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Influencing public health issues through Corporate Social Responsibility

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Preface

The work presented in this master thesis is carried out at the faculty for Medicine and Health Science at the Norwegian University of Science and Technology (NTNU). The thesis was carried out during the autumn and spring semester of 2018/19 and represents the concluding work of a two-year master's degree in Public Health.

Incidents related to an organizations' activities are usually commented upon and questioned in the media; how could it happen, how will the organisation put it right, etc. However, specific news articles related to the organisations interviewed, are not mentioned in this master thesis, due to the complexity and uncertainty surrounding these types of incidents. Therefore, it is only focused on the initiatives the organisations interviewed have mentioned in their interviews and other information provided by them.

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Abstract

In today's society, organisations are subjected to greater scrutiny by their various stakeholders, including investors and regulators. Thus, Corporate Social Responsibility (CSR) has become an important part of the business for organisations worldwide. CSR encourages organisations to, among other things, consider and take responsibility for the impact they have on the community in which they operate. Organisations can impact a community positively and negatively and use their resources to emphasize their positive impact on global issues, such as public health.

The findings showcase how the organisations interviewed claim they work with CSR to influence public health. Some of the initiatives mentioned are influencing public health through a sustainable supply chain, integration initiatives and dietary advice. Furthermore, the findings are linked up to global health issues, such as human rights, labour practices, justice for all, good health, and well-being, to mention some.

The findings indicate that having an internal CSR definition and a good CSR strategy can maximise the outcome of the organisation's public health initiatives.

All the organisations interviewed have, depending on their nature of business, used their knowledge and resources to influence the general public health and other public health issues through their CSR work. However, to what degree these initiatives are good long-term measures and provide a sustainable effect is yet to be seen. Therefore, finding good ways to measure, monitor and follow up the initiatives, can improve the influence the CSR strategy and work has on public health issues.

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Nomenclature

COC	Code of Conduct
CSR	Corporate Social Responsibility
GRI	Global Reporting Initiative
ISO	International Organization for Standardization
NCD	Non-communicable diseases
NGO	Non-Governmental Organisation
PR	Public Relation
SDGs	Sustainable development goals
UN	United Nations

1 Introduction:

Organisations around the world does not operate in a vacuum, but in a relationship with the climate, the community and other environments surrounding their business. In today's society, organisations are subjected to greater scrutiny by their various stakeholders, including investors and regulators (1). Thus, Corporate Social Responsibility (CSR) has become an important part of the business for organisations worldwide (2).

The time and place of when CSR first became a concept is debated. Several papers addressing the history of CSR are in disagreement about this. According to the paper *Corporate Social Responsibility: History, Benefits and Types*, CSR can be dated back to the 1700 BC (3). The author claims that King Hammurabi introduced a law where builders and farmers, among others, got strict penalties if their actions caused “the deaths of others, or major inconvenience to local citizens” (3). Furthermore, the author claims that it was first in 1998 that companies started to address CSR as a concept. On the other hand, the paper *History of Development of Corporate Social Responsibility*, written by Firuza Madrakhimova, claims that the concept, as we know it today, had its beginning in the 1950's (4). However, globalization has resulted in increased awareness and interest in the subject (1), and CSR is today integrated in numerous businesses worldwide.

CSR is, according to the professors at Kulturstudier, “a field of research that offers opportunities for companies to improve their business by engaging responsibly with the natural and social environment” (5). As elaborated in sub-chapter 1.1 below, there is no unified definition of the concept and, thus, there are numerous definitions of CSR. However, the concept encourages organisations to, among other things, consider and take responsibility for the impact they have on the community in which they operate, according to the webpage *Business in the community Ireland* (6). This could be done through establishing a dialogue with stakeholders such as the customers, employees, other employers, the local community, etc, and address their concerns. However, to which degree these stakeholders are considered is not always obvious.

Organisations impact local communities both positively through e.g. employment, income taxes, etc. or negatively through e.g. emissions, increased traffic, etc (7). However, they can use their political, social and economic influence to emphasize their positive and reduce their negative impact on public health and other global issues.

1.1 CSR definitions in literature

The concept CSR is ambiguous, and there is no consensus regarding how it should be defined. When analysing the concept, the book *Corporate Social Responsibility* writes that there are “millions of webpages dealing with the topic”(8). To show the readers the variations of CSR definitions, they list up nine different ways organizations around the globe has defined it. One of them is the European Commission’s definition, which state that CSR is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”(8). This definition states that CSR should be voluntary, not mandated by law, and that it is important to consider both environmental and social issues related to the business. However, not all the definitions support this and the book goes on to list six core characteristics that they mean are essential features when writing a definition and defining the concept:

1. It should be voluntary
2. The organisation should invest or contribute to solve the core of the problem, e.g. contribute to the development of technology, instead of paying fines after the damage is done.
3. The organisation should consider all the stakeholders, such as the local community, consumers, employees, etc.
4. The CSR work within the organisation should not be in conflict with profitability.
5. It should underpin the organisations values.
6. It should reflect on how the core business of the organisation impacts the society.

They further state that there are few, if any, definitions that includes all six characteristics, but that these “are the main aspects around which the definitional debates tend to centre.”(8).

One definition that covers several of the core characteristics is Mallen Bakers definition. He is a former English politician and an expert on CSR and writes that:

Corporate social responsibility is how companies manage their business processes to produce an overall positive impact on society. It covers sustainability, social impact and ethics, and done correctly should be about core business - how companies make their money - not just add-on extras such as philanthropy (9).

His definition does not include one of the most typical characteristics, voluntariness. On the other hand, he states that CSR should not defy the core business of the organisation. This does not mean that it has to be a part of the business model, but rather that it should, to some

degree, end up benefitting the business. Additionally, it points out that CSR should include both social and environmental issues, and since the two are closely related, initiatives towards one topic might have an effect on the other.

Another definition that covers some of the core characteristics is the *International Organisation for Standardisations* (ISO) definition. ISO is an organisation that develops and publishes international standards, and have developed the *ISO 26000* standard, which defines social responsibility as:

The responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- *Contributes to sustainable development, including the health and welfare of society*
- *Takes into account the expectations of stakeholders*
- *Is in compliance with applicable law and consistent with international norms of behaviour*
- *Is integrated throughout the organization and practised in all its relationships* (10)

This definition considers the impact the organisations have on both the society and the environment and encourage organisations to implement activities to create a positive and sustainable impact.

According to the statements in the book *Corporate Social Responsibility* (8), organisations have a significant amount of ways to interpret and define the concept. As mentioned, the numerous definitions of CSR are not always in agreement. Therefore, knowledge of how the different organisations taking part of this study define CSR is crucial when trying to get an understanding of how they might influence public health issues.

1.2 Public health issues

International organisations with operations in developing countries are “challenged to implement more CSR in their operations located in countries with poor governance and low levels of state provision of public services, human rights protection, or environmental protection”, according to the publication *Corporate Social Responsibility: In Global Context*, (2). Furthermore, many large organisations oversee budgets that are greater than some nation’s gross national product and can use these resources to influence the public health and other global health issues in local communities. Public health issues organisations can

influence, directly and indirectly, ranging from addressing employee health to supporting the local community where the organisation is present.

Some of the public health issues that organisations can influence are mentioned in the United Nations (UN) sustainable development goals (SDGs), see figure 1. The SDGs include 17 goals on how to achieve a more sustainable future for everyone, including global issues such as environmental and public health. The UN states that the SDGs is a plan “to build a better world for people and our planet” (11). According to the paper *Exploring the Interface of CSR and the Sustainable Development Goals*, organisations “have a unique opportunity to use the SDGs as a framework for improving CSR engagement” (12). The authors back this up with the fact that the private sector has been involved in the development of the SDGs.



Figure 1: Illustration of the United Nations sustainable development goals (13)

To clarify what each goal is trying to achieve, the information in Table 1, is gathered from the webpage of the sustainable development goals knowledge platform (14).

Table 1: The United Nations Sustainable development goals and what each goal is trying to achieve (14)

Sustainable development goal	What the goal is trying to achieve
1. No poverty	<i>Ending poverty in all its forms everywhere.</i>
2. Zero Hunger	<i>Ending hunger, achieve food security and improved nutrition and promote sustainable agriculture.</i>
3. Good health and well- being	<i>Ensuring healthy lives and promote well-being for all at all ages.</i>
4. Quality education	<i>Ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.</i>
5. Gender equality	<i>Achieve gender equality and empower all women and girls.</i>
6. Clean water and sanitation	<i>Ensure availability and sustainable management of water and sanitation for all.</i>
7. Affordable and clean energy	<i>Ensuring access to affordable, reliable, sustainable and modern energy for all .</i>
8. Decent work and economic growth	<i>Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all.</i>
9. Industry, innovation and infrastructure	<i>Built resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</i>
10. Reduced inequalities	<i>Reduce inequality within and among countries.</i>
11. Sustainable cities and communities	<i>Make cities and human settlements inclusive, safe, resilient and sustainable.</i>
12. Responsible consumption and production	<i>Ensure sustainable consumption and production patterns.</i>
13. Climate action	<i>Take urgent action to combat climate change and its impacts</i>

14. Life below water	<i>Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</i>
15. Life on land	<i>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.</i>
16. Peace, justice and strong institutions	<i>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and built effective, accountable and inclusive institutions at all levels.</i>
17. Partnerships for the goals	<i>Strengthen the means of implementation and revitalize the global partnership for sustainable development.</i>

Several organisations are already mentioning the SDGs on their webpages in relation to their CSR work, even though the goals were not published before 2015. According to Jeffrey D. Sachs, a senior UN advisor and a leader in sustainable development, the reason why the organisations have included the SDGs in their CSR work may be due to stakeholders demanding organisations to “align their business practices with the Sustainable Development Goals” (15). On the other hand, the SDGs are too comprehensive for organisations to accomplish on their own. Nevertheless, acknowledging and including them when discussing what the focus of the organisations sustainable responsibility should be, can be a good place to start.

1.3 Preliminary research

The preliminary research for this thesis showed that there were few studies addressing the link between organizations CSR work and the impact it has on public health. One reason for why few studies addressing this issue was found, might be due to the statement in the publication *Measure the effects of your corporate social responsibility*, which state that “many companies have difficulties measuring the effect of their corporate social responsibility (CSR)

initiatives” (16). The author goes on to state that the benefits of the organisation’s initiatives “are hard to quantify, making it difficult to assess the value of your activities”. Secondly, there is a lack of organisations publishing their results on the impact they have on public health issues, which might be connected to the challenge of measuring and monitoring effect.

One study found, addressing the link between organizations CSR work and the impact it has on public health, was the master thesis *Corporate Social Responsibility: Understanding its relationship to public health* (17). However, this thesis does not fully describe the core link between the two topics. According to the author, there “is a definite gap in the public health and CSR literature”, which might be one reason for why the thesis does not fully address and conclude on this. Another reason seems to be related to the issue of defining CSR. Regardless of the lack of findings in this study, it is recognised that organizations can have both positive and negative impacts on public health. It is believed, by the author, that with a good CSR strategy, organizations can maximise the positive impacts on the society and minimise, or at best eliminate, the negative ones.

1.4 Purpose and aim

CSR is linked to organisations reputations and may be perceived by the public as a publicity stunt and not as an integrated part of the organisations business strategy. Organisations motive for working with CSR has, therefore, been questioned. Is it just for the good publicity or is it part of the organizations core business?

Looking through web-pages for several organisations, both international and national, it looks like sustainability is a major part of their business. Good CSR work equals good publicity, which is a win-win situation for everyone involved, as long as organisations deliver on their promises. However, there is a lack of information regarding how companies influence public health through their CSR work. The aim of this master thesis is, therefore, to get an understanding of how organisations impact public health issues through their corporate social responsibility strategies and work.

To accomplish this, it is important to understand how the different organizations have defined CSR in their context. There is no unified definition of CSR and, thus, organizations are, within certain boundaries, free to define and implement a definition that suits their business strategy. This needs to be taken into account when looking into how the organizations believe they impact public health, through their CSR strategies and work. It will, therefore, be

important to also get an understanding of what the different organizations consider when developing a CSR strategy, e.g. relevant SDGs, health issues, stakeholders, etc.

2 Methodology

According to the book *Human Reproduction*, qualitative research is “used to answer questions about experience, meaning and perspective, most often from the standpoint of the participant” (18). The aim of the study is to get an understanding of how organisations impact public health issues through their CSR strategies and work. Thus, this study is a qualitative study, with utilization of secondary data and semi structured interviews.

2.1 Secondary data

The secondary data, used in this thesis, is data collected both by the organizations interviewed and other sources which have worked with CSR and/or the connection between CSR and public health. This information has been collected to answer other questions but can be used to get an understanding of the concept of CSR and its connection to public health.

It is common among organisations to write sustainability or annual reports, including CSR strategies and work, which are often available to the public. This was the case for the organisations interviewed, and the reports were studied before conducting the interviews. Additionally, relevant information was extracted and addressed in the interviews. The information from the reports was also used to substantiate the answers from the organisations.

2.2 Qualitative interviews

A qualitative study with a semi structured interview is used in this thesis to give the interviewees the chance to speak freely about the main subjects of the interview. Additionally, it gives the interviewer the time to prepare in advance. A semi structured interview is a good way to get as much information as possible from the interviewee, when having only one interview per organization. It also allows for follow-up questions, that may stray from the interview guide. A semi structured interview provides distinct instructions, and at the same time reliable qualitative data. By using this type of interview, with open ended questions, new ways of looking on and understanding the topic might arise.

2.2.1 Interview objects

In this thesis, employees working with CSR in Norwegian organizations have been asked to participate. The thesis is limited to organisations in Norway, since the laws, regulations and expectations towards organisations are the same within the country. However, the concept of CSR in Norway is similar to CSR in other countries, due to the same expectation from the various stakeholders. This is also the case for the organisations interviewed, since they are either international or have an international supply chain.

The organisations chosen are organisations which seems to have a vision for their sustainable responsibility. Additionally, the organisations chosen are of different sizes and with different nature of business. This was decided due to the fact that it would give a wider understanding of how organisations influence public health issues through their CSR strategies and work. Lastly, all the organisations have, as mentioned, an international connection, either through suppliers or that the organisation is international. Table 2 below gives a short introduction of the organisations interviewed, focusing on their nature of business.

Table 2: Overview of organisations interviewed and their nature of business

The organisation	Nature of business
Avinor	Avinor is responsible for 44 state-owned airports, which both connects Norway and connects Norway to the rest of the world (19).
Bama	Bama is the leading organisation within fruit and vegetables in Norway, with suppliers on every continent (20).
Hent	Hent is an entrepreneur which develops and performs all types of construction projects (21).
Kjeldsberg Kaffe	Kjeldsberg Kaffe is an organisation that produces coffee, based in Trondheim, with distribution across Norway (22).
Nordic Choice Hotels	Nordic Choice hotels is one of the largest hotel companies in the Nordic region, consisting of three hotel chains, with hotels in Norway, Sweden, Denmark, Finland and the Baltics (23).
Norsk Hydro	Norsk Hydro is a global organisation that is present in the entire aluminium value chain, from raw materials, to the finished products, to recycling of aluminium (24).

Nye Veier	Nye Veier is a Norwegian organisation that, over the next 20 years, plans to build roads in Norway for the price of 150 billion Norwegian kroners (25).
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2.2.2 Sample size

The book *InterViews* (26) is a guide to how interviews should be prepared, conducted and analysed. The book states that the most common sample size in a qualitative study usually ranges from five to 25 participants, depending on the research question. It goes on to state that when the “intention is to explore and describe in detail [...] new interviews might be conducted until a point of saturation” (26). However, when the goal is to get an understanding of a specific topic, the book claims the sample size can be smaller.

During the preface of this thesis, several organisations were approached and asked to participate. However, mainly due to lack of resources and availability, some of the organisations decided not to participate or withdrew at a later stage in the process. The sample size in this study is, therefore, seven organisations. Nevertheless, the aim of the study is getting an understanding of how organisations influence public health issues through their CSR strategies and work. Therefore, the sample size is large enough to achieve the aim, according to the book *InterViews* (26).

2.2.3 Designing the interview guide

When designing the interview guide, the stage of analysis was kept in mind to ensure that the questions asked would be relevant for the aim of the thesis. To be able to provide the organisations with the interview guide in advance, it was decided to develop two interview guides, one with the main questions and one with additional sub questions. The interview guide with the main questions was sent out to the organisations in advance of the interview, to provide information and enable them to prepare for the interview. The second guide was used by the interviewer to ensure that all the information that was needed, in the future steps of the thesis, was gathered. The combined interview guide, with the themes, the main questions and the sub questions, where the sub questions are grey, are shown in figure 2 below.

CSR strategy

Have you established a CSR strategy and policy? Please describe it/copy

- How long has it been since you developed it?
- Is it available for the public or is it only for company employees?

What did the organization consider when developing a CSR plan/strategy? Examples?

CSR

How does your organization interpret and define the concept of CSR?

- Has this concept been there from the beginning or has it been revised?

What are the key goals of CSR in your company?

Why does your organization promote CSR?

- Are there specific areas in which you want to promote CSR?

What does the organization gain from the CSR work?

The link between CSR and public health

Do your organization see a relationship between CSR and public health?

- If yes, how do you define public health? If no, why not?
- Is public health/community health implemented in the company's CSR program/strategy?
 - How? Examples?

What does/can the organization do to promote public health/community health?

Does the organization have any campaigns to promote public health?

How does the organization effect public health through their CSR strategy/work?

- Which public health issues do you believe can be impacted through your business CSR strategy/work?

Fairtrade

Do you have any guidelines for those affected by your operation?

(Requirements for salary, job security, working hours for both those working for you?)

Figure 2: The combined interview guide, containing themes, the main questions and the sub questions.

2.2.4 Conducting the interviews

The stage of the interview was set by the interviewer through a short introduction, that included an introduction of the interviewer, the topic and the purpose of the interview. Additionally, the reason for using an audio recorder was mentioned and agreed upon. Through this, the interviewer creates a connection with the interviewees, to achieve an open and trusting environment for answering the questions. The interviewer closed the introduction by asking if there were any questions, before continuing to the interview.

The interviews were audio recorded, to ensure that the interviewer could focus all the attention on the interviewee's answers. Additionally, using an audio recorder ensures that the transcribed message is as loyal to the original as possible.

The interviews were conducted individually, with only one organization at a time. This was done to ensure that the interviewees from the different organizations did not feel challenged by the response from the other interviewees or feel the need to show off.

At the end of the interview, the interviewer went through the interview guide to ensure that all the questions were answered and to give the interviewee a last chance to add information to what had already been said. Additionally, the interviewer asked if there was anything else the interviewee wanted to mention before the interview ended.

2.2.5 Transcribing and translating the interviews

During the interviews, it was, as mentioned, used an audio recorder. Thus, the interviews had to be transcribed. The interviews were transcribed by the interviewer, to ensure that all the relevant information was correctly transcribed. By transcribing the interviews, the interviewer also got the chance to start analysing the data. The interviews were transcribed word for word, thus, small comments and other sounds are included in the transcription.

One hour of recorded audio took approximately five hours to transcribe. The time varied slightly from each interview, due to the personality of the interviewee and the quality of sound on the recorded audio. Afterwards, the interviews were translated from Norwegian. During this process, the main focus was to ensure that the message remained the same.

2.2.6 Analysing the interviews

After transcribing the interviews, the researcher read through them several times to get to know the material. Due to the fact that the stage of analysis was kept in mind when making the interview guide, the themes in which to code the information was easily found. It was chosen four main topics; CSR, CSR strategy, the link between CSR and public health and Fairtrade.

The method of Malterud (27) was used during the stage of analysis. According to her, an analysis should include four steps: 1. Overall impression and summary of content, 2. Codes, categories and concepts, 3. Condensation, 4. Summary. Thus, the information that did not contain relevant information was separated from the rest. The remaining information was coded in relation to the four main topics. When the information for each theme was found and gathered, it was sorted through, condensed and put into a document. This information was later used, in addition to secondary data, to present the results.

2.3 Ethical reflection

Medical and health related research usually focuses on human biological material or health information. In those studies, ethical approval is required to make sure that the study is conducted in a way that does not implicate harm or risk to the informants. The intent of having an ethical approval is to protect the participants and to remember that they are not just a part of your data. By having ethical approval, you are proving that you have accepted the ethical standards of a genuine study.

In this study, no sensitive information is presented, thus, it was not necessary to gain ethical approval. However, all the organisations have consented to being identified by name.

3 Findings

Before one can get an understanding of how organisation influence public health issues through their CSR strategies and work, it is important to understand how the organisations define the concept, what they have considered when developing their CSR strategy and why they address CSR. These aspects are important for three different reasons. First, the concept does not, as mentioned in the introduction, have one unified definition. This has resulted in numerous definitions, that might disagree with one another. Secondly, who and what is considered when developing a CSR strategy will give an insight in how the organisations, with and without a definition, understand the concept. Lastly, understanding why organisations choose to address CSR helps understand what they want to achieve with their CSR work. These three aspects are, therefore, addressed before the issues of how organisations influence public health issues.

3.1 CSR definitions within the interviewed organisations

As earlier mentioned, there are a numerous' ways to define CSR. Organisations have the opportunity to make their own definition, that fits their business model. However, not all organisations define CSR. Among those interviewed, three organisations could show that they had their own definition of the concept.

One of which is Norsk Hydro, which during the interview defined CSR as the management of social risk and opportunities in the local communities and among their business partners. This shows that in addition to the supply and value chain, they include the local communities where they are present in their CSR work. Despite having a definition, Norsk Hydro states that it has been difficult, internally, to get a common understanding of the concept and what they, as an organisation, want to achieve. Therefore, they believe that it is important to have clear CSR goals in addition to the definition. Showcasing what has been done earlier, giving examples and having clear goals for further work might make it easier for the employees to become more invested and engaged in the organisations CSR work.

The second organisation which has defined CSR is Nye Veier. According to their *Policy for HSE and Corporate social responsibility* (28) the concept covers three main areas: Decent work and economic growth, road safety and societal benefits and climate and the environment. The policy goes on to state that CSR “is about accepting responsibility for how people, society and the environment are affected by the company's activities”. This shows that

the organisation acknowledges that they can affect people, society and the environment through their business by being a socially responsible organisation.

When Nordic Choice Hotels was asked if they had a definition of CSR, they answered that they defined the concept through their campaign *We Care*. The campaign focus on the triple bottom line, also known as the *Three P's*; people, profit and planet. The framework recommends organisations to focus on economic, social and environmental performance, to the same degree, according to Nordic Choice Hotels. It goes beyond the traditional measures of profit and value, and takes into account the social and environmental impacts the organisations have on the communities where they operate (29). When Nordic Choice Hotels tried to communicate their definition to their employees, there were a lot of questions regarding what profit had to do with CSR. Nordic Choice Hotels answered the critics by saying that they believe the *Three P's* go hand in hand and that the three dimensions are equally important in today's society. If there is no profit, the organisation would have to let go of certain parts of the business, and usually that would be the parts that do not contribute directly to profit, such as people and planet. At the same time, they believe that there is no business on a dead planet. Thus, an organisation can not only focus on profit.

Even though there is a lack of definitions among the majority of organisations interviewed, they have established main focus areas covering, what they state is, some typical CSR issues. One example is Hent, which did not have a clear definition of CSR and could not refer to a CSR strategy. They stated that they do not work with CSR as a concept, but that they have annual goals. To elaborate they explained that the goals included everything from environmental goals, such as reducing greenhouse-gas emissions to development of employees. Additionally, they believe they should have goals which are in line with the marked demands and supports their business.

Another example is Avinor, which has a clear vision of what CSR is, without having defined the concept. According to their annual sustainability report from 2017 (30), their CSR focus is responsibility towards their consumers and employees, having a sustainable economy, the climate and the environment. Further, the report states that they focus on individual cases when working with social responsibility.

The third company without a clear definition of the concept is Kjeldsberg Kaffe. However, they are in a process of developing a CSR strategy.

BAMA is the last example. They have a clear ambition and a CSR strategy but has not defined what CSR is in their context.

3.2 CSR strategy within the organisations interviewed

A strategy is, according to the webpage *Key Differences*, “a comprehensive plan, made to accomplish the organizational goals” (31). A CSR strategy should include how organisations “thinks about its impact, engaging stakeholders beyond shareholders and coming up with a plan to improve the impact of the business on society”, according to *Financier Worldwide* (32).

It is recognised by the organisations interviewed that an important element to consider when developing a CSR strategy is the stakeholders. Kjeldsberg Kaffe emphasized the importance of having a close dialogue with stakeholders when developing CSR goals. Avinor supports this view and states that they reached their main focus areas through dialogues with employees, management and other stakeholders. Close cooperation with their stakeholders was also important for Norsk Hydro, who executed several analyses, to identify what was needed in the communities where they are present. Through dialogue with stakeholders, the organisations get an understanding of how they affect them and what they can do to be socially responsible.

All the organisations interviewed mentioned, to different degrees, UNs SDGs when talking about what they considered when developing a strategy. The SDGs are, as mentioned, a plan regarding how the world can become a better place to live in and recognises that there is a link between economic growth and social issues in the world. According to Hent, the Global Reporting Initiative (GRI) encourages organisations to choose SDGs that are relevant to their business (33). They stated that choosing relevant SDGs can improve the effect the CSR initiatives have on public health issues. Several of the organisations interviewed also mentioned this, and some did extensive research to decide which SDGs fitted their business. Norsk Hydro was one of which who chose SDGs that were strategically most important to their business. They did this through analysing how they could affect the local community using the organisations knowledge and other resources and identifying which areas they could have the greatest impact on. Additionally, Bama states that it is important to choose SDGs that is linked to the areas where that organisation can influence the most. All the organisations agree that considering SDGs when developing a CSR strategy can assist the organisations in

identifying key goals and stakeholders and improve the effect their initiatives have on public health issues.

Kjeldsberg Kaffe, mentioned during the interview, that they are currently working to establish a CSR strategy. They stated that they frequently participate in workshops and seminars with the *Ethical Trading Initiative* (ETI), which “influence business to act responsibly and promote decent work” (34). The most recent workshop focused on creating a strategy and how to work with UN’s SDGs. Through this work, Kjeldsberg Kaffe discovered a clear link between their Code of Conduct (COC) and what a CSR strategy should contain. They are aware that it is important to work with CSR towards the ones affected by their organisation, which in their case would regard stakeholders such as the farmers. Thus, by using their connections, certifications and the SDGs, their CSR strategy will, among other things, include the supply chain to e.g. make sure growing coffee beans is an economically viable and an attractive profession.

3.3 Reasons for addressing CSR

There are advantages and disadvantages, for a local community, when it comes to having a large organisation present. An organisation does not only provide benefits, such as job opportunities, income tax etc., but might also provide disadvantages, such as air pollution and heavy transportation in the area (7). Addressing local conditions and issues is therefore important, to assist in getting a community to welcome the facility.

When interviewed, Norsk Hydro acknowledged that there are negative side effects, for the local communities, from having their sites present and do not believe that they can operate the business completely independent of the rest of the community. They go on to say that they see themselves as a part of the local community and that they are totally dependent on contributing to the community. By acting as a good neighbour and take responsibility for the ones affected by their business, they make the positive influences of them being present greater than the negative. Additionally, they believe that if they do not act as an active player and take responsibility, it would become much more difficult to run the business.

Independent of where the organisation is located, in a developed or a developing country, having healthy employees, which thrive at work, is a benefit. It is easier to run a business in a community where the people and employees are healthy, according to Norsk Hydro.

Both when entering a local community or when it is required to establish a new, it is important to have an open mindset regarding how one should operate the business. Norsk Hydro states that, when entering an already established community it is important to have an open mind toward the local community, their traditions and their way of life.

Deciding where a site should be established can be challenging and there are several factors that should be considered during this process. If a site must be built in a remote location, which was the case for Norsk Hydro, one might utilize good CSR initiatives to attract employees. In the early phases of establishing the organisation, they had to have access to affordable power from waterfalls, which they found in remote areas in Norway. Therefore, it was critical for Norsk Hydro to focus on society needs, to attract employees who wanted to settle down in these locations.

One of Bama's motivations to work with CSR is to increase awareness and build trust in the community, in addition to selling more of their product. The organisation acknowledges that CSR has to support their business and contribute to their financial result. However, that is not the main reason they address the concept. They stated, during the interview, that their main reason for addressing CSR was that they wanted to change what is seen as a normal diet and show people that there is a connection between healthy diets, physical energy, and other daily activities.

The remaining organisations interviewed did not refer to specific reasons for why they address CSR.

3.4 The link between CSR and public health

It is recognised by the organisations interviewed that they can influence the environment, the people and the society through their CSR work. However, the information regarding the influence organisations have on the two latter, is not frequently discussed. The outcome of organisations CSR work can be hard to measure and when interviewed, some of the organisations claimed that this, together with them not wanting to appear arrogant, is the reason why CSR impact on public health is not actively promoted. Nevertheless, the organisations interviewed could show several examples of how they claim to have influenced public health through their CSR work. Thus, this chapter contains examples from the organisations interviewed, which they claim are different ways to utilize CSR to influence the public health.

3.4.1 Healthy and motivated employees

In today's society, 41 million people die every year due to non-communicable diseases (NCD), according to WHO (35). NCD are diseases such as asthma, diabetes, and heart disease, "and are the result of a combination of genetic, physiological, environmental and behaviours factors" (35). WHO goes on to state that key factors that increases the risk of NCD are overweight, high blood pressure, high blood glucose levels, and high levels of fat in the blood. Some of these factors can be reduced through a healthy diet and physical activity.

Promoting health and well-being in the workplace can be one way to influence public health through CSR initiatives, according to several of the organisations interviewed. Additionally, it is recognised by the organisations interviewed that healthy and motivated employees perform better, are more creative, and in that way contribute to increased profitability and better results for the organisation.

Norsk Hydro states in their annual report from 2018 (36), that their employees are their most important asset. Thus, their sites have established several local health initiatives to promote employee health and wellbeing. Some examples mentioned during the interview were sponsoring sport memberships, gym facilities at their locations, and healthy food in the canteens.

Another organisation which states that their employees are their most important asset, is Hent, in their annual report from 2016 (37). They also state that they strive to achieve a health promoting workplace and "that high focus on health and well-being in the workplace is economically profitable" (38). They work systematically with sharing experience and knowledge and in promoting health and safety. In the interview they stated that there is a special focus on craftsmen and their health due to a more strenuous work environment.

Nordic Choice influence employee health and well-being through their program *We Care*. The campaign includes initiatives such as providing their employees with less hazardous chemicals for cleaning and providing good and healthy food alternatives.

BAMA has established a program, called *BAMA Pluss*, to assist employees to take care of their own health (39). This is done through providing knowledge and inspiration, in addition to several internal campaigns and activities throughout the year.

Avinor states in their annual report from 2017 (30) that they want to be regarded as an attractive employer. They also state in the interview that they are encouraging employees to become more active and chose a healthy diet.

3.4.2 Influencing health through a sustainable supply chain

“A company’s entire supply chain can make a significant impact in promoting human rights, fair labour practices, environmental progress and anti-corruption policies”, according to the UN global compact (40). However, ensuring that everyone in the supply chain gets treated in a respectful, fair and sustainable way is not always easy.

Kjeldsberg Kaffe believes that it is important to ensure a sustainable supply chain. Thus, they are working with Fairtrade and UTZ, which both work to achieve sustainable farming (41, 42). During the interview Kjeldsberg Kaffe stated that they are 100% certified, through UTZ, which according to them means that their coffee beans comes from certified coffee farmers, who have to follow a COC. The COC “sets guidelines for better farming methods and working conditions, as well as better care for nature and future generations” (43). Kjeldsberg Kaffe goes on to explain that conditions for farmers at farms that are not certified, can be really bad. To ensure that this is not the case in their supply chain, Kjeldsberg Kaffe is a part of UTZ, and can through them ensure that the farmers and others in the supply chain have good working conditions, a decent wage and that they make their products in a sustainable way.

Another example regarding a sustainable, fair, and respected supply chain is Nye Veier. They have internal purchasing processes to ensure hiring contractors which live up to Nye Veier’s health, safety and sustainability goals. These requirements include, e.g. labour rights, decent pay and working conditions, and requirements to help combating financial crime and work-related crime, according to their *Policy for HSE and CSR* (28). Nye Veier is an organisation whose main mission is to plan, build, operate and maintain key highways in Norway. In the beginning of a new project, they are looking for contractors who can complete the assignment for a given price. However, when considering which of the contractors should get the assignment, the price is not the main element. Contractors must focus on how they affect safety and sustainability goals and implement actions to e.g. minimise emission, ensuring a healthy and safe working environment, ensure road safety, etc. to be able to work for Nye Veier. Through these initiative’s and interviews with and audits of the contractors, Nye Veier

can ensure that the roads are built in the safest and most sustainable way, by sustainable suppliers.

3.4.3 Influencing health through integration initiatives

The UN states in their publication *Refugees and Social Integration in Europe* that “Refugees’ social integration is [...] in line with the Sustainable Development Goal 16” (44). SDG 16 aims to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and built effective, accountable and inclusive institutions at all levels”(14). Initiatives regarding integration of refugees can, therefore, influence public health issues e.g. in the western part of the world.

Norsk Hydro has started a program in Germany, that allows 10-15 refugees to work at their facilities, for a given time period. During this time, the participants would be given job training, education in the German language and in the end, they would receive a certificate of apprenticeship. Even though not everyone got a permanent job at Norsk Hydro at the end of the program, they now have experience, a professional letter, and some knowledge of the German language, which should make it easier for them to get their next job. When interviewed, Norsk Hydro stated that they could see themselves having similar projects at all of their sites. The new program will not only include refugees, but others who have fallen outside the system, e.g. disabled people and former addicts. They claimed that a part of being a corporate responsible actor is to take responsibility for those who have been left out.

Another organisation which has a similar initiative in Norway is Nordic Choice Hotels, which hire refugees to work in their hotels. The reason they do this is two folded. Nordic Choice Hotels believe the refugees can be good employees in the future and that it is good for the refugees to be integrated as soon as possible. Through working at the hotels, the refugees get work experience and learn Norwegian. Secondly, it is cheaper for Nordic Choice Hotels to hire refugees, due to the fact that their salary is partly paid by the government, for a given period of time.

3.4.4 The link between product and public health

When there is a direct link between the product the organisation provides and public health, the examples provided by the organisations interviewed makes it look easier to choose to be socially responsible.

Bama is one of the organisations that see a clear link between their product and improving the public health. Nevertheless, making sure the people choose healthy snacks is not easy. Bama saw a trend of selling candy, cake and soda during sports arrangements for children. In Norway, these sport arrangements are built on voluntary work from parents, and providing cake and candy has been seen as an easy and cheap alternative when having to provide snacks for the kiosk. Therefore, Bama decided to come up with an offer that could compete with this. By collaborating with both the organisers of the sports tournaments and different food stores, the organisers can now buy Bama's products from the shops and later get 60% of the amount refunded from BAMA. This way, the organisers can sell the product at normal prices, or cheaper, and at the same time earn money to the sports club. This measure might make it easier for the sport clubs, the organisers and the participants to choose a healthier diet.

Even though the link between the product produced and public health is not as clear, Norsk Hydro also claims that there is a connection between the two within the organisation. Norsk Hydro is one of the world's largest producer of aluminium and an advocate for using more aluminium in technical solutions. An example given during the interview was the work they do regarding using more aluminium in the car industry. Using more aluminium will result in producing lighter cars, which again will contribute to less emissions and cleaner air. In the long term less emission and cleaner air would be a gain for the public health. Without the product having a direct health effect, it is an investment in new solutions that eventually can lead to better public health in the future.

Avinor also claims that their product is linked to public health in several ways. The organisations first example is that they assist the transportation of patients at all their airports. They claim that the well-being and medical assistance of the patients are directly linked to public health. Thereby, ensuring that the medical personnel can take off as soon as they are ready, is one of the examples provided regarding how Avinor's product is linked to public health.

Another example Avinor had regarding their involvement towards health-related issues, was in the event of an epidemic crisis. Avinor claimed that there are several ways they can assist

during such an event. One of which is that they can play an important role regarding minimising risk of infection, by making sure people do not travel unnecessarily. Minimising the risk of infection can contribute to ensuring that the public health of the majority of the population is not affected. Secondly, Avinor can assist by ensuring that medical help and other supplies arrive as quickly as possible to the location where it is needed. This initiative can contribute to provide basic human need products in a critical situation.

Hent also uses their knowledge and product to promote public health. According to their sustainability report from 2016 (37), they did this, in cooperation with the *GaYaw GaYaw* organisation, by building houses, schools and a playground for Burmese refugees on the border between Thailand and Burma. This work focusses on sustainable development, through sustainable building materials and involvement of the local population. The initiative provides the refugees with basic needs, such as a safe place to stay and a possibility for an education.

3.4.5 Health impact in developing countries

As mentioned, international organisations can “implement more CSR in their operations located in countries with poor governance and low levels of state provision of public services, human rights protection, or environmental protection” (2). Due to the fact that many large organisations oversee budgets that are greater than some nation’s gross national product, they have the opportunity to contribute to the development of poor local communities, through their CSR work.

As earlier mentioned, it is easier to run a business in a community where the people and employees are healthy, according to Norsk Hydro. The organisation is present in local communities in developing countries, where there is a lack of general health and hygiene knowledge and lack in coverage of basic needs. Therefore, they have established several programs regarding issues such as general hygiene, dental hygiene, abuse, violence and adolescent pregnancies in one of the local communities where they are present. All of these issues are relevant in that community and it is important to provide this knowledge, which might be taken for granted in other parts of the world. Norsk Hydro have lately also contributed by increasing the teacher’s competence on these topics, to ensure continuity. Additionally, Norsk Hydro has built sites for purification of water, even though they state that the drinking water is not affected by their operations. This is done to ensure that the

employees, their families and the rest of the local community do not drink contaminated water. This will also help in providing Norsk Hydro with healthy and motivated employees.

3.4.6 Attracting employees

Norsk Hydro states during the interview that social responsibility has been part of their DNA for over 100 years. During the establishment of Norsk Hydro they had to build their sites in remote locations and was dependent of attracting employees who wanted to settle down close by. The first thing they had to do was build infrastructure, mainly for the transportation related to the production and distribution of the finished product, but also due to the upcoming community. Secondly, when focussing on the health and well-being of the future employees, Norsk Hydro decided that they had to build houses, schools and medical centres. This initiative would not only be a gain for the future employees, but also for Norsk Hydro which, through being socially responsible, got employees who enjoyed living close to the site with their families.

3.4.7 Influencing public health through a healthy diet

As mentioned, Bama wants to ensure improved quality of life and improved health among the Norwegian population. In the 1990's they started a campaign, which translated to English is called *five a day*. The goal of this campaign was to give the Norwegian population the opportunity to experience more years of better health and better quality of life, by getting them to eat at least 5 fruits and/or vegetables a day. This initiative later became one of the health authority's dietary advice. However, according to Bama, the majority of the population has not followed this advice. They claim that the fact that the population have not followed the health authority's dietary advice, has caused the government to use 154 billion Norwegian kroner in 2017 on medical care, including welfare benefits. 36 of these could have been saved, if the population had eaten more fruit and vegetables, according to Bama. Therefore, they decided to sponsor athletes, artists and other well-known influencers, among the young generation, to influence children to eat healthier. If the children, through their role models, recognise and identify that they should eat healthier, there is a greater chance that they will experience more years with good health and good quality of life. Additionally, Bama arrange several sports tournaments in Norway, where they invite e.g. the minister of public health, celebrities and others to promote a healthy diet. During these tournaments, they invite talk

about health-related issues before the celebrities performs. This way, they get the children to listen to, what may be perceived as, a boring, but important, message and thereby Bama increases awareness among them. Through these campaigns and sponsor deals, they can inform different generations about the importance of healthy eating and provide awareness about the issue.

In the case of Nordic Choice Hotels, they want to arrange their buffet to make it easier for their guests to choose healthy and sustainable food. They performed a test where fish and vegetables were placed before the meat at the buffet and put out a sign that read Eat Smart. The result was that more guests ate more of the food that was placed at the beginning of the buffet and less meat. Additionally, they have decreased the size of the plates by a few centimetres. Nevertheless, they state that guests are not forced to eat healthier, but they want to make it easier for them to make the better choices.

3.4.8 Minimizing health risk for neighbours

Avinor has many focus areas regarding their social responsibility toward the local communities and the environment. When interviewed they briefly mentioned some of them, including electrifying the domestic air traffic, which leads to less pollution and thus a better general health. However, when focusing directly on public health issues, they acknowledge that the noise level from air traffic surrounding the airports is a health concern. Therefore, they focus on minimising noise levels, to ensure that the people affected by their business is not at risk. One example is the increased focus on noise related to the expansion of Oslo airport, by building a third runway. Avinor has done extensive noise measurements and used tools to carry out calculations that shows the estimate up until the year 2050. In these calculations they have added the estimate of the third runway and looked into how that will affect the neighbours. By limiting the noise levels from the airports, Avinor's neighbours can keep living close by without sacrificing their health and well-being.

3.5 ISO standards

Even though only one organisation mentioned it when interviewed, most of the organisations are ISO 14001 certified, according to their webpages. ISO 14001 is a standard which assist organisations in achieving their goals through providing a management system that helps them “improve their environmental, sustainability and operational performance” (45). The

standard helps the organisations identify and administrate how they influences the environment through their activities, services and products. To achieve this certification, the organisation has to have measures to improve the environment, which has to be updated annually, and the results have to be monitored and registered, according to Nordic Choice Hotels. A good environmental performance is not only good for the environment and the organization, it is also beneficial for other stakeholders e.g. local communities.

ISO has also developed the *ISO 26000*, a guidance standard covering social responsibility. The standard includes practical guidance for organisations which want to participate in a sustainable development. Since this is a guidance standard, an organisation cannot be certified towards it. According to their publication *ISO 26000 and the SDG*, the standard can help organisations:

- *Understand how they currently impact society and contribute to sustainable development*
 - *Identify, engage and respect their relevant stakeholder expectations*
 - *Define which issues are relevant and significant and ensure they are prioritized for action*
 - *Be in compliance with applicable laws and consistent with international norms of behaviour*
 - *Integrate responsible behaviour throughout their organization and relationships*
- (10)

These measures can help organisations gain advantages such as increased competitiveness, better reputation, access to investors and employees, etc, according to the publication (10). However, none of the organisations interviewed mentioned this standard, despite fact that organisations performance in today's society is partly measured by how they impact both the environment and the society and how they contribute to a sustainable development.

4 Discussion

The aim of this thesis is to get an understanding of how organisations influence public health issues through their CSR strategies and work. However, as mentioned, to understand this, other subjects have been included in this thesis and have to be discussed; CSR definition and strategy. These subjects have to be addressed before the main aim, due to the fact that they can affect the answers from the interviewees regarding public health influence.

Through qualitative interviews and use of secondary data, knowledge of how these organisations understand and work with CSR has been obtained. Examples of how these organisations use their CSR initiatives to impact public health has been given. However, to what degree these initiatives have an effect on public health issues has to be discussed.

4.1 The need for a CSR definition

To understand how organisations impact public health issues through their CSR strategies and work, it is important to know how the concept is defined within the organisations. Since there is no unified definition, the organisations are free to explore different ways of defining and working with their social responsibility. This might result in organisations including different aspects of CSR in their definition, such as employee health and well-being, that might not agree with other definitions of the concept.

During the interviews, only the following three organisations had a clear definition of CSR within their organisations.

- Norsk Hydro: They define CSR as the management of social risk and opportunities in the local communities and among their business partners.
- Nordic Choice Hotels: They define CSR through their campaign *We Care*, and states that economic, social and environmental performance should be equally important within the organisation.
- Nye Veier: CSR “is about accepting responsibility for how people, society and the environment are affected by the company's activities” (28). The concept covers three main areas: Decent work and economic growth, road safety and societal benefits and climate and the environment.

All three organisations include the responsibility towards stakeholder in their CSR definition. Several definitions, including these three, mention stakeholders such as people, the local

community, investors, etc., however, they rarely mention who is a part of the covered groups, e.g. employees, customers, refugees etc. Therefore, despite many of the interviewed organisations not having a CSR definition, initiatives towards these groups have to be taken into consideration when looking at how the organisations interviewed claim to influence public health issues. The second element the three organisations agree on in their definitions are the importance of looking at how the organisation affect the community and take this into consideration when discussing what measures that should be taken. Most of the organisations interviewed agree on the latter, even though there is a lack of definitions. However, not all of the organisations interviewed agree on which characteristics that should be included in a CSR definition.

Defining the concept of CSR might make it easier to understand. A common and agreed upon definition could benefit organisations who do not know how to implement CSR. On the other hand, one common definition could result in less freedom regarding what organisations want to focus their social responsibility towards. Even though there is no consensus of the concept, the findings suggest that there is, to some degree, an agreement on typical characteristics. Both the *ISO 26000* (10) standard and the book *Corporate Social Responsibility* (8) suggests that CSR can be defined through a set of characteristics, mentioned in chapter 1.1. Some common ones are:

- Considering all stakeholders and taking their expectations into account
- CSR should be a part of the core business of the organisation and be practiced throughout the organisation
- CSR should not be in conflict with profit

Among the organisations interviewed, the ones with a definition or a thorough understanding of the concept within their organisation seemed to have more successful and innovative CSR initiatives. Therefore, defining the concept through features, such as the once mentioned above, and either make one common definition or encouraging the organisations to make their own, could make it easier to understand the concept. Additionally, if the organisations have the opportunity to define the concept on their own, it could give the organisations the freedom to choose features agreeing with their business model and make it easier to implement CSR throughout the organisation.

4.2 Importance of a CSR strategy

Having a good CSR strategy can maximise the organisations positive impact on the local community (46). Additionally, it can make it easier to get an understanding, among employees and other stakeholders, of how and why the organisation work with social responsibility.

The organisations interviewed mentioned two main elements which needs to be considered to improve or develop a good CSR strategy; the sustainable development goals (SDGs) and relevant stakeholders. As mentioned in chapter 1.2, the SDGs include global issues, such as environmental and public health, that the UN believes should be focused on to achieve a more sustainable future. The organisations were encouraged, by the Global Reporting Initiative (GRI), to choose among the SDGs they believed they could influence the most, through their product, knowledge or through other parts of their business. Additionally, the stakeholders also encourages the organisations to “align their business practices with the Sustainable Development Goals” (15), according to Jeffery D. Sachs. Thus, the second element of importance was to consider all stakeholders during the development of the strategy.

Identifying relevant stakeholders, understanding their expectations and the basic needs in the local community is a prerequisite for the organisation to get the best result from their CSR strategy, work and initiatives. Therefore, choosing SDGs that is linked to both the business of the organisation and that are in agreement with the expectations and needs of their stakeholders, might make it easier to develop a CSR strategy with clear CSR goals and initiatives addressing relevant environmental and public health issues.

4.3 How organisations impact public health issues

As described in chapter 3.3, there are several reasons for why the organisations interviewed are working with CSR. The organisations link their CSR work to the health and well-being of employees, the local community, the supply chain and influencing through providing knowledge and awareness. Since there is no unified definition of the concept and the organisations have chosen to link their CSR to the elements listed above, all the initiatives are included as CSR initiatives in this thesis.

Several of the organisations interviewed agreed upon the importance of having healthy and motivated employees. Norsk Hydro and Nordic Choice Hotels are the only organisations interviewed that could refer to specific initiatives to promote employee health and well-being.

However, five out of the seven organisations interviewed claimed that they focused on employee health and well-being in relation to their CSR work. Through initiatives and promoting a healthy lifestyle, risk of diseases such as non-communicable diseases (NCDs) among the employees can decrease. Additionally, initiatives related to the topic is one way to promote productive and motivated employees, according to the findings. Through initiatives related to health and well-being, the employers try to ensure and promote a healthy lifestyle and well-being for the employees, which in the global context can be related to SDG number three. The third SDG is trying to achieve “healthy lives and promote well-being for all at all ages” (14). However, there is no way to ensure that the employees follow the initiatives promoted by the employer. Nevertheless, actively promoting health and well-being in the workplace might influence some of the employees.

The majority of the organisations interviewed stated that they influence public health, directly or indirectly, through their products. One of these is Hent, which use their knowledge to build houses, schools and a playground for Burmese refugees on the border between Thailand and Burma. This initiative influence SDG number three, good health and well-being, SDG number four, quality education, and SDG number eleven, sustainable cities and communities. To emphasise, by building houses and schools, Hent participates in making a sustainable and safe local community and ensure the health and well-being of the refugees which now has a house to live in and a school to go to. Additionally, they increase the possibility for learning opportunities for the refugees.

Another company influencing the public health within the local community is Avinor. They want to be a good neighbour through initiatives such as minimising the noise levels from the air traffic towards the local community. During the interview, Avinor addressed the noise challenge at Oslo Airport, related to the expansion of the airport. They stated that they had performed extensive noise measurements and calculated future noise estimates up until the year 2050. Implementing good noise reduction initiatives can improve the health and well-being in the local community. Additionally, by limiting the noise levels, Avinor’s neighbours can keep living close by without sacrificing their health and well-being. However, it is unclear which preconditions that are included in the calculated noise estimates, if new technology, e.g. electrified aircrafts, are a part of this, and to what degree these estimates will influence future decisions. This was not discussed during the interview.

Avinor had two additional examples where they claimed to be directly involved with public health. The first example was facilitating the transportation of patients at all their airports, which is an advantage for the patients and also smaller communities without a full hospital coverage. Ensuring that smaller communities within Norway can access large and fully equipped hospitals when needed, contributes to ensuring that the patients get the medical help they require and are entitled to.

The second example, regarding how Avinor influence public health through their product, is swift transport of medical help and other supplies in case of an epidemic crisis. Avinor claims that they, through this initiative, ensure lower response time and can minimise the spread of disease. However, Avinor did not mention, during the interview, if they have procedures or perform exercises, to be prepared for a possible epidemic crisis, e.g. how to respond if infected travellers are detected. Such initiatives can increase the possibility of Avinor's reliability during an epidemic crisis. Nevertheless, knowing that one can assist the health and well-being of all during an epidemic crisis is a step in the right direction.

Influencing the health and wellbeing of the population is also important for Bama and their CSR work. Their focus is on preventing life-style diseases, such as NCDs, through presenting knowledge about the health benefits of eating fruit and vegetables. The organisation claims that 36 billion Norwegian kroners were used on medical care in 2017, caused by the Norwegian population not following the authority's dietary advice regarding fruit and vegetables. Through the use of role models, Bama want to change children's mindset and make their diet healthier. This initiative influences SDG number three, good health and well-being. By showing how role models choose to live and how fruit and vegetables is a part of their diet, children might ask for the same diet at home. This can help prevent the risk of NCDs and ensure good quality of life among the young generation. However, in the end it is usually the parents who chooses what the children eat, and healthy food is not always the chosen or cheapest alternative.

For Bama their sustainable responsibility is a part of their main business. They want, as mentioned, to ensure better health amongst the population by getting them to eat more fruit and vegetables. A second example of how they promote this is through an initiative where they refund 60% of the price on fruit and vegetables to sports clubs who arrange tournaments for children. Even though this initiative reduces the price on healthy alternatives, it does not ensure that there are no unhealthy alternatives available and the kiosks can keep selling cake,

soda and candy. The consumers still have the opportunity to choose what they want, and one can therefore ask how Bama can be sure that the healthy alternative is chosen. However, they have increased the potential and possibility of choosing a healthy snack.

The same question can be asked to Nordic Choice Hotels. Through their *We Care* campaign they also want the population to eat healthier and arranges their buffets to make it easier to choose the healthy alternatives. This initiative can also help prevent the risk of NCDs and promote better quality of life, within a different target group. Thus, it influences SDG number three, good health and well-being. Even though it, as mentioned above, increases the potential and possibility of choosing a healthy alternative, it is up to the consumer to choose what they prefer.

Another way of influencing public health, reported by two of the organisations interviewed, is through integration initiatives. Nordic Choice Hotels is one of the organisations working with such an initiative, by hiring refugees to work in their hotels. They believe that the refugees can be good employees and that it is good health for the refugees to be integrated as soon as possible. Through working at the hotels, the refugees get work experience and learn Norwegian, and at the same time this CSR initiative also benefits the organisation. The second organisation is Norsk Hydro, which also ensures good integration, provides decent work and quality education for refugees. Their program started in Germany and allowed 10-15 refugees to work at their facilities, for a given time period. During this time, the participants would be given job training, education in the German language and in the end, they receive a certificate of apprenticeship. Both initiatives affect SDG number four, quality education, SDG number eight, decent work and economic growth, and SDG number 16, peace, justice and strong institutions. Integrating the refugees at an early stage can ensure that they feel included and regarded as a part of the community. This again, together with a decent job, can promote the health and well-being within the group. However, what is the best way to integrate the refugees can be discussed. The difference between the two initiatives is that in the example of Nordic Choice Hotels, the refugees are hired, while in the case of Norsk Hydro only some of the refugees are hired at the end of the program. However, Norsk Hydro impact several refugees in each round of the program, thus, influencing the lives of many. Both programs provide the refugees with language and job training, but they are not evaluated with regard to long term public health effect. However, one can argue that both initiatives help integrate refugees to some degree.

Norsk Hydro also affected public health issues in their early CSR work through building infrastructure, houses, schools and medical centres to make it attractive for their employees to live in remote places. This indicates that CSR reflects on the physical environment that surrounds the site. The measures were necessary due to Norsk Hydro needing affordable power, which was found in remote locations in Norway and their need for manpower. Their actions would have influenced SDG number nine, industry, innovation and infrastructure. These initiatives were, however, implemented back in the day when Norsk Hydro was established, and it does not ensure that the next generation wants to stay in the communities.

The findings show that there are different ways to influence the public health in developing countries, with poor governance and low levels of state provision, and Norsk Hydro gave two examples on how to achieve it. In their first example, they influence the issue of general health and well-being through addressing good hygiene, abuse, violence and adolescent pregnancies. These issues are addressing both the SDG number three, good health and well-being, and number 16, peace, justice and strong institutions. It affects goal number three by teaching the locals how to take good care of them self. Additionally, it affects goal number 16 through teaching them, especially girls, that they are in charge of their own bodies and through changing their mindset towards abuse and violence. However, changing the mindset of an entire community can be challenging and requires continued focus over time.

The second example is the facility for purification of water that Norsk Hydro has built, ensuring that their employees and others in the community does not get ill from drinking contaminated water. This measure is directly linked to goal number six, clean water and sanitation. Even though it only addresses one part of the goal, it ensures that the local community has clean drinking water available. This again influences their health and well-being. However, it is not a given that the local community has the funds, knowledge or manpower to operate and maintain the facility. It is therefore necessary that these issues are addressed and is part of the total investment.

Kjeldsberg Kaffe is also focusing on health and well-being in developing countries. They claim to ensure a sustainable supply chain through a certification system that provides better farming methods, working conditions for the farmers and better care for the nature. Thus, Kjeldsberg Kaffe ensures decent work, which is one part of SDG number eight, for all farmers who deliver coffee beans to their production. The farmers are paid a decent salary by being certified, according to the guidelines in the UTZs COC (43). However, knowing that all

the conditions in the COC are followed is important, to ensure that the farmers do not take any shortcuts, by e.g. use of child labour. Kjeldsberg Kaffe does not perform own audits of the facilities and are therefore dependent on trusting the certification organisations.

Nye Veier is also hiring other organisations to execute work, by hiring contractors. During this process, Nye Veier is looking for contractors who can live up to their safety and sustainability goals and that they focus on the impact they have on people, the society and the environment. This measure can impact several of the SDG, if it is done correctly. However, the initiative on its own does not impact public health or global issues, unless the right contractors are found. The contractors are the ones who can affect the issues, through their initiatives. Additionally, finding contractors that satisfies the strict requirements is not always straight forward, due to e.g. lack of availability. Nevertheless, ensuring that only contractors who live up to their safety and sustainability goals is hired is an important place to start.

4.4 ISO 26000

As mentioned, the ISO 26000 standard covers social responsibility and is a guidance standard for organisations which want to participate in a sustainable development. The standard can, among other things, help organisations get the knowledge of how they impact a society, how they can identify and take into consideration relevant stakeholders and how they can identify and prioritise issues that are relevant in their situation. Nevertheless, as mentioned, this ISO standard was not referred to by any of the interview subjects, and one can therefore question if it has been used as guidance for developing the company strategies.

Almost all the organisations interviewed mentioned the importance of dialogue and cooperation with relevant stakeholders. However, some of the organisations lack the knowledge of how to identify and prioritise which public health issues to address and how to address them. The ISO 26000 standard can help guide the organisations in this work. It can also help the organisation systemise their CSR work to make it easier to implement it throughout the organisation.

4.5 Evaluation of methodology

The secondary data used in this thesis was provided by the organisations interviewed and other sources involved with CSR and public health. The largest part of the secondary data

used in the thesis was gathered or written by the organisations themselves. This allows the organisations to provide information which is favourable to them. However, most of the information regarding the link between CSR and public health was gathered during the interviews, where the organisations could showcase what they were doing. Additionally, other sources have been used to get an understanding of CSR and its connection to public health. These sources have been researched, to verify credibility.

The sample size was chosen based on the statements in the book *InterViews* (26). The authors stated that a small sample size is enough to get an understanding of a specific subject. The chosen sample size therefore provided enough information to get an understanding of the aim. Nevertheless, the data gathered is subjective and if other organisations had been chosen, the findings might have deviated. Due to the variation in company profiles, operating locations and business areas one could see the similarities as representative for Norwegian companies, even though the sample size might not be statistically relevant.

The answers from the interviewees can have been influenced by the interviewer being inexperienced in conducting interviews and, additionally, the answers can have been affected by, among other things, the response from the interviewer during the interviews. The response can have influenced the interviewees to e.g. talk more about some topics. The semi structured interview setup allows for open discussions and following different topics more in depth depending on the communication between interviewer and interviewee. This could therefore result in a wider span in the responses than a structured interview.

5 Conclusion:

The aim of the thesis has been to get an understanding of how organisations influence public health issues through their CSR strategy and work. To understand this, other subjects has been included in this thesis; CSR definition and strategy.

The first subject is addressing the issue of defining CSR. It can be challenging to develop and implement a CSR strategy in an organisation when the concept is not fully understood. Therefore, defining CSR can help organisations understand the concept and also benefit organizations that are uncertain about how to implement CSR initiatives. The findings indicate that organisations with a clear internal vision of what CSR is, have integrated the concept better throughout the organisation. Additionally, it seems that they benefitted from having freedom in how they defined CSR within their own company. Therefore, encouraging organisations to define the concept, and thereby knowing what it means internally, can be a good way to improve CSR initiatives.

The second subject is having a good CSR strategy. The findings indicate that it can be hard to get an understanding of what the organisation wants to achieve with their CSR work. Therefore, optimising the CSR strategy, to also include clear goals and how to monitor and follow-up, can make this easier. Additionally, maximise the positive impacts on the society and minimise, or at best avoid, the negative ones. Further, it is important to keep in mind that different local communities have different public health issues. These, together with their definition, the SDGs and stakeholders, are important to consider when optimising the CSR strategy.

Utilising sources, such as the *ISO 26000* standard or the book *Corporate Social Responsibility*, can assist organisations in defining CSR and develop or optimise their CSR strategy, thus, benefit the outcome of the implemented initiatives.

The organisations have given several examples of initiatives they have implemented or executed. Depending on their nature of business, they have used the organisations knowledge and resources to influence the general public health and other public health issues in local communities. Chapter 4.3 implies that most of them are good initiatives regarding how organisations can influence public health issues through their CSR strategies and work. However, to what degree these initiatives are good long-term measures and provide a sustainable effect is yet to be seen. Therefore, finding good ways to measure, monitor and

follow up the initiatives can improve the influence the CSR strategy and work has on public health issues.

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