etc. Sim nós chamamos de "partes interessadas", em que identificamos o mais possível qual é o impacto que essas partes interessadas têm na nossa organização; se é muito alto, alto ou mais baixo. Ou seja, nós identificamos e depois classificamos a importância para depois ver, conforme os pedidos de ajuda que aparecem, quais são as ações que devemos priorizar.
Interview No 1	Para mim o stakeholder sempre mais importante são os nossos colaboradores depois juntam-se outros. A minha primeira preocupação são sempre as pessoas que efetivamente me ajudam a trilhar este caminho.

9. Type of CSR Practices

Interview	Segment
Interview No 8	Social – Em 2018 foi assinado um acordo de empresa entre o colégio e os sindicatos sindicato dos professores da grande Lisboa, o sindicato dos funcionários não docentes, o sindicato dos psicólogos em que o princípio base desse acordo é precisamente a valorização da carreira docente e estabilidade da carreira docente. Depois, a partir do momento em que já tem alguma maturidade poderão ter, os alunos, a partir dos 10, 11 ou 12 anos, são agentes de campanhas de solidariedade, intervenções em nível de voluntariado, intervenções a nível da comunidade local, portanto no fundo procuramos ter essa dimensão. Educational – A nível dos funcionários a que será também algo que nós valorizamos nesta dimensão é procurar também criar condições para que os nossos colaboradores possam ter um processo de aprendizagem também ao longo da vida e, portanto, fazermos ações de formação regulares em vários setores. Ou quando há professores que nos vêm apresentar intenção de fazer determinado tipo de ações de formação, workshops, mestrados, doutoramentos etc., procuramos sempre criar condições para que esse colaborador também tenha as melhores condições possíveis para isso.
Interview No 7	Certifications – Nós fizemos uma certificação com alinhamento à norma europeia da responsabilidade social. Não dá selo, mas fizemos um sistema integrado de gestão da qualidade e da responsabilidade social, ou seja nós enquanto empresa temos muitas coisas com as quais temos de cumprir e ter essa compliance, integrámos a responsabilidade social. Social –Nós enquanto empresa na área da saúde e que vende medicamentos tivemos um projeto próprio que consistia em deslocar para junto de populações desfavorecidas, quer pela sua posição económica quer geográfica, bens e cuidados de saúde que as mesmas de outra forma não teriam acesso Environmental –Tudo o que é a organização de um congresso, seja este nacional ou internacional, envolve uma série de processos e documentos, de faturas, de inscrições de médico e de outros documentos, portanto antigamente tudo era feito através de fotocópias e assinaturas em uma série de papeis e temos vindo a fazer ao longo dos anos fluxos de processos que passaram a ser totalmente digitalizados.

Interview No 6	Environmental – Aqui na empresa é praticamente uma "clean desk policy" é uma empresa sem papel tentar ter esse cuidado, é tudo em termos digitais. Depois haverá outros cuidados a ter, em termos de eletricidade, o que é que se gasta em eletricidade, por exemplo haver sempre alguém que está responsável por desligar as luzes porque a quantidade de vezes que eu já cheguei no dia seguinte e tenho uma data de luzes acesas do dia anterior é brutal. Educational – Na minha área tenho a possibilidade de ajudar as pessoas a reorganizarem as suas vidas a perceberem como é que devem orientar o seu dia a dia e portanto explicar às pessoas,por exemplo, como ir a um supermercado e saber fazer compras e poupar. Nós aqui na empresa o que fizemos por exemplo foram grupos de entreajuda nas diferentes juntas de freguesia espalhadas a nível nacional para ajudar a falar com as pessoas por causa das dívidas.
Interview No 5	Certifications – A nossa empresa é B Corp. B Corp é um reconhecimento, uma certificação, mais exigente a nível mundial no que diz respeito à nossa vontade de contribuir para maximizar os nossos impactos positivos e negativos. A B Corp dá uma nota, faz uma avaliação do nosso desempenho em matéria de sustentabilidade. Sim, como somos B Corp, supostamente temos alguns resultados e algumas práticas que levaram, a que a B Corp reconhecesse este nosso desempenho Social – Temos os nossos fornecedores, por exemplo, do nosso fornecedor de comunicação e design é o Manicómio. O Manicómio é uma agência de design é uma agência de design inclusivo é uma empresa social onde trabalham pessoas muito criativas, como muito talento e também muitos problemas psiquiátricos. Por isso, na escolha que fazemos dos nossos fornecedores tentamos também ser inclusivos. Educational – Damos tempo para fazer conferências, investigações e partilhar conteúdos e consciencializar a sociedade.
Interview No 4	Social – Apoiamos 50 instituições. Relativamente a desporto: damos equipamentos à Torre, uma equipa daqui, apoiamos o Estoril Praia com medicamentos. Depois apoiamos instituições do género cruz vermelha, a quem doámos uma verba; apoiamos a CERCI, apoiamos pessoas deficientes que moram aqui também com medicamentos Environmental – Tenho cuidado com o ambiente para deixarmos o planeta melhor e é muito importante com os lixos os nossos sacos são de papel, a recolha de medicamentos e de seringas que as pessoas usam para não deitar no chão, medicamentos já usados há um circuito próprio para a incineração de medicamentos. Portanto nós também temos este tipo de cuidados.
Interview No 3	Social – Temos o tal apoio de emergência que se falou anteriormente, se algum funcionário nalguma emergência necessitar e apoio financeiro, desde que a empresa tenha essa possibilidade a porta está aberta. Educational – Depois temos os acordos com escolas estagiários que nós aceitamos
Interview No 2	Certifications – Nós, como empresa certificada, temos também todos os nossos fornecedores certificados por nós Social – Temos algumas pessoas com deficiências nas nossas equipas, deficiências tanto físicas como mentais. Mesmo aqui com o hospital Júlio de Matos às vezes há pessoas, com condições, para as quais o trabalho é uma terapia muito importante e, portanto, temos várias pessoas aqui dentro destas instalações. Também há uma série de instituições culturais que nós apoiamos como é o caso do teatro nacional de São Carlos, o museu da música. Environmental – A nível ambientais vamos para além da prevenção, por exemplo temos trocado o herbicida por vinagre que faz menos mal. Também mitigamos e alteramos a nossa produção conforme as alterações climáticas e proteção da biodiversidade. Educational – Começámos no mês passado e vamos fazer até junho formação de atendimento e vendas, porquê, porque é uma formação que é essencialmente de comportamento e daí nós acharmos que devemos misturar as pessoas do escritório com jardineiros porque no fundo o comportamento é muito importante.

Interview No 1	Environmental – nos primeiros 1000 seguidores eu fui apanhar lixo, literalmente, filmámos esta esta não só para dar visibilidade e celebrar o facto de estarmos a conquistar as primeiras 1000 pessoas, mas para mostrar que é simples cada um de nós despender de duas horas. Educational – Neste documento acabo justamente por dar inclusivamente sugestões aos nossos colaboradores de como é que eles podem fazer nas casas deles para serem mais amigos não só do ambiente, mas do comércio no geral, por exemplo, comprar diretamente aos produtores, mudar os equipamentos de luzes para aquelas que fazem uma maior otimização, fazer as reciclagens. Outra atividade de comunicação que nós fazemos é um podcast informativo no Spotify e no YouTube, que pode ser adicionado há nossa responsabilidade social, pois nós promovemos estas conversas porque queremos desmistificar temas que são falados de forma complicada e por vezes causam mais confusão às pessoas e comunidades envolventes.

10. CSR Drivers felt by the CEOs

Interview	Segment
Interview No 8	Educar a sociedade – O contributo para a educação tem de ser um contributo gradual, porque nós não nascemos cidadão e nós vamos gradualmente assumindo esse papel e, portanto, para conseguirmos chegaram ao estado de cidadão pleno em termos de termos uma postura ativa, proactiva, preocupado, responsável, humanista, solidário isto não é uma coisa que se aprende da forma clássica ao ler um manual. Boa relação com o meio exterior à empresa – o pilar da cultura de escola é determinante: o envolvimento dos alunos é decisivo e com o aproveitamento dos canais, tecnologia e boca a boca, leva a um maior alcance. Depois a cultura da escola acaba por chegar ao exterior e leva a que haja parcerias e iniciativas muito vantajosas para todos.
Interview No 7	Colaboradores motivados/feliz/satisfeitos – E tem gerado um excelente resultado, porque as pessoas ficam, digo, muito gratas e querem provar que foram uma boa escolha da empresa e são reconhecidas e têm, se calhar, uma atitude diferente face ao trabalho e ao empenho Imagem positiva para a empresa – Eu acho que todas estas atitudes que nós temos vão nos dando a conhecer e leva a que os diferentes stakeholders, efetivamente, tenham confiança em nós Reconhecimento como bons parceiros – Primeiro porque somos reconhecidos como parceiros credíveis, parceiros que como são mais pequenos que multinacionais temos um poder de decisão muito rápido que dá a ideia somos mais flexíveis e adaptáveis e que por essa mesma razão conseguimos ir de encontro às necessidades quer dos clientes quer dos fornecedores.
Interview No 6	Satisfação interna e sentimento de realização – Retira-se muitas vezes numa primeira fase, uma realização interna Imagem positiva para a empresa – Depois numa segunda fase passa para o exterior. Reconhecimento – Mas acho que internamente as pessoas ficam satisfeitas também e depois acabam por transmitir a outras pessoas, a amigos fora da empresa, portanto acho que é benéfico
Interview No 5	Reconhecimento – Como somos B Corp, supostamente temos alguns resultados e algumas práticas que levaram, a que a B Corp reconhecesse este nosso desempenho Imagem positiva – A imagem militante que temos claro que é um fator de diferenciação.
Interview No 4	Boa relação com o meio exterior à empresa – Eu gosto muito mais de apoiar estas causas em que conheço as pessoas não só da instituição, mas também que vão receber. Nós estamos aqui na comunidade e apoiamos aqui um bocadinho toda a gente da comunidade.

Interview No 3	Reconhecimento – E depois trata-se também do passa palavra, não é, e digamos que isso cria, leva a mensagem, das ações que tivemos. Imagem positiva para a empresa – Por sua vez vai fazer com que falem bem de nós e cria uma imagem positiva da empresa no meio onde está inserida. Colaboradores motivados/feliz/satisfeitos – A vantagem é as pessoas sentirem-se bem. Às vezes o não terem um salário alto, infelizmente, mas sabem que têm uma rede de segurança nesta empresa que é à prova de bala. Boa relação com o meio exterior à empresa – Com o exterior é a boa relação que se cria com os fornecedores e com as entidades
Interview No 2	Reconhecimento – Portanto também há uma visibilidade do nosso trabalho de responsabilidade social. Colaboradores motivados/feliz/satisfeitos – A certificação ajuda-nos a ter boas práticas a ser coesos, a haver uma ligação maior entre todos e isto nasceu com uma pequena empresa familiar, agora com quase 200 colaboradores Boa relação com o meio exterior à empresa – A questão da responsabilidade social nesta envolvência toda sempre existiu, pela nossa localização nós fomos solidários desde a primeira hora, portanto o nosso relacionamento com todas estas instituições, escolas, universidades tem sido um bocadinho fruto também do nosso sucesso.
Interview No 1	Reconhecimento – Por outro lado, estas atividades geraram alguns benefícios de alguma forma pelo posicionando a nível de notoriedade da marca Colaboradores motivados/feliz/satisfeitos – O retorno direto tem sido a coesão do grupo, esta é muito importante, ainda que sejamos jovens com curto alcance, conseguimos um trabalho muito estável e em boa parte é por este alinhamento de valores que existe. Imagem positiva para a empresa – Mas as próprias pessoas querem associar-se a nós e às nossas atividades, portanto pode mais à frente resultar como um meio de atração de clientes.

11. Barriers to CSR felt by the CEOs

Interview	Segment
Interview No 8	Tempo – Às vezes um desafio aqui é a questão do tempo. Gerir expectativas – A questão do perceber que o assumir uma responsabilidade independentemente de se tratar de alunos ou professores.
Interview No 7	Tempo – Quando surgiu-nos a possibilidade de fazermos o processo de alinhamento à norma europeia da responsabilidade social, foi um processo moroso porque como não é o nosso "core business", tivemos de adaptar algumas práticas. Adaptação – Depois, é sempre desafiante porque as pessoas não estão todas ao mesmo, portanto se algumas já têm incorporadas as práticas que fazemos há outras para quem não é assim tão fácil. Portanto é crucial que isso não só continue a constar no código da empresa que seja incorporado nos objetivos individuais de cada pessoa e seja feito anualmente, periodicamente refresh daquilo que são os comportamentos desejados, avaliações e auditorias do que efetivamente está a acontecer, ou não e perceber o que podemos melhorar para atingir estas metas.
Interview No 6	Recursos Financeiros – Umas têm mais capacidade financeira e outras têm menos. Adaptação – Também acho que no início houvesse uma dificuldade acrescida

Interview No 5	Tempo – Para nos tornarmos B Corp nós já tínhamos quase as práticas todas não tínhamos as políticas escritas demorou um ano, um ano e meio, foi difícil porque nós estávamos dedicados aos nossos clientes e aos projetos tínhamos. Recursos Financeiros – Há medidas que implicam grandes investimentos financeiros ou investimento de tempo ou investimento para mudar a cultura.
Interview No 4	Recursos Financeiros – Não conseguimos dar mão a todos os pedidos das pessoas. Gerir expectativas – Não dá para tudo e às vezes as pessoas até ficam chateadas.
Interview No 3	Recursos Financeiros – O facto de sermos uma empresa desta dimensão reduz a margem. Gerir expectativas – A empresa é isto, não queremos competir com grandes empresas, agora dentro do leque de empresas à nossa medida, eu julgo que temos de ser sempre os melhores. Dentro das nossas possibilidades fazemos o melhor que conseguimos.
Interview No 2	Recursos Financeiros – Os recursos por vezes, não chegam para tudo. Burocracia – Nunca ganhamos uma obra e curiosamente já foi discutido várias vezes que num concurso é avaliado até o espaçamento de linhas de um caderno que se entrega, mas não há nenhuma pontuação a mais por uma empresa ser certificada. Gerir expectativas – A forma como fazemos estas parcerias, por vezes limita-nos muito porque eu recebo todos os dias pedidos.
Interview No 1	Recursos Financeiros – Nesta fase ainda não temos motor financeiro para tal Burocracia – O facto de termos de alterar o contrato inicial para a Constituição da empresa, porque o ser B-Corp tem requisitos específicos e, por isso, tivemos que alinhar estes com o nosso contrato inicial. Tempo – Se calhar um desafio mais à frente pode ser ter tempo para ser eu a abandeirar esta responsabilidade, mas tenho a preocupação para, no futuro, montar uma estrutura que faça rolar sobre estas mesmas premissas.

12. Implications of the company's dimension on CSR practices

Interview	Segment
Interview No 7	Recursos Financeiros – Há uma dificuldade que é inerente que é a questão do budget. Porque o cobertor não estica e às vezes para tapar os pés fica a cabeça de fora. Tempo – Nós gostaríamos, obviamente, de caminhar um pouco mais rápido e de fazer mais coisas. Gerir expectativas – São objetivos que cada vez têm mais atenção e acho que seguramente para todas as empresas é diferenciador, por alguma razão é que todas as grandes empresas têm fundações para fazer a sua parte da responsabilidade social
Interview No 6	Gerir expectativas – Não, acho que é igual, acho que é exatamente igual para uma grande ou para uma pequena, se calhar uma grande terá mais impacto e uma pequena menos, mas todos ajudam um pouco, cada um à sua dimensão e há sua capacidade
Interview No 5	Adaptação – Mas a sensibilização dos colaboradores, estar atento aos stakeholders, a transparência na governação, ser accountable, isso não é muito uma questão de estratégia, é de vontade. Tempo –Normalmente o que é mais difícil é quando as empresas têm de mudar de fornecedores, de rever a sua linha de montagem a sua cadeia de valor. Aqui claramente é uma decisão ainda mais estratégica porque vai obrigar algum investimento.

Interview No 4	Recursos Financeiros – Não o que eu acho é que as grandes empresas como a EDP, MEO, NOS normalmente arranjam um propósito ou uma ação e focam tudo naquilo e depois comunicam. Por exemplo o McDonalds, tem a fundação McDonalds e apoiam essa fundação que depois apoia famílias e crianças e, portanto, só se focam naquilo enquanto nós não é assim. Eu gosto de repartir o mal pelas aldeias, gosto mais de conhecer as pessoas
Interview No 3	Burocracia – Como somos uma pequena empresa gerida por um núcleo muito pequeno estas decisões são muito fáceis não é preciso fazer uma reunião de concelho de administração, não é preciso chamar os diretores, não somos nós que logo diretamente chegamos a uma decisão e disponibilizamos imediatamente o que é necessário. Recursos Financeiros – Acho também que numa empresa deste género ter logo à partida um x de euros para estas casas também é perigoso, nunca sabemos o dia de amanhã não é. Ou seja, nós vamos gerindo consoante aquilo que vai acontecendo e é possível.
Interview No 2	Recursos Financeiros – Não! Eu acho que a responsabilidade social é independente do tamanho da empresa, os apoios é que podem ser maiores ou menores em função das possibilidades.
Interview No 1	Burocracia – Como eu não tenho de pedir autorização a ninguém é muito fácil porque não há aquelas barreiras que por norma existem internamente do chefe que ainda tem que perguntar a outro chefe. Recursos Financeiros – Eu acho que não são mais vantajosas para uma do que para outras são igualmente vantajosas para todas e eu entendo que as grandes empresas têm uma responsabilidade maior porque têm um impacto maior e um orçamento maior.