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LOUVAIN SCHOOL OF MANAGEMENT

and

UNIVERSIDADE NOVA DE LISBOA

NOVA SCHOOL OF BUSINESS AND
ECONOMICS



LOUVAIN
School of Management

What is the role of Corporate Social Responsibility (CSR) in society in the
perspective of Millennials and how do they react to CSR practices as
consumers?

Volume 2

Appendices

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APPENDICES

Appendix 1 – Script of the semi-structured interviews

INTERVIEW GUIDE

Good morning/ afternoon/ evening. My name is Sofia Barbeiro and I'm currently a student of NOVA School of Business and Economics and Louvain School of Management, doing my thesis on the topic "What is the role of Corporate Social Responsibility (CSR) in society in the perspective of Millennials and how do they react to CSR practices as consumers?". For this, I am conducting a research related to how young people perceive and react to CSR practices from companies.

For this purpose, I would like to interview you for approximately 20 to 30 minutes, by means of a semi-structured interview, which means that I will ask you several questions, to which there are not right or wrong answers and you are free to say whatever comes to your mind on the subject.

For the purpose of analyzing our interviews later, I would like to record our conversation.

It will remain anonymous and you will not be contacted further past this interview.

Were you born in 1980 or later?

Y [Go to next question] N [Thank for time and finish interview]

SECTION 1 – CSR Definition

Are you familiar with the concept Corporate Social Responsibility (CSR)?

Y [Go to next question] N [Provide definition of CSR]

Have you ever attended a course in CSR or ethics?

Y [Go to next question] N [Jump next question]

How would you define Corporate Social Responsibility?

Please say the first five words that come to your mind when you think of CSR.

Please name three companies that come to your mind when you think about CSR.

Can you please give examples of (these) companies' CSR initiatives?

Do you actively seek information about the CSR practices of companies?

Y [Go to next question] N [Jump next question]

If yes, where and how do you seek that information?

- *News articles*
- *Friends' opinion*
- *Companies' websites*
- *Sustainability / CSR reports*
- *Books about the topic*

SECTION 2 [All targets] – Companies' responsibilities

What are in your opinion the primary responsibilities of companies?

- *Satisfy costumers' needs*
- *Enhance environmental conditions*

-
- *Ensure confidentiality and control of the use or transfer of information*
 - *Offer equal-opportunity employment*
 - *Create value for the local community in which it operates*
 - *Invest in the growth and well-being of employees*
 - *Comply with all laws and regulations*
 - *Produce useful and high-quality goods/services*
 - *Maximize value for shareholders*

In your opinion, what are today's (social) challenges that companies are able to address and come up with solutions to? Which are not?

- *Environmental protection*
- *Poverty*
- *Disease spreading*
- *Hunger*
- *Social Discrimination*

Why (not)?

- *It's integrated in the business model of the company*
- *Increases long-term profits*
- *Distracts from business economic role*
- *It's costly for companies*
- *Make a positive impact in society*

For example, some companies' CSR practices involve supporting an event such as a "March Against Cancer" fundraising campaign, selling products made by organizations that support social causes or even donating 20% of the company's revenues to fight poverty, hunger, disease and other global matters.

In your opinion, what are the reasons why companies engage themselves in these type of activities?

- *Contribute to corporate identity*
- *Reputation enhancement*
- *Be more competitive*
- *Act in accordance to its values and a strong code of ethics*

- *Attract and retain exceptional people*
- *Produce high-quality products and services*
- *Offer high financial return to shareholders*
- *Satisfy customer needs*

Do you have a favorite company as a consumer? If yes, which one? Why?

Do you volunteer? Do you work with NGOs?

Y [Go to next question] N [Jump next question]

If yes, why do you do it?

What is the role of these organizations in society?

Section 3 [Wrap – up]

For the purpose of characterizing the whole sample of respondents, could you indicate the following information:

Age: _____

Nationality: _____

Gender: _____

Occupation

Student

Currently seeking for a job

Young professional

Are you responsible for covering most of your living expenses?

Y N

Thank you very much for your time and feedback – your opinions are really important to make improvements and I value them! Have a great day!

Appendix 2 – Template of the online questionnaire

Survey – Experimental Group

Dear respondent,

My name is Sofia Barbeiro, I am a Double-Degree student both at Nova School of Business and Economics and Louvain School of Management, currently writing a Master thesis with a focus on the Millennial generation.

Your help in answering this survey is very much appreciated!

The questionnaire begins with a small text that I would like you to read carefully. It is followed by a set of questions and it should take you around 7 minutes to complete. Your responses will be kept confidential.

Thank you in advance for your participation!

Please select one option:

I was born between 1980 and 2000

I was not born between 1980 and 2000

Suppose the following scenario:

RAGIS is a company based in Madrid, Spain, that manufactures different types of nonalcoholic drinks, from sugary drinks famous among children to natural fruit juices. It is the second leader of Europe in its industry and one of the world's top 10 consumer products companies. Its portfolio has over 100 brands and it appeals to diverse consumers. Besides having several local popular brands RAGIS portfolio includes global well-known brands.

RAGIS's dedication to quality dates back to 1978 when it was founded and soon the company expanded across European countries. Today, it employs approximately 8,000 employees based in 18 countries worldwide. In 2015, RAGIS realized a 27.1 billion EUR revenue.

Under the same name, RAGIS produces a sweet carbonated drink, famous among young people, ranging from 18 to 30 years old. It sells through large retailers as well as vending

machines present in universities and work offices. This drink is responsible for 5% of RAGIS' total revenue.

In its Corporate Social Responsibility (CSR) strategy for contributing to a better society, RAGIS integrates three pillars: Sugar Balance, Environment and Community. You can read about each one of them below:

“Sugar Balance: we want to empower our consumers to make choices and invest in programs that positively shift behaviors to foster a balanced consumption of sugar. For this, we offer a diversified range of juices with different fruit flavors and we go to universities to promote an active lifestyle through sports and eating in a balanced way.

Environment: RAGIS recognizes the important role that companies play in addressing the world's most serious environmental challenges, such as water scarcity, deforestation and climate change. For this reason, we employ a centralized environmental management system to increase efficiency and reduce impacts throughout our operations, including our water suppliers.

Community: We want to give back to the community where we live and work. For this, we aim at creating jobs, we value a safe workplace and we encourage our employees to volunteer. We always hold one another to the highest standards of ethics and integrity to achieve sustainability.”

Please answer the following questions.

1. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to “strongly agree”.

1.1 I believe RAGIS can provide societal benefits while fostering economic success.

1.2 RAGIS Corporate Social Responsibility program is a reaction to the society's external pressure on the company.

1.3 RAGIS Corporate Social Responsibility practices are fostered to improve the firm reputation.

1.4 RAGIS Corporate Social Responsibility strategy is an irresponsible use of shareholders' money.

1.5 By addressing social challenges RAGIS can increase its productivity and expand its markets.

1.6 Social or community issues fall outside the scope of RAGIS and firms in general.

1.7 I believe it is RAGIS responsibility to foster solutions for environmental problems.

1.8 In my opinion, successful businesses as RAGIS should give something back to the community beyond providing jobs.

2. Imagine you are a frequent consumer of RAGIS juice. Select the option that you consider most appropriate.

After reading about the Corporate Social Responsibility strategy of RAGIS I will...:

Never buy RAGIS products again

Buy RAGIS products more regularly

It does not affect my purchase decisions

3. Imagine you have never tried RAGIS juices before. Select the option that you consider most appropriate.

After reading the Corporate Social Responsibility strategy of RAGIS I will...:

Start buying RAGIS products

It does not affect my behavior

4. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to "strongly agree".

4.1 I believe RAGIS juices are harmful for its consumers' health.

4.2 I would recommend RAGIS to my friends and family.

4.3 I am curious to read more about RAGIS Corporate Social Responsibility strategy.

4.4 I identify myself with RAGIS Corporate Social Responsibility initiatives.

4.5 RAGIS Corporate Social Responsibility strategy improves the image I have of the brand.

5. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to "strongly agree".

5.1 Finding solutions for social problems is the responsibility of governments and NGOs.

5.2 Finding solutions for environmental problems is the responsibility of governments and NGOs.

5.3 Firms can contribute to tackle pressures on communities, such as unemployment and depletion of natural resources.

5.4 Companies can create economic value by creating societal value.

5.5 Companies' responsibility goes beyond an exclusive concern for their shareholders' interests.

6. Please state if the following sentences reflect who you are by selecting one of the options, on a 5 points scale from "Not at all true of me" to "Completely true of me".

6.1 When a company engages in activities with a good social impact I recommend it to friends and family.

6.2 When a company engages in activities with a good environmental impact I recommend it to friends and family.

6.3 I research about the Corporate Social Responsibility practices of companies from which I buy products / services.

6.4 I read articles / books about Corporate Social Responsibility and/ or sustainable practices of companies.

7. In your opinion, what are the most important responsibilities of companies?

Please rank the following options according to the level of importance (1 is “most important” and 6 is “less important”), by selecting and dragging the statements below:

1. Comply with all laws and regulations
2. Ensure confidentiality of information provided by customers
3. Enhance environmental conditions
4. Maximize value for its shareholders
5. Produce useful and high-quality goods / services
6. Invest in the growth and well-being of employees

8. During my academic studies, I have attended a course on Corporate Social Responsibility:

Yes

No

9. Gender:

Male

Female

10. Age:

18-22

23-27

28-32

>32

11. Occupation:

Student

(Young) professional

Currently seeking a job

12. Nationality: _____

Survey – Control Group

Dear respondent,

My name is Sofia Barbeiro, I am a Double-Degree student both at Nova School of Business and Economics and Louvain School of Management, currently writing a Master thesis with a focus on the Millennial generation.

Your help in answering this survey is very much appreciated!

The questionnaire begins with a small text that I would like you to read carefully. It is followed by a set of questions and it should take you around 7 minutes to complete. Your responses will be kept confidential.

Thank you in advance for your participation!

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Suppose the following scenario:

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RAGIS's dedication to quality dates back to 1978 when it was founded and soon the company expanded across European countries. Today, it employs approximately 8,000 employees based in 18 countries worldwide. In 2015, RAGIS realized a 27.1 billion EUR revenue.

Under the same name, RAGIS produces a sweet carbonated drink, famous among young people, ranging from 18 to 30 years old. It sells through large retailers as well as vending machines present in universities and work offices. This drink is responsible for 5% of RAGIS' total revenue.

Please answer the following questions.

1. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to "strongly agree".

1.1 I believe RAGIS can provide societal benefits while fostering economic success.

1.2 (1.6) Social or community issues fall outside the scope of RAGIS and firms in general.

1.3 (1.7) I believe it is RAGIS responsibility to foster solutions for environmental problems.

1.4 (1.8) In my opinion, successful businesses as RAGIS should give something back to the community beyond providing jobs.

2. Imagine you are a frequent consumer of RAGIS juice. Select the option that you consider most appropriate.

After reading about RAGIS I will...:

Never buy RAGIS products again

Buy RAGIS products more regularly

It does not affect my purchase decisions

3. Imagine you have never tried RAGIS juices before. Select the option that you consider most appropriate.

After reading about RAGIS I will...:

Start buying RAGIS products

It does not affect my behavior

4. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to "strongly agree".

4.1 I believe RAGIS juices are harmful for its consumers' health.

4.2 I would recommend RAGIS to my friends and family.

4.3 I am curious to read more about RAGIS brand.

4.4 I identify myself with RAGIS brand.

4.5 RAGIS description improves the image I have of the brand.

5. Please state your level of agreement with the following sentences by selecting one of the options, on a 7 points scale from "strongly disagree" to "strongly agree".

5.1 Finding solutions for social problems is the responsibility of governments and NGOs.

5.2 Finding solutions for environmental problems is the responsibility of governments and NGOs.

5.3 Firms can contribute to tackle pressures on communities, such as unemployment and depletion of natural resources.

5.4 Companies can create economic value by creating societal value.

5.5 Companies' responsibility goes beyond an exclusive concern for their shareholders' interests.

6. Please state if the following sentences reflect who you are by selecting one of the options, on a 5 points scale from "Not at all true of me" to "Completely true of me".

6.1 When a company engages in activities with a good social impact I recommend it to friends and family.

6.2 When a company engages in activities with a good environmental impact I recommend it to friends and family.

6.3 I research about the Corporate Social Responsibility practices of companies from which I buy products / services.

6.4 I read articles / books about Corporate Social Responsibility and/ or sustainable practices of companies.

7. In your opinion, what are the most important responsibilities of companies?

Please rank the following options according to the level of importance (1 is “most important” and 6 is “less important”), by selecting and dragging the statements below:

1. Comply with all laws and regulations
2. Ensure confidentiality of information provided by customers
3. Enhance environmental conditions
4. Maximize value for its shareholders
5. Produce useful and high-quality goods / services
6. Invest in the growth and well-being of employees

8. During my academic studies, I have attended a course on Corporate Social Responsibility:

Yes

No

9. Gender:

Male

Female

10. Age:

18-22

23-27

28-32

>32

11. Occupation:

Student

(Young) professional

Currently seeking a job

12. Nationality: _____

Appendix 3 – Characterization of interviewees

Table A1 – Characterization of interviewees

<i>Interviewee</i>	<i>Age</i>	<i>Occupation</i>	<i>Gender</i>	<i>Nationality</i>
1	22	Seeking for a job	Female	Portuguese
2	20	Student	Male	Portuguese
3	22	Student	Female	Portuguese
4	22	Student	Female	Portuguese
5	22	Student	Female	Portuguese
6	25	Student	Male	Chinese
7	24	Student	Female	Portuguese
8	22	Seeking for a job	Female	Portuguese
9	22	Young professional	Female	Portuguese
10	22	Student	Female	Spanish
11	22	Student	Female	Serbian
12	24	Student	Female	Italian
13	22	Student	Male	Portuguese
14	27	Young professional	Female	Portuguese
15	28	Young professional	Male	Portuguese

Appendix 4 – Example of the coding process and categories formation

Table A2 – Categories originated from coding

Questions	Codes	Categories formed
Challenges companies can or may address	Environmental pressure	
	Pollution	
	Regulation enforcement	
	Open new business opportunities	
	Meet society needs	<i>Overall relevance of CSR</i>
	Resource efficiency	
	Other companies’ do it (matter of competition)	
	Accordance with companies’ values	
	Paying back to societies	
Good for society		
Reasons for (not) engaging in CSR practices	For:	
	People working for companies	
	Marketing strategy (increase sales, gain status, promote themselves, good image, seen as positive in society)	
	Competition	
	Mass media, companies are more fragile nowadays	
	Have more means to do it	
	Own interests	
	Reduction in taxes	
	Give themselves an image, a positive identity	<i>Companies’ motivation behind CSR</i>
	Survival	
	Part of their values	
	Good for business	
	Against:	
	Requires monetary investment	
	Not related to core activities	
	Lack of willingness	
	Lack of regulation enforcement	
	Lack of social awareness	
	Close their eyes	
Can bring losses		
Do not want it / selfish		

	Nothing to win	
	Lack of (right) partners	
	Don't know how to do it	
	Don't realize yet that they need to do it	
How do they obtain information on CSR?	Do not actively seek information on CSR	
	Consult online resources	<i>Millennials' interest in CSR</i>
	Mostly Internet based	
	Articles	
Importance of CSR / Own definition of CSR	Sustainability	
	Enhance companies' reputation /have right image (meets customers' expectations)	
	Marketing Strategy	
	Companies are responsible for a lot of problems	
	Advertise to customers	<i>CSR roles and their prioritization</i>
	Marketing need	
	Saving resources	
	Good for the society	
	Take care of the planet	
	Differentiator factor	
	Meet regulations and comply with laws	
Role of NGOs	Bring awareness and start making changes	
	Address problems that companies or states cannot address	
	Give voice to those in need	
	Explain problems at stake and what needs to be done	
	Gather information	
	Establish pros and cons of intervening	
	Finding the needs to help and the solutions	<i>The role of societal actors</i>
	Raise awareness on different issues	
	Provide help to people in need	
Role of the Government	Political issues	
	War problems and conflicts	
	National security	
	Legal side	
	International laws	

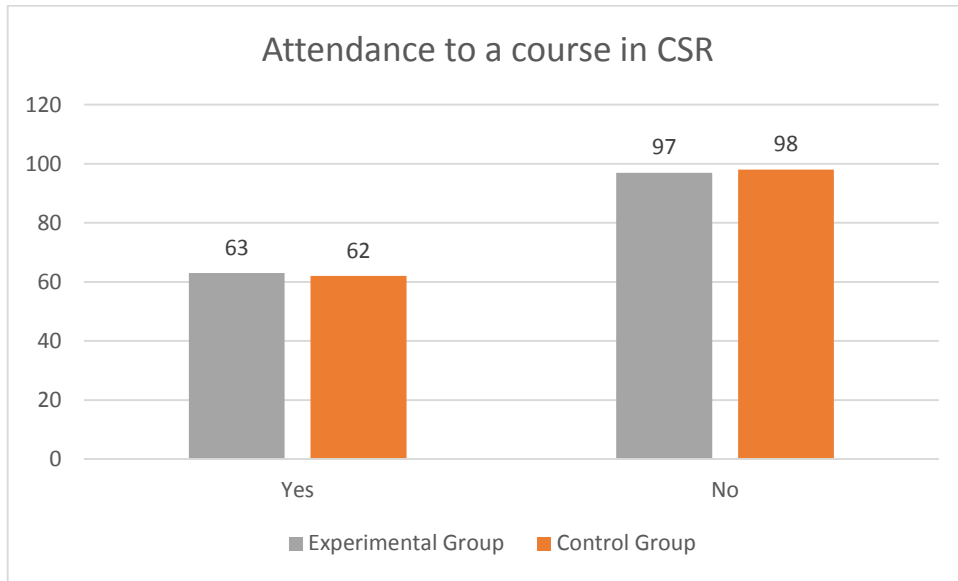
Appendix 5 – Allocation of the survey questions to each dimension

Table A3 – Dimensions considered in the quantitative study

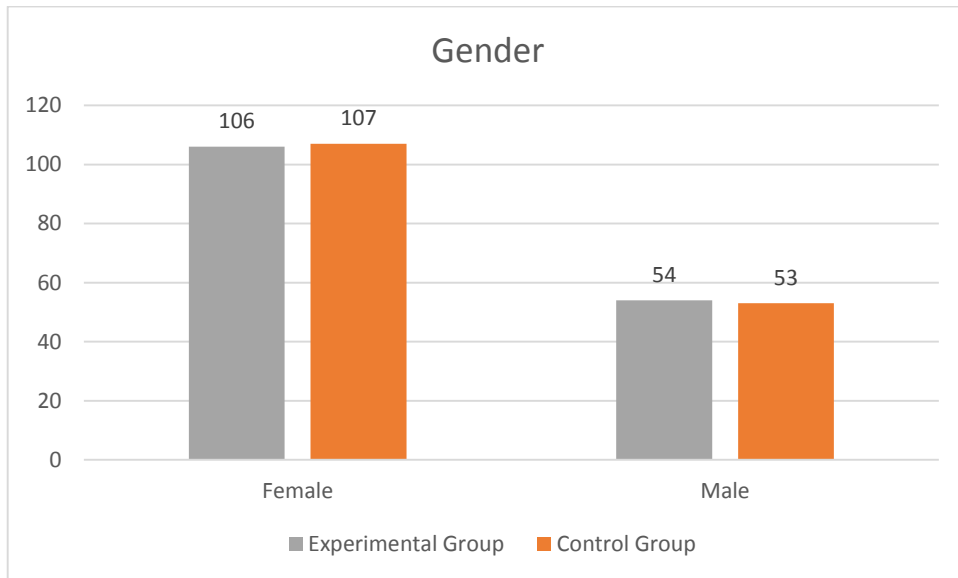
Groups	Questions	Statement	Dimension under study
E & C	1.1	<i>I believe RAGIS can provide societal benefits while fostering economic success.</i>	Attitude toward CSR
E	1.2	<i>RAGIS Corporate Social Responsibility program is a reaction to the society's external pressure on the company.</i>	Attitude toward CSR
E	1.3	<i>RAGIS Corporate Social Responsibility practices are fostered to improve the firm reputation.</i>	Attitude toward CSR
E	1.4	<i>RAGIS Corporate Social Responsibility strategy is an irresponsible use of shareholders' money.</i>	Attitude toward CSR
E	1.5	<i>By addressing social challenges RAGIS can increase its productivity and expand its markets.</i>	Attitude toward CSR
E & C	1.6	<i>Social or community issues fall outside the scope of RAGIS and firms in general.</i>	Attitude toward CSR
E & C	1.7	<i>I believe it is RAGIS responsibility to foster solutions for environmental problems.</i>	Attitude toward CSR
E & C	1.8	<i>In my opinion, successful businesses as RAGIS should give something back to the community beyond providing jobs.</i>	Attitude toward CSR
E & C	2	<i>Imagine you are a frequent consumer of RAGIS juice. "After reading about the Corporate Social Responsibility strategy of RAGIS I will..."</i>	Changes in Purchasing Behavior
E & C	3	<i>Imagine you have never tried RAGIS juices before. "After reading the Corporate Social Responsibility strategy of RAGIS I will..."</i>	Changes in Purchasing Behavior
E & C	4.1	<i>I believe RAGIS juices are harmful for its consumers' health.</i>	-
E & C	4.2	<i>I would recommend RAGIS to my friends and family.</i>	Identification with CSR
E & C	4.3	<i>I am curious to read more about RAGIS (Corporate Social Responsibility strategy).</i>	Identification with CSR
E & C	4.4	<i>I identify myself with RAGIS (Corporate Social Responsibility initiatives).</i>	Identification with CSR
E & C	4.5	<i>RAGIS (Corporate Social Responsibility strategy) description improves the image I have of the brand.</i>	Identification with CSR
E & C	5.1	<i>Finding solutions for social problems is the responsibility of governments and NGOs.</i>	Role of the government
E & C	5.2	<i>Finding solutions for environmental problems is the responsibility of governments and NGOs.</i>	Role of the government
E & C	5.3	<i>Firms can contribute to tackle pressures on communities, such as unemployment and depletion of natural resources.</i>	Role of the private sector
E & C	5.4	<i>Companies can create economic value by creating societal value.</i>	Role of the private sector
E & C	5.5	<i>Companies' responsibility goes beyond an exclusive concern for their shareholders' interests.</i>	Role of the private sector
E & C	6.1	<i>When a company engages in activities with a good social impact I recommend it to friends and family.</i>	Loyalty derived from CSR
E & C	6.2	<i>When a company engages in activities with a good environmental impact I recommend it to friends and family.</i>	Loyalty derived from CSR

E & C	6.3	<i>I research about the Corporate Social Responsibility practices of companies from which I buy products / services.</i>	Loyalty derived from CSR
E & C	6.4	<i>I read articles / books about Corporate Social Responsibility and/ or sustainable practices of companies.</i>	-
E & C	7.1	<i>Comply with all laws and regulations.</i>	Ranking companies' responsibilities
E & C	7.2	<i>Ensure confidentiality of information provided by customers.</i>	Ranking companies' responsibilities
E & C	7.3	<i>Enhance environmental conditions.</i>	Ranking companies' responsibilities
E & C	7.4	<i>Maximize value for its shareholders.</i>	Ranking companies' responsibilities
E & C	7.5	<i>Produce useful and high-quality goods / services.</i>	Ranking companies' responsibilities
E & C	7.6	<i>Invest in the growth and well-being of employees</i>	Ranking companies' responsibilities

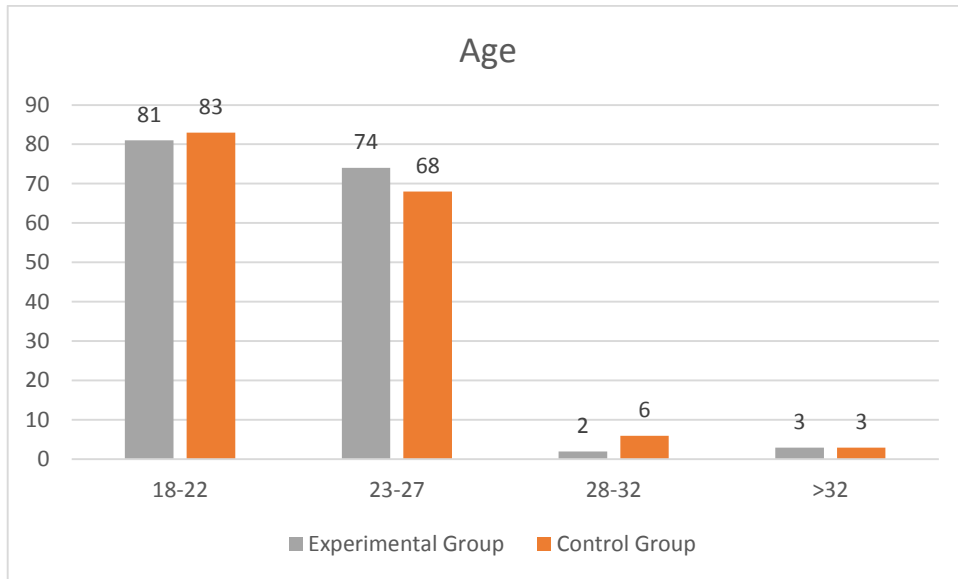
Appendix 6 – Characterization of the respondents to the online questionnaire



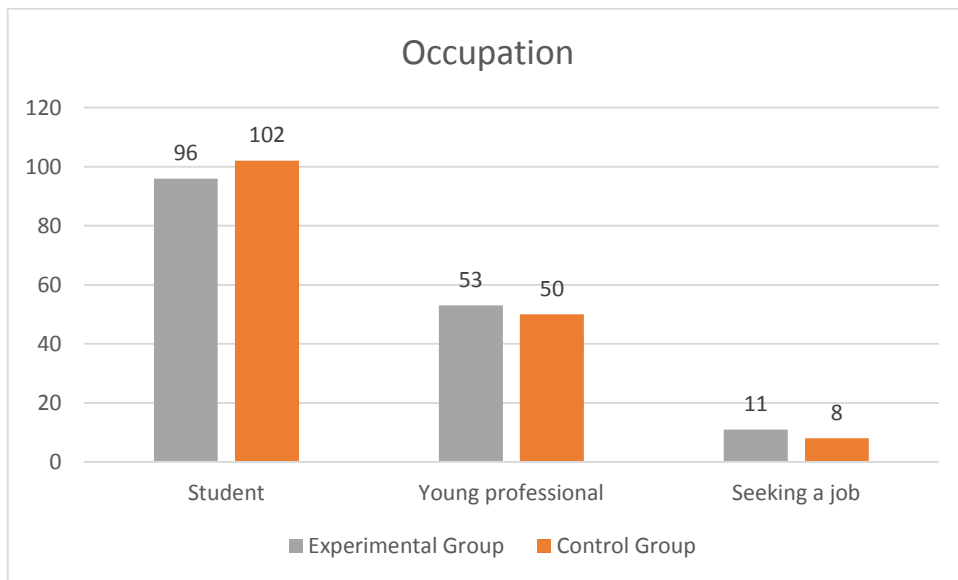
Graph 1 – Attendance to a course in CSR



Graph 2 – Gender



Graph 3 – Age

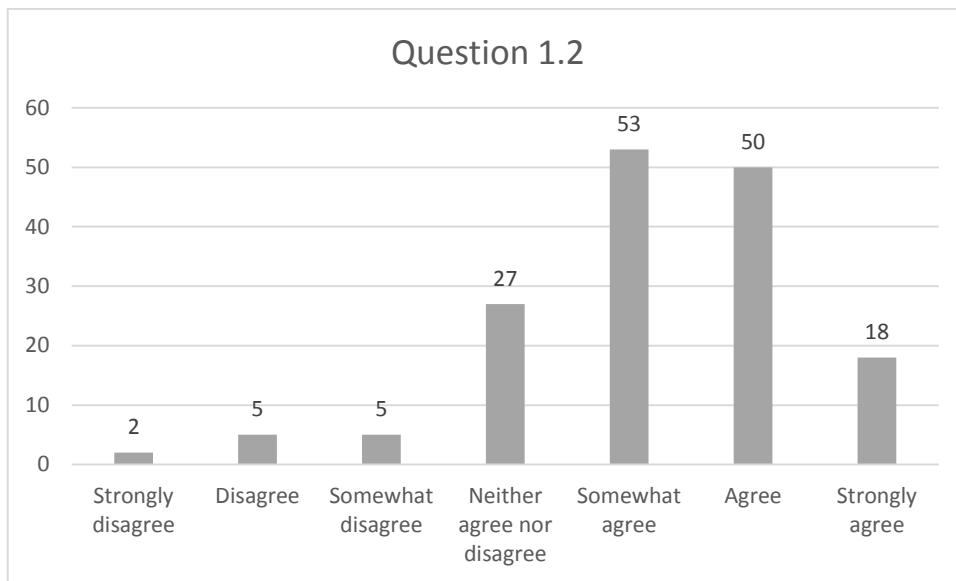


Graph 4 – Occupation

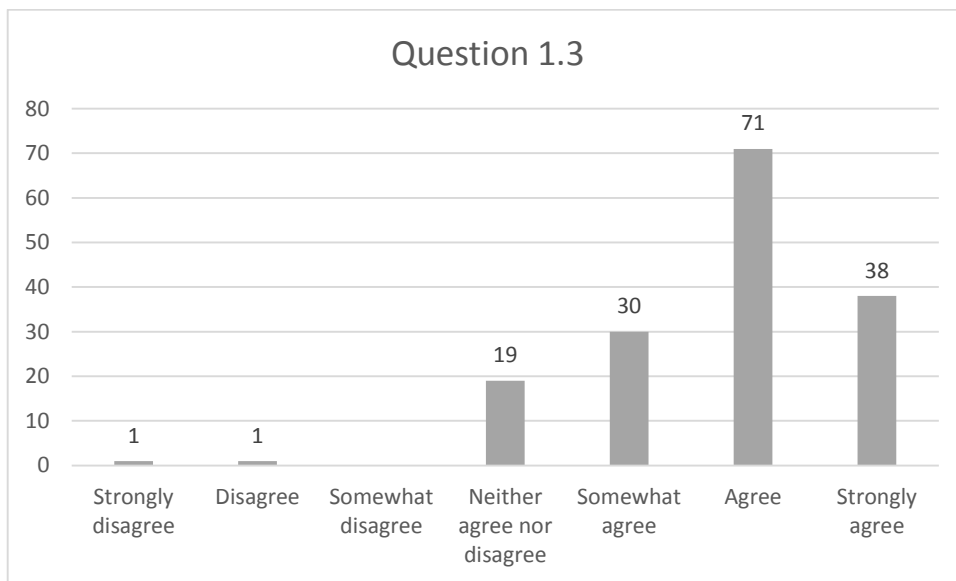
Table A4 – Nationality of respondents to the online questionnaire

Nationality	No. of respondents	Nationality	No. of respondents
-	1	Italy	20
Albania	2	Kazakhstan	1
Austria	1	Korea	1
Azerbaijan	1	Latvia	1
Belarussia	1	Lithuania	4
Belgium	24	Luxembourg	1
Brazil	4	Malta	1
Bulgaria	1	Mexico	1
Canada	4	Netherlands	1
China	16	Norway	1
Costa-rica	1	Pakistan	2
Croatia	1	Peru	1
Cypris	1	Philippines	1
Czech Republic	1	Poland	3
Denmark	1	Portugal	166
Ecuador	1	Romania	2
Egypt	1	Russia	5
Finland	1	Serbia	1
France	2	Slovakia	1
Georgia	4	Spain	3
Germany	11	Sudan	1
Great Britain	1	Sweden	2
Greece	5	Timor	1
Guatemala	2	Togo	1
Indonesia	3	Turkey	1
Iran	1	Ukraine	1
Ireland	2	USA	2
		Total	320

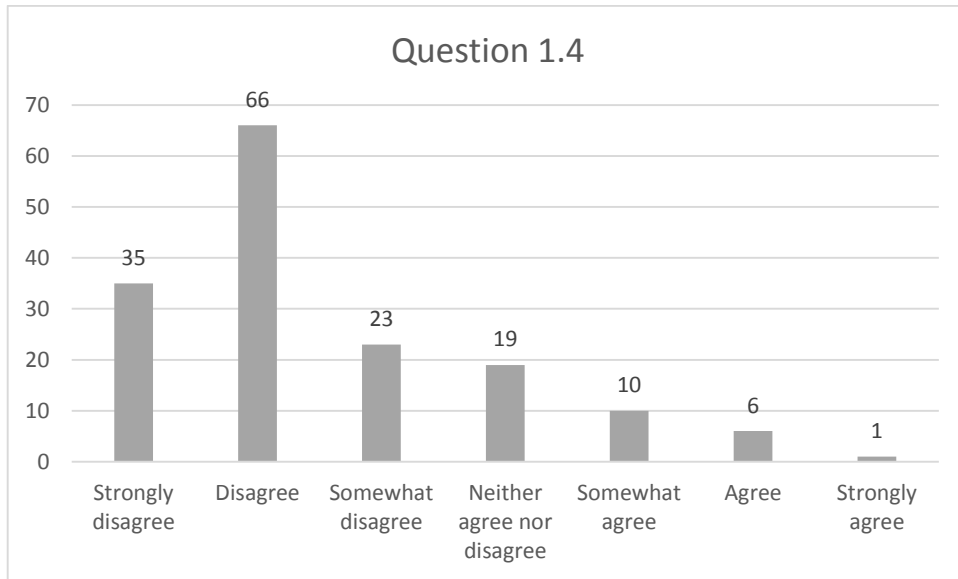
Appendix 7 – Charts of Questions 1.2, 1.3, 1.4, and 1.5 (from experimental group only)



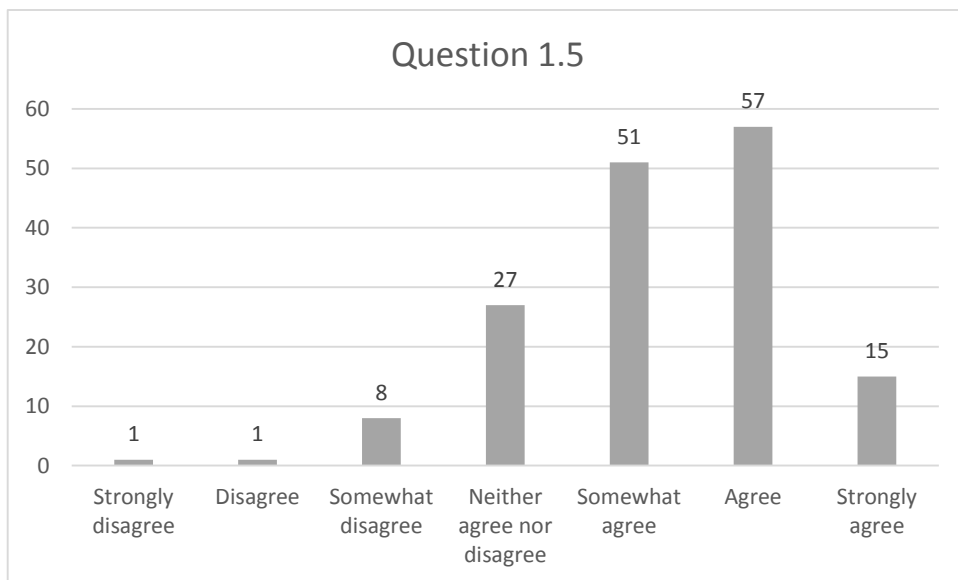
Graph 5: Level of Agreement with Question 1.2 from the respondents of the experimental group



Graph 6: Level of Agreement with Question 1.3 from the respondents of the experimental group



Graph 7: Level of Agreement with Question 1.4 from the respondents of the experimental group



Graph 8: Level of Agreement with Question 1.5 from the respondents of the experimental group

Appendix 8 – Transcriptions of the interviews

Transcript Interview 1

S: Good morning! Thank you very much for doing this interview. I am doing a Master thesis and the topic is “What is the perceived of Millennials regarding CSR?” and for this purpose I am doing interviews, and it will last approximately 15 t20 minutes. Everything you say will be kept confidential, and if you have any question throughout the interview, in the beginning, in the end, feel free to ask. Ok, so I would to first ask you in which year you were born.

B: 1993

S: Ok, thank you. And are you responsible for covering most of your living expenses?

B: Can you repeat please?

S: I’m asking if you are responsible for covering your living expenses now.

B: No

S: Ok. Are you a student?

B: Yes.

S: Ok. Are you familiar with the concept of CSR?

B: Yes

S: Have you ever attended a course in CSR or ethics?

B: Yes

S: Ok. Can you tell me the name of the course, please?

B: Well, it was... it was Corporate Social Responsibility when I was in exchange, and then it was Ethics and something, during my bachelor and it was ... also about ethics and CSR during my Masters.

S: Ok, thank you. Now I would like to ask you how you would define CSR in your own words?

B: CSR... I believe it’s hum... the values that translate into action of the corporate world, towards issues, either social, either environmental, either well, everything that relates to sustainability and solving social problems in any part of the world.

S: Ok, thank you. Now I would like to ask you the first five words that come to your mind when you think of CSR.

B: So sustainability

Responsibility

Hum... People

Help

And money

S: Ok. And now 3 companies that come to your mind when you think about CSR.

B: sorry?

S: Name three 3 companies that come to your mind when you think about CSR.

B: 3 companies?

S: Yes

B: So, Vodafone

That's hard... hum... I believe, it can be either a negative or a positive right?

S: Yes

B: Also, maybe Nike

S: Ok

B: And ... I don't know.

S: If it doesn't pop to your mind like, throughout the interview, you can tell me one that you think of.

B: I think that Danone is also quite responsible, but I'm not sure. So yes, Danone.

S: Ok. Thank you. Could you please give me examples of the CSR initiatives of these 3 companies, if you can think of their CSR practices?

B: So I remember Vodafone besides the foundation they also have a program in Africa. Vodafone Empeza and... that was an initiative where they use mobile applications to do good, to help people transfer money to their kids, so people that live in villages, in small villages, they can use the mobile phone to transfer money to their children that are studying in the university in the big cities. And Danone I remember that was something... and which other company did I say? It was Danone...

S: I think it was Nike.

B: Nike yeah, I think it was a scandal... it is CSR not in a positive way, in a negative way.

S: yeah

B: Think they had child labor and that was discovered. It was a huge problem. And Danone (pause) I really, I don't remember Danone.

S: Ok, no problem! Now, I would like to ask you if you seek actively information about CSR practices of companies. If you go search for it.

B: No, not actively. I like to listen, and I like to know but I don't search for myself.

S: Ok. Now, more in general terms, I would like to know in your opinion, about the primary responsibilities of companies. What are, in your opinion, the primary responsibilities that companies should focus on?

B: Towards individuals, society?

S: Everything, in general.

B: Ok, so maybe... so primary responsibilities of corporates... Well I guess the first one should be maintain their businesses and to keep also all the employees that they have so... but also, they need to be aware of the rights of each employee. They need to respect not only the employees but also the customers, the clients, and also the competitors. And I guess, probably for them it is not a primary responsibility, but it should become one, the differences between income, in all

countries. And how could they change the inequality, the income inequalities, and also the sustainability problems. So probably they could invest and they could help and it would be probably a win-win situation if they could also help in this matter. They gain reputation, it is not only an investment and you never know which opportunities can come from there and new businesses. And so for me those are the main responsibilities at least the main ones.

S: Ok, thank you. And in your opinion, what are, in general again, what are today's challenges that companies are able to address and / or come up with solutions to? Problems like, the current problems that we have today in society or in the world, if you want, that you think companies are able to find solutions to?

B: Hum... Solve some problems... (pause) Challenges of today that companies can solve. Hum... I guess, for instance, when it comes about pollution, and we're talking about the sustainability of our planet, I guess companies apply all regulations that exist, but I guess that already happens in the developed countries. But when it comes about developing countries, they have a lot of manufacturing plants, and maybe they don't use the appropriate methods to reduce the pollution, so I guess that regulations and some... Should be, by companies, by legislators or politicians in those countries. And in companies that are in those countries should also not, it's not just because they are in those countries and it's not prohibited to pollute, they should always respect the norms of the developed country where they are also. And that's about the pollution, so also... I guess companies that use a lot of innovative products, everything that we can think about, online products, products, hum... software doesn't matter, I guess there is a huge important population in the world that doesn't have access to those platforms and it could be important for them to, to develop more. So they could implement some projects there. And also companies that can have products, we can talk about food, we can talk about clothes, it doesn't matter, so I believe there is a huge waste in the manufacturing plants in these companies and probably I think we could reuse some of those, some of that waste for people that suffer from hunger or that doesn't have clothes, or well something like that. Also, if we think about the refugees, there's a, I think they need a lot of clothes, primary needs, primary basic needs, and even hygiene products they can really help. Also, if we talk about more developing countries they don't have access to a lot of hygiene products, and birth control and other things like that, so I believe that those countries that do that could also implement some projects to help solving some of these challenges.

S: Ok, thank you. And so, why do you think companies engage themselves in these kind of initiatives to tackle the problems you've just said, and on the other hand, why don't they, in the case of companies that don't do it?

B: So, if I was as naïve as I was some years ago, I would say that companies would go for that projects because they are good and because they wanna help, but I guess after everything I've learned, and it's not about, but I didn't have this perception, but now companies don't do anything when they don't find a win-win situation. So, they don't mind helping, I believe most of them they don't mind helping, but they need to gain something from there. And usually gaining related to higher profits, and money. Hum... why companies, so I guess that's why companies go, because they can gain some more money, and I'm not sure how, I'm not an expert, I'm really not sure, but I believe they gain some money, but also reputation, it's important popularity, for the business. Marketing is also important, because I believe people are becoming more and more conscious, cons... consciousness about this, this problem nowadays. So companies they promote, they divulgate that they do this. Probably people will buy more from them. Or, like, yeah, buying more from them. Hum... Why companies don't join, or don't promote these programs? Probably because they don't have anything to win. They're more worried about profits, or money. And... well it's not in their priorities yet to solve some of the challenges that we have today. I believe, honestly, it's just about money. Or probably they didn't find the right partners, in projects. I'm not sure. But it's either one of these problems.

S: Ok, thank you. So now, for example, I can tell you that some companies' CSR practices involve supporting an event such as, imagine, the March Against Cancer, a fund-raising campaign, it can also be to, for instance to donate a percentage of companies' revenues to fight lets say poverty, hunger or other issues that you also mentioned. So... hum, well, you already touched upon it a little bit to this question, but I would like to know a bit again, from the examples that I gave you, the reasons why behind... for companies to engage themselves in these type of activities.

B: Well, I guess strategic partnerships are more, are becoming more and more important and they, we would say that they don't gain any profit from this, I believe that after the engaging in these activities, after they pursue these initiatives they will gain more visibility and they will probably talk with more people, that will gain expertise, networking, more... And now people will recognize these companies as they have worried about these issues, whatever these issues may be, they are trying to help. But also, honestly, I want to believe that they do this because an important part of their company or companies' value and that I think it's becoming even more important, for instance, employees, to sustain the company, they need the company for a long time and they need to identify themselves with the values that the company has. So, I think that if they do these initiatives it's also because it's on their values and they wanna at least modify it a little bit this mindset to a little bit more human mindset also.

S: Ok, thank you very much! Ok, so we're approaching the end of the interview. So now for the last question I would like to ask you if you have a favorite company and if yes which one.

B: Does it need to be ... like known for the CSR program right?

S: Not necessarily, just tell me which one is your favorite and why.

B: Favorite company... so... but then I have to justify it, right?

S: Yes

B: So... I would say... I really like chocolate and watches so probably one of my favorite companies would be in one of these industries. I will say... the first one that comes to my mind is Swatch, the watch company. Why is it my favorite? I guess, I'm not sure with Swatch, but now with ZARA, I also, well it's not ZARA, it's the one of the group... the company. No, but I will say of watches. So, Swatch. Swatch... I believe it's a company that it's trying to achieve many market segments, so they don't focus only on the, they have beautiful watches even for children, for teenagers or adults, or kind of people who cannot afford a very expensive watch, but they also have watches more from a high-level segment. Besides that, well, their marketing, their things are super smart, they are interactive, they are dynamic, they use a lot of means to promote the products. Hum... also, I think they are quite smart because the products that we use, well, we cannot replace the bracelet, well as easy as the other watches, so we always need to go to Swatch, which is I think from their point of view quite good, because they always need to be in contact with the company or the retailers. Yes, and I guess the models, they are good, they have a lot of new models very frequently but also they keep the old ones that sold so well that they wanna keep them. So yes, everytime a everyone knows Swatch. And again it can be used from daughter to mother to granddaughter, and men and women, so... and it's young. I think the series of Swatch is always young, doesn't matter how old are you. That's it!

S: Ok, thank you. Thank you very much. I would just like, yeah, also if you have ever volunteered or if you volunteer at the moment, or if you work with any kind of NGOs.

B: Yes, I have done volunteering projects before and I worked with a NGO also.

S: Ok. And so, last question of all, what do you think is the, and especially from your experience, what is for these type of organizations, what do you think is the role of these organizations, NGOs in general?

B: I am sorry, what are the...?

S: The role of NGOs.

B: Oh, the role of NGOs... hum... For me it was an interesting experience because I was alert to this part of the business, of CSR and of course there's also a side of CSR, so I was quite aware of ... think about CSR, and what they do it and why they do it, but I didn't really know what was the role of the ... I mean the role of the position, what do they do and how do they engage the NGOs, so I guess their role is quite... First thing is to deal with the reality, with the real problems they are facing. They are the voice of all the challenges that they are dealing with and they need to hum... explain well what is the problem about and why do they need people to volunteer and the corporate itself. If it's not clear and if it's not hum... how do you say? If no appealing, the will never... because this will turn into ... The NGOs, and the business will never succeed. So, I think their role is really gather a lot of information, do their best, clear problems of what they want to do and have a clear mindset of which problems you want to intervene and what are the pros and cons of all that. Also, the role to... how do you say? Either from or to collect... So I think is the, not only helping but also finding the needs to help better and better the problems that they are trying to solve. I think that's their role.

S: Ok. Thank you very much! Those were my questions. If you have any other question or comment that you would like to make feel free to do it.

B: No, thank you. I think that's ok.

S: Thank you very much!

Transcript Interview 2 and 3

S: I'm recording! Hi!

C: Hi!

S: So, as you know I'm doing a Master thesis and the topic is "What is the role of CSR in society in the perspective of Millennials?" And Millennials is our generation born between 1980 and 2000. So, to start I would like to know if you're familiar with the concept CSR.

C: No.

S: Ok. So, you have never attended a course in CSR or ethics?

C: No. Not really, no.

S: Ok, so to clarify, I can say that CSR includes those activities done by companies that go beyond laws or regulations and usually are focused in social or environmental causes. So, but I would like to know in your own words, with what would you associate this term, CSR?

C: So, in my own words is the responsibility that the companies / the enterprises have to do something for the community, and interfering the community. Hum... And employees, and the consumers.

S: Ok, perfect thank you. Now I'd like to know the first five words that come to your mind when you think of CSR.

P: Five words... hum... Responsibility

Community

Social networking

A little bit of environment

S: One more

C: And jobs

S: Ok, perfect, thank you. And now I'd like to know 3 companies that come to your mind when you think of CSR.

P: When I think about?

S: CSR. 3 companies

C: Hum... That's a difficult one! So, I don't have a real idea of which companies are... what are the companies doing in that mean. So, ... But I'm saying McDonald's.

S: Ok. Any other?... I mean, if not, then throughout the interview you can say it.

C: I'm sorry, I didn't understand what you said.

S: If you don't remember you can say later in the interview.

C: Ok

S: But now you've mentioned McDonald's and I'd like to know if you have examples of McDonald's CSR practices. Or why did you say McDonald's?

C: Well, because in Portugal, hum... I work in a company that works for McDonald's for the wellness of the employees. Hum... they do some, organize exercise, and relaxation exercises and healthy, healthy food, meetings for eating healthy food... well McDonalds is not very healthy but they eat other things, but I think it's a way the company intervenes in the social means.

S: Ok, perfect thank you! Now I'd like to know if you actively seek information about CSR of companies. If you go and search for it.

C: No

S: Ok, and... So, moving on towards a little bit more general, I'd like to know in your opinion what are the primary responsibilities of companies in general.

C: In the social things or...?

S: No, no, in general. Not in social terms.

C: Money. Well, being successful to gain money. Hum... For more employees, for more jobs. Hum... Being, being ... Contributing to the economy of the country.

S: Ok

C: Hum...

S: Anything else?

C: Hum... And environment. And being healthy, with a good, a good hum... day of labor, not too much hours for the employees, and like have good conditions for the employees.

S: Ok ok, yeah I see. Ok, thank you! Hum... So now in your opinion what are today's challenges of the world in general that you think companies are able to address or able to find solutions to?

C: Hum... so... can you do the question again?

S: Yes, sure. What are today's challenges that you think companies are able to address? For instance, you mentioned environmental concerns but are there any other challenges of the world today that you think companies find solutions to?

P: Yes! Environment, the environment is one of the important things. And the other is the conditions of the employees, the conditions of the job they offer. And I think for example, the companies should be hum... productful, should be successful but also give conditions to the employees to work less hours. So make them work more when they're working and work less hours. And... and they have for example the big companies should have a place for the child of the, the ... ah another company would be Google!

S: Ah okok, thank you!

C: And they have the... they should have a place for the children of the employees to stay and they have hum... they should have a nice place to eat with healthy food and ... and that's it!

S: Ok, thank you. And now challenges that you think companies are not able to address.

C: Well hum... What shouldn't or cannot address... hum...

S: Maybe if you think of things companies should do and are not yet doing, maybe it's easier to think about.

C: They should do and they are not doing?

S: Yes, for example.

C: Hum... well, they have hum... healthy products, not hum... not say one thing and the product does not correspond to what they tell. They have... they ... the workers work too much. And ...

S: Ok, perfect thank you! So, hum... So now I can tell you that some companies' CSR activities include hum... supporting a fundraising event or selling products that support social causes or even donating a percentage of their revenues. So now I'd like to know in your opinion what are the reasons why companies do these kind of things?

C: My really opinion?

S: Yes

C: Because it decreases the taxes!

S: Ok, ok thank you. Do you want to add something?

P: No, no, no. And now for the companies who do not do it, why do you think they do not do it?

C: Because hum... Well and I want to say one more thing relatively to the last question!

S: Ok, say it.

P: It decreases the taxes and the companies want to be well seen, so they want to have a status. And nowadays, it's very important now for the companies to have status and a, a wellness and wellbeing and social contribution and for the taxes. The companies that don't do it well, or do not have the economic possibilities or they are not consciously about that. Hum... but I think it's not

truly they do not do it by truly hum... by ... by true will of do that. I think they are encouraged to do that by the society.

S: Ok, perfect thank you! And hum... So, ok, so we're approaching the end of the interview and now I'd like to know if you as a consumer have a favorite company. And if yes, which one and why?

C: Favorite company... No, I don't have a favorite company.

S: Ok. And ... So the last question I'd like to know if you have volunteered before and in your opinion what is the role ...

C: I'm sorry, I didn't understand! You have to repeat it again.

S: Ok, so now I'd like to know if you have volunteered or worked with any kind of NGOs before?

C: Volunteer or worked with?

S: Non-governmental organization

C: No

S: Ok, and in your opinion what is the role of NGOs in society?

C: Well they are very important because someone has to look for the poorest and the help they need to people, like the refugees and hum... and the poor people. So, they have an important role in society.

S: Ok thank you! Thank you, on my side that was it! Do you have any other questions or comments you would like to make?

C: No I don't think so.

S: Ok, perfect thank you.

Transcript Interview 4

S: Hi, thank you very much for doing this interview with me. As I've told you I'm doing a thesis, a Master thesis on CSR, which the topic is what are the responsibilities, or What is the main role of CSR in society in the perspective of Millennials? So feel free to share as much as you want, the ideas that come to your mind and of course all the information you provide me will be kept confidential. Ok, can I start? So, in which were you born?

C: 1991

S: Are you responsible for covering your life expenses?

C: Not yet

S: And are you a student?

C: Yes

S: Ok, so... hum, have you ever attended a course on CSR or ethics?

C: No

S: Are you familiar with the concept Corporate Social Responsibility?

C: Yes, more or less.

S: Ok, so now...

C: I had a course on it. But it was not on CSR.

S: Ok, so now I would like to ask you, in your own words, to define CSR.

C: (Pause) Hum...

S: Just say what comes to your mind.

C: Environmental responsibility hum...

Sustainable Development hum...

The enterprise taking the lead hum... when, regarding, no concerning the ethical, social and environmental issues, so it means also a privatization of these issues, because normally they belong to the state... But that can also mean that it's for their... other interests and not just like environmental or social issues, but also to promote themselves in the market. So it cannot be, does not necessarily transfer to.

S: Ok. Thank you. So now I would like you to give me the first five words that come to your mind when you think of CSR.

C: Interests

Environmental issues

Defending values ... I don't know

S: It can also be expressions if it's easier for you.

C: I don't know.

S: If not, if throughout the interview you remind something else you can say.

C: Ok

S: Ok, and what about companies that come to your mind, please name three companies that come to your mind when you think of CSR.

C: Oxfam

I don't know (Pause)

S: Ok. Hum... And could you please give examples of the company that you mentioned, Oxfam, their CSR practices?

C: Something related? Fairtrade? And that's it.

S: Ok. Thank you. Now I would like to know if you actively seek information about the CSR strategy of companies.

C: Not frequently

S: Ok, and when you do which sources do you use?

C: Normal, like online sources.

S: Ok, thank you. So now moving on towards a more broader topic, I would like to know in your opinion what are the main responsibilities of companies in general?

C: Main responsibilities of companies? Hum... Ensure the well-being of the employees, hum... values providers (Pause) that depends on the company.

S: Ok. If you want you can give examples to justify it. Generally, in general, what are the main responsibilities of companies?

C: Also environmental responsibility, or social responsibility, towards the employees and also towards other society's groups.

S: Such as? Can you give examples?

C: Like... I don't know how to say it in English, but people that are more... hum... like, the less wealthy people for example, so that they can have ...

S: You mean people in lower levels in society?

C: Yes, exactly! Not in a charity way, but in a solidarity way, especially the companies that have higher incomes.

S: Ok, thank you! And, now in your opinion, what are today's challenges, social challenges, challenges and problems that we face in the world, for which companies are able to find solutions to?

C: Gaps, especially because there are nations that are, where the... poverty gaps, not poverty gaps, but when people are too rich and the others are too poor, so...

S: Wealthy gap?

C: Yes Hum...

S: Which challenges do we face in the world that companies are able to address?

C: Environmental problems also, because they can adapt to those problems today and change their policies and strategies towards it. (Pause) And also like trying to change some mentalities, because some of most uhh... one of the biggest problems of our society is not just... is based primarily in mentalities. And in a consumerism society ... so maybe like towards publicity ... like outdoors and stuff like that.

S: Ok, thank you! And why do you think companies are able to address these problems?

C: Because they can reach the consumers easily. So therefore the main public. Sometimes easier than the state, or the governments, because they are well accepted and people believe like, in a society of consumption, and they don't believe in politics anymore.

S: Ok

C: Because they have more means to do it. And because they also have responsibilities towards the society in which they are inserted.

S: Ok, thank you. Now, on the other hand, are there challenges that you think companies are not able to address?

C: On the legal side maybe. And concerning for example international laws, it's harder to reach because... and especially everything that brings a lot of bureaucracy.

S: Ok, you already also, somehow answered why not, but if you think of why they are not able to address these issues, why would be that? Besides bureaucracy for instance that you just mentioned.

C: Especially because most of the companies will probably not want it, because that can bring a lot of like losses to the businesses. And sometimes like that weights more than actually being responsible towards society.

S: Ok, thank you. Hum... I can tell you for instance that some companies CSR practices involve supporting a fundraising campaign for a social event, such as the March Against Cancer let's say, or even donating a percentage of their revenues to fight poverty, hunger and other social matters. Now I would like you to reflect a bit upon why companies engage themselves in these kind of activities or in these kind of initiatives.

C: I will say that in a political perspective, that they do that because of their own interests, and not because they are really well, they are really concerned about cancer, but, or other issues, but to improve their image towards the others, and in the market. So like the most sensitive people will say they defend these kind of values, so I'll buy from them. When in reality it's the kind of charity that is not, well it's not the best one in my point of view, in my viewpoint.

S: Ok. Thank you. So, and when companies, just to complete the question, the answer, when companies do not engage themselves in these kind of activities, why do they not do it? (Pause) You said some of the reasons why companies involve themselves in this kind of CSR practices, and companies that do not do it, why they do not do it?

C: Because they are selfish. Hum... Or mostly because they don't have revenues, but I don't think so. Or maybe because they don't want to. Because most of these issues are quite politicized and if they want to be neutral they cannot support some kind of... these kind of fracturant issues.

S: Thank you. We're getting close to the end. I just have a couple more questions to do, to make to you, more personal ones. So, the first one is that if you volunteer or have volunteered before or worked with any type of NGO before or now.

C: Not now. No, not NGO.

S: And volunteering?

C: Yes, when I was, the first time when I was fourteen, but I was in a catholic association, and recently also to give food to the homeless, but it was also like a religious... not because I'm religious or anything, but because I believe they are still the main providers of those kind of volunteer events.

S: Ok, that goes in line with the second part of this question, where I would like to know what is your opinion regarding the role of these kind of volunteering organizations, or NGOs. How do you see them? What's their role in society?

C: It's crucial, because they can address problems that for example companies or the states cannot address. And most of them don't have conflict of interests which is really important in order to solve these kind of issues. But they also have like some hidden interests, so the problem of those NGOs sometimes is lack of transparency, like you can see for example, with the United Nations, yeah, it's governmental and non-governmental at the same time. But most of the time the United Nations for example cannot adapt itself for the realities that they are dealing with. So they cannot address like 100% of the problems. So regional NGOs are more, for me, in my opinion and more important than global NGOs.

S: Ok, what type?

C: Regional NGOs. Like providing volunteer initiatives.

S: Ok. Great thank you. And now my last question is if you have a favorite company in general, just a favorite company, and if yes, which one and why?

C: No, I don't have.

S: No? Ok, perfect thank you! If you have any question or comment that you want to make feel free to do it.

C: No.

S: No? Ok. Thank you!

Transcript Interview 5

S: Hi! Thank you for doing the interview. Thank you for your time and good morning. So I am currently doing my Master thesis and hum... on the topic "What is role of CSR according to Millennials?" and Millennials is our generation that was born between 1980 and 2000. So I am conducting research related to how Millennials perceive and react to CSR practices from companies. So I would like to interview you for approximately 20 minutes for a semi-structured interview, and this means that I will ask you several questions and you are free to answer them with your opinion, there are no right or wrong questions, so just say what comes to your mind on the subject, and if it is ok with you I will record the conversation, but everything you say will remain anonymous and confidential. Is that ok?

D: Yes, sounds good.

S: Ok, thank you. So, I would like to know the year you were born.

D: 1993

S: Ok, and are you a student or not?

D: Yes, I am a Master student.

S: Ok. Thank you. So, I would like to ask you if you're familiar with the concept of CSR.

D: Yes

S: Ok, and have you ever attended a course in CSR or ethics?

D: I have.

S: Ok, so now, I would like to know how you would define CSR in your own words.

D: uhh... well I think CSR is the companies' not only having a financial or economic bottom-line, but also having concerns and actions that benefit the community and the social environment, as well as the environment, as in the natural environment.

S: Ok thank you. And what are the 5 first words that come to your mind when you think of CSR?

D: Hum... Well then Environment

Community

Hum... Triple Bottom Line

Sustainability and...

Wait, how do you say this in English? Like labor rights, or...

S: Ah labor rights!

D: That's not the right word, but do you know what I mean?

S: You can say in Portuguese if you want.

D: Yes... Sorry?

S: If you want you can say it in Portuguese.

D: Ah... "exploração infantil e direitos dos trabalhadores nas fábricas, como é que isso se diz?"

S: Ah, like the situation in the sweatshops?

D: Yes, that kind of thing.

S: Or labor exploitation?

D: Yeah, sort of like that. Or, I mean, the opposite of that, I guess.

S: Ok, yes I see, I see. Thank you! Hum... And now, I would like to ask you to name three companies that come to your mind when you think of CSR.

D: Ben & Jerry's

Patagonia (or whatever name you say that in English)

And then... let me think... (Pause) I don't know what else...

Can I come back to the question if I remember another one?

S: Yes, yes. That's what I was going to say. If you remember other during the interview feel free to say it later.

D: Ok, sorry!

S: Ok, no it's ok. So, about these 2 companies that you mentioned, B&J and Patagonia, could you please give some examples of the CSR initiatives of these companies?

D: Sorry, could you repeat the question?

S: Sure, could you please provide examples of the CSR practices of the companies you just mentioned, both B&J and Patagonia?

D: Ah ok. Yeah, well I think, from what I know anyway, that B&J have this great thing about fair-trade and using products that are sourced ethically, what I appreciate. That's why I remember them mostly. But I think that like all the campaigns about the ... like non-discrimination, about LGBT, and climate concern and they're all in their values that they defend, but I think that what most translates into their businesses is the fair-trade in terms of the products and the suppliers that they work with. And for Patagonia, well I know from their business model that they're like ... they sell like outdoor clothing and, and stuff like that, and from what I know, they are not selling the cheapest products, but they are again produced in a way that is supposed to protect the workers and that's supposed to protect the general economic and environmental footprint of production and that's what I know about them. I think that's like a... both... well have working conditions as well as the environment.

S: Ok

D: I think, I am not sure!

S: Ok, thank you. Now I am... I would like to ask you if you actively seek information about the CSR practices of companies in general.

D: I am gonna say... you mean before I... I am gonna say sometimes but not often!

S: Ok. And when you do, where do you seek that kind of information? Which kind of sources do you use?

D: Usually, I mean, online. I guess usually they are on websites, but sometimes outside their own websites. Like, there are articles about it, or things like that.

S: Ok. Thank you! So, hum... now more in broader, general point of view. Hum... the next question is: What is in your opinion the primary responsibilities of companies?

D: From the who's perspective?

S: In your opinion, what are the primary responsibilities of companies?

D: Ok, well, I mean, I guess that would depend on which perspective you're taking, that's like, consumers might have a certain view on it, and investors might have a certain view on it, but overall I think that companies' objectives would be to do business and to justify their shareholders' investment or whatever, without compromising other stakeholders' general interests.

S: Ok, and what are the responsibilities if I asked you to answer the question in a consumers' point of view?

D: Well, from the consumers' perspective I think it's for companies to provide products or services that the consumers can get value out of, again without compromising other stakeholders, whether workers, or the rest of the community or shareholders as well.

S: Ok. Thank you. Now the next question is... I would like to ask you to reflect a bit upon the global challenges that our societies around the world face and that companies are able to address. This is, companies are able to come up with solutions to these challenges. So, which challenges are these?

D: Environmental concerns – companies are responsible for a lot of them, the production that is also playing part of the pollution problems that we have. And other like the pollution of resources, stuff like that. I don't know if companies necessarily like alone could change it... I mean, all of them together could for sure change it, but I don't know if one company individually can necessarily change it. But all, depending on how they are competing. But overall I think that's one the issues that companies could definitely, or are definitely causing, and could also like helping to scale back. Another big issue that... I mean I have mentioned it before I think, has to do with living conditions of the sweatshops and mills and in general protection of workers, especially when in countries that are, where production is being outsourced to, because of cheaper labor or cheaper costs, but then again it happens at the expense of workers and of the country.

S: Ok, thank you. Ok, and now, can you think of similar challenges but that companies are not, they cannot or do not try to fight, fight for or fight against, it depends?

D: Ah ok... Challenges that companies don't have, but ... I kind of feel that companies have been involved in a lot things. But certain aspects that are a bit more political in nature... companies might have less of a direct way to influence, even though at the end of the day, I kind of feel like those political issues still stand from corporate interests behind the political interests and a little bit of lobbying, but I think some political issues, and you know like war problems, conflicts, and conflicts sometimes are less within the scope of companies to have action.

S: Ok. Ok, thank you. Yeah, the next question would be why not, I mean why can't they address these issues? So, you've answered a bit, but if you want you can explore a bit more your answer.

D: Oh yes. I feel it's less within their direct scope of influence. If you think about working conditions then of course companies have a very direct saying in that, or if you're talking about the pollution that comes from their own production processes, then I think that's a little bit more direct than say armed conflicts that are going on and have more to do with... well... that countries influences more than companies I think, so it's just about having a less of direct impact in ...of ... Wait, let me rephrase that: I think it's just about how direct their impact is. It's not necessarily that they have nothing to do about it, or that they have something to do with it exclusively, I mean, it's also that each individual company could influence more directly or not.

S: Ok thank you. So, I can tell you for instance that some companies CSR practices involve either supporting an event, a fundraising campaign such as the March against Cancer, or it can be selling products like you have also mentioned were sourced in a sustainable way, or even donating a percentage of the company's revenues to fight poverty, hunger or other global issues. So, I would like to know a bit more in your opinion, to explore a bit more, what are the reasons why companies engage themselves in these type of activities.

D: Whoever decides if getting into these initiatives within companies and whoever is promoting then and creating them inside, but care about wherever the issues they're trying to fight, that care about having a positive impact in the world and so that's the reason, a reason why... because people working for those companies also have a responsible impact beyond just producing whatever they do. I think that for a lot of companies is also about having the right image. I think this is... it's hard to be a company that "we don't care about the environment and we don't care about and we're just gonna do our profit and exploit everything and make as much money as possible. I think nowadays that's something they cannot really get away with, and especially referring to big companies, so I feel for a lot of these companies, you know, it's also about a marketing need and so to put it better..... I like believe it's sort of a bit of both for the majority of them, but I'm not really sure if it is for some.

S: ok thank you. So now we're approaching the end of the interview, so I just have a couple more questions to do. A bit more personal questions. So, I would like to ask you if you have a favorite company as a consumer and if yes which one and why?

D: uh... no, honestly no.

S: Ok

D: I think I'm not really the kind of person that likes to ... for a company and says This is my company. Not really.

S: Yah, ok. And do you volunteer or have you volunteered before or worked with any type of non- governmental organizations?

D: Yes, you already know that!

S: Yes. And which type of activities was it about?

Transcript Interview 6

S: Hi! How are you?

D: I'm good and you?

S: I'm fine. So, I'm currently doing a study on Corporate Social Responsibility for my thesis. The topic of my thesis is "What is the perceived role of Millennials regarding CSR?" And Millennials is our generation. I'm not sure if you are aware, but it's those who are born between 1980 and 2000. So that is the reason why I'm doing this interview. It will last for approximately 20 to 30 minutes, but since this is my first interview let's check on that. Hum... it will be recorded if that's ok for you. And if you have any other question you can tell me and it's anonymous obviously. Ok?

D: Yeah

S: And thank you so much for participating. Ok, so first question: where you born in 1980 or later?

D: Later, yes.

S: Ok, this is just to make sure you are a Millennial like me. Are you responsible for covering most of your living expenses? This is, are you a student, are you working?

D: Well, I'm not responsible for that. I'm not studying but I'm not ... I'm kind of working.

S: Ok, great. Hum... Are you familiar with the concept CSR?

D: Kind of.

S: Ok, hum... have you ever attended a course on CSR, this is Corporate Social Responsibility, or ethics or something similar?

D: No

S: So, in your own words how would you define CSR?

D: Well, since I'm not that familiarized, I would say it's about how corporates interact with society, like how they participate in society, and help, and like social events, or I don't know, donating money or something, I guess.

S: Ok, so for instance, if I tell you to tell me the first five words that come to your mind when you think of CSR what are those words?

D: Hum, well... maybe Help

Donate

Interaction

Does contributing to society count as one word?

S: Well the expression counts

D: ok, so... how many now?

S: One more

D: Maybe... wel... growth

S: Ok. Hum... Thank you. If you have any other word that comes to your mind you can still say it. Hum... if not that's ok.

D: I don't.

S: Ok. So, when you think about CSR can you name three companies that come to your mind?

D: Well, it's not really my area. I would say those... well especially American companies that are more conscious about that I would say like

Google

Or Coca-Cola company

And I don't know... I want to say Starbucks because I feel like they have those programs where they like sometimes take a part of the money to charities and stuff like that.

S: Yeah yeah. Those are good examples yeah. Hum... So, to be... you kind of mentioned it, but I would like to ask you to, when you think of these companies you just mentioned, if you have / if you know any initiatives that they do regarding CSR, if you can give some examples of these initiatives. Or Google, Coca-Cola and Starbucks

D: Well, the ones I just said about donating a part of the money of the products they sell. I guess that is one. Also, well, maybe... I don't know if those companies that have a lot of food leftovers and just give them at the end of day. Or that are organizing fundraisers to get money to people that are... or some agencies, or some causes that need it... Just that.

S: Ok. Any other example?

D: Well, it's kind of hard to think on the spot, but... no.

S: Ok. No, you're doing great, don't worry. So, about the... these CSR practices, do you actively seek information? This is, do you go to look information about this?

D: No. Not really. I'm just like what comes to me I'm interested. If it shows up in front of me, but I don't really go after it.

S: Ok. Hum... And... (pause). So, now more in general terms, I would like to ask you what do you think are the primary responsibilities of companies? When you think of companies what do you think are their major responsibilities?

D: In general?

S: Yes

D: I mean, I guess a company has to... the first thing that they have in mind is to be profitable, but I guess that they... especially nowadays they are more conscious about the environment and where they are located. And how they can affect the area and the people surrounding it. So I guess that, well, they... especially now they tend to be more active in society, and like create jobs for people in the area and ... I mean, promote themselves, like doing good things, I mean being good for the environment and stuff like that.

S: Ok. Great. And... considering... In your opinion, what are today's challenges, it can be social challenges or other challenges, that you think companies are able to address, and come up with solutions to?

D: Well, I guess they are being more creative now. Either socially or for their own good, especially because of the economy, so they are really thinking outside of the box. Because they realize that if they don't do that, they won't survive. But, well, it's that, like creating more programs that at the same time expose them to the society and let people know who they are and what they do, but at the same time they are like raising money to help an institution or research for cancer, or something like that. It's like a compromise between the two things.

S: Ok. Perfect! And... is there any challenge that you think companies are still or are not able to address?

D: No... this is, some do better at this interaction with society than others. Because they have to really think outside of the box in some things. And I would say that in more open-minded countries, that are used to these things, like the United States, or Germany, or this big industrialized countries, it's easier. Like I guess that in Portugal we have this mis... Well, it's like a mixture of a lot of things, because some companies are really good at this, but some just don't do this at all.

S: Ok. And those companies that don't do it, why do you think that they don't do it? What's the reason behind it?

D: Either... two things. Either they don't know how to do it, or they don't realize it yet that they need to do it. They are like I have survived so far like this, so I'm just gonna continue like this.

S: Ok. Great. Hum... And those that do, why do you think, or ... what are the reasons you think these companies engage themselves in these kind of CSR activities?

D: Again two things. Whether they just want to help and have that need to be a part of society and it's like maybe something they were born with, like they were always used to donating a part of what they do or be more interactive. Or the other side: they realize that they need to do it because it's good for their business and it's like a 2 in 1, it's good for them and it's good for the people. Yeah, that.

S: Ok. Great! So... hum, do you have a favorite company?

D: No, I don't, my parents do.

S: No, but a favorite one.

D: A favorite?

S: Yes, is there any, a company that you really like for some reason?

D: Well, I have always admired Coca-Cola, like because I think they are genius in their marketing. I know that they have this amazing marketing thing behind, so they really know what they're doing, so it's a really clever thing. I don't know, not one in specific... sometimes I see some things and I realize Oh that was a really good move from them. But, well, not really one.

S: Ok. Thank you. So, my last set of questions. Is... if... I would like to ask if you volunteer or if you work somehow with NGOs or other type of non-profitable companies?

D: No, not really. When I was a student I used to participate in students' activities, just helping, volunteering and those things, because like I mean I would be part of society and you would see the effects on other people. Well, actually I was working in the Students' Federation in Porto, kind of. Which is a big thing that only employs students. So it's pretty much volunteering there, especially considering the amount of things they do and they work in like sports, helping people in trouble, organizing huge events so it was kind of amazing how something could happen just from goodwill of people, because they know that it would be good for them. It was really good to be a part of that. Well, now I'm not doing any of that.

S: And this organization you just mentioned, did you feel somehow that it had a role in society or an impact it should...?

D: I did! Well, when I was outside of it, I didn't realize... it was kind of in the backstage, so I wasn't really aware of how much they did. But once I got in I realized it was really big, really

huge and really important. Especially, it is growing more and more so I can see more the effects it has on... with, in the university students, it's really big.

S: Ok. Great. Is there any other comment you would like to do or make? Something that just came to your mind about this topic?

D: Not really, no. It's more like a current topic now, it's wasn't so talked about and so common in the last years. It's gaining more and more importance I guess.

S: Ok. Great! Thank you! So now I'm just gonna ask you your age and nationality, just for the purpose of identifying the sample.

D: I'm 22 and I am from Portugal.

S: Ok. And that's it. Thank you! Thank you so much!

D: Thank you! You're welcome.

Transcript Interview 7

S: Ok, good afternoon, thank you for the interview. Well, my name is Sofia Barbeiro and I'd like to interview you for my Master thesis. The topic is "What is the role of CSR according to Millennials?" Millennials is our generation, who were born between the 80, 1980 and 2000. I'd like to record if it's ok for sure and I ensure you that all the information will be kept confidential. So, which year you were born?

J: I was born in 1995

S: Ok, are you a student or a young professional?

J: Currently, I am still studying.

S: Ok, so, are you familiar with the concept of CSR?

J: No, I'm not.

S: Ok, so CSR is... encompasses some initiatives that companies take to address some social or environmental issues, or both, and usually they go beyond the regulations that they are obliged to comply with. So this can include, for instance, donating part of the revenues of the company, or, for instance, incentivizing or motivating their employees to do volunteer work. So, after I said this, how would you define in your own words CSR?

J: I would define like the, a couple of actions or measures taken by the companies in order to move their social environment or in order to be more greener, or seen as greener companies, just to be more in contact with other people, besides their workers, and also making a good awareness of whatever they're doing.

S: Ok. Thank you. So, if I ask you to tell me 5 words that you think of, that come to your mind when you think of CSR, what are those words?

J: Those 5 words would be... sorry for taking so long. Just words or expressions also?

S: As you wish!

J: I would say taking into account new projects or new ideas of teenagers, for instance.

Always working in a long-term perspective. Being aware of the context of politics or economics outside their environments and also as you know nowadays we hear about green measures or

being careful with our actions because they may jeopardize future generations, so I would say also taking Nature into account and, I don't know, especially the main question would be not being, just not operating for profit, but also to human eyes, to increase our society as a whole. And increase the benefits for everyone, not just for their own employees, or whatever. Just being a part of the society.

S: Ok, great, thank you. So, if you had to name 3 companies that would come to your mind when you think of CSR, which companies do you think of?

J: I would say, I don't know why, but I'd say Google

Maybe... I never thought about it so...

S: Take your time.

J: I don't know, here in Portugal, I've seen like measures taken by BPI, to implement like, or to incentivate sports like golf and whatever, and I think that's also a good sign of their organizational behavior in order to improve their social aspects. And also ... (pause)

S: If you don't find any other it's ok.

J: Honestly I don't.

S: Ok, then if you throughout the interview you remember one other you can tell me. So, you already gave me an example of BPI initiative on CSR, you mentioned Google, can you give me another or a specific example of CSR initiatives of Google.

J: Yes, like hum... it's a simple aspect, it's not really associated with your study, but imagine, they always change their website not logo, but image, in order to ... you know, if it's international women's day they try to make something more, like women friendly, and you know I think they just care about whatever is happening outside of Google so I think that's a way of showing their social side.

S: Ok, perfect! Do you actively seek information about the CSR initiatives that the companies take?

J: No, I don't. The information I get just comes in an indirect way. I guess we may be subject to it, but in my case and in my opinion, I sincerely don't look for it.

S: Ok. Hum... ok, so now, more in a general way, I'd like to ask you: what are the primary responsibilities of a company?

J: Ok. Well, as I said before, my idea is kind of, a utopic one, is that they should operate in order to improve the whole society or to make awareness of the problems and not just operating to get profits or revenues, and because I think that's the... that should be the goal of the manager, the employees and the whole strategy, besides making profit, which is obvious, and I don't know, just thinking about the future, and being a role model of what they should be or how other companies could be. How people could benefit from social aspects of a company which are many ways of what I talked about, and I don't know, making everything around them seem, at least seem better and improving always with a positive characteristic inherent to their actions as a company. Because they, companies are, you know, what the, they basically if a country is bad we associate, we think naturally that their company is or could be better and when a country is developing so much we just think oh maybe that's because companies are operating better. And so I guess it's the image of the whole country that companies involve and they do that social awareness or whatever.

S: Ok, great thank you. So, now I'd like you to think a bit of the challenges that we face today in general, our society, and then tell me if some of these challenges that you mention, if companies are able to address them or not.

J: Well, yeah, the 1st things that comes to mind is the fact that we're always hearing about big companies running away from taxes or you know not doing what the common people do, and I think... (pause). Like I said the taxation problem, also nowadays we face a lot of environmental issues, and I think companies can always operate with a sense of sustainability and I think that if we put that as basic values companies should have, maybe I think that challenges could be overcome by companies. And I don't know, we see a lot of ... we see a world that's not always balanced in terms of economics. I don't think that challenges can be overcome easily, but maybe trying to I don't know, I'm will give an example, like buying from suppliers which are not, which aren't you know selling so much, or even that are trying to sell to another country finding new ways of getting their resources to people who are in need of them. This is basically as operating as intermediaries in the society. And I think that's a big challenge but maybe if they think about addressing these maybe we can do it.

S: Yeah, and is there any challenges that you think companies are still not able to focus on or to address, or to find a solution to?

J: Yeah, I think that maybe, but that's not necessarily a problem arising from companies, but I would say people which are really capable of doing practical things but are not really smart or are not really made to study, or are not so intellectual they may be jeopardized because companies often just you know take into account their resumes and I guess that it may cost some problems in the people like we didn't get a chance of going to school or couldn't even get the best grades at school and I think that creates, it may demotivate people and not working in the sense of giving their aid to people who need help. And they basically just want people that are on top because companies just bring them to their HQ.

S: Yeah. Thank you! And do you, can you think of a reason why companies are not able to address this specific problem you said? Why can't companies work on that?

J: Well it's usually because what companies are doing, they are just selecting from a bundle of employees but the problem is that sometimes they educational system works in that sense and companies are not the ones to blame because they're just doing what society thinks is better, but maybe they should take the initiative to you know to think outside the box or to think in a different way and I don't know, maybe taking a leap of faith in other people, that they usually don't, as they should. But that involves not also, not an action just from companies but the hierarchy that is the society, but I think that companies could bring that up to improve because I think that's a challenge more often.

S: Ok, thank you! So, now I'm just going to provide you with two examples of companies' CSR initiatives. So some companies' CSR practices involve supporting an event such as the March Against Cancer, a fundraising campaign, for instance, or donating for instance 20% of their revenues. This can be done to fight poverty, hunger, disease or other global matters. I would like to get your opinion on why do you think companies engage themselves in these kind of activities?

J: Like I said, I think they do that because they are seen as big agents in the market and all their actions will reflect in the spectrum of economics of a country or whatever so ... can you repeat again?

S: yeah, sure! Why, in your opinion, what's the reason, why companies do these kind of activities, supporting something or someone.

J: Yes, like I said, because if companies do that other people may think oh it's not an unachievable goal and by setting an example it may be easier for others to engage in that type of practices and I don't know, they also are big agents so whatever they do the impact will be greater as we do it, as if we had done it as individuals, so yeah.

S: Ok, and those companies that do not do these kind of activities why do you think they do not do it?

J: I don't think that, I guess some of them just don't, I don't know, they don't have that social awareness or they but think their actions is less valuable as actions from big companies, for instance. And sometimes they just, I think that, honestly they just close their eyes and I think there are companies that like a different society and with different rules or whatever and they just seem like apart of from everything but I guess that nowadays we get and we see that in mass media that companies are more fragile and they are, people always look at companies because they are big agencies in everything so I guess that those challenges more often are, managers might perceive them. And I guess that differently from the past nowadays we have, we know that they matter and if we don't do them it's usually our responsibility, not because we didn't, we weren't aware because now we are.

S: Ok, thank you. So, just to finalize the questionnaire, or the interview, I'd like to ask you a couple of more personal questions. The first one would be if you volunteer or if you have volunteered before? And what type of volunteering activity?

J: Yes, honestly I haven't, but I have a couple of friends that, who are engaging in that type of activities and I, it's not just because you are interviewing me, but I think I'm gonna do something like that. I don't know, helping like a ... it does not have to be like cancer or research or whatever, but just engaging in volunteering experiences, but I haven't done it.

S: Ok. Hum... The second would be what's your favorite company like in general, if you have a favorite company and why?

J: Hum... I don't really have a special, I don't prefer any company, but like I said, I think Google sets a good example, besides being an enormous company, I think that their values, it may not be true, but what I get from them is that they care about that, they are a part of the world, a part of society and, yes I like that human side that Google engages in and it makes me... I think that they value people more in that sense and I feel more valuable and I feel like that goals that companies just make profits and they just don't care about people that goes away for a moment because I, at least they give off a nice perspective of things, and a nice perspective of making huge revenues. I think they, yes they do that.

S: Ok. Great thank you! Is there anything else you would like to ask, like in general, about what we're talking about?

J: Yes, why are you doing this, why did you choose to make an interview about that social or...?

S: Yeah, about, why did I choose this topic? Well, first because I would like to do something on this area, of CSR, and second because I think, when I think of myself, I do tend to have a strong opinion with regard of what companies should do in the social and environmental aspect and I wanted to assess other people like me, so other people from my generation, so I would like to know what's their opinion, what's their point of view. That was the reason why. Ok, thank you very much for your support!

Transcript Interview 8

S: Ok, Hi! Thank you so much for doing the interview with me. So, as I've told you, I am doing a Master thesis on Corporate Social Responsibility, and the topic is "What is the role of CSR in the perspective of Millennials?", so it's our generation born between 1980 and 2000. So I would like you to answer some of the questions, well the questions that I am going to make, hum, feel free to explore your ideas, it will take about approximately 15 to 20 minutes, and all the information will be kept confidential. Can we start?

W: Yes

S: Ok, where you born between 1980 or later, 2000?

W: 1990

S: Thank you! Are you responsible for covering most of your living expenses?

W: No, my parents

S: Ok, are you a student?

W: Yes

S: Ok thank you! So, have you ever attended a course in CSR or ethics?

W: Yes, last semester.

S: Ok, so you're familiar with the concept of CSR?

W: Yes, very much.

S: Ok, so in your own words, how would you define CSR?

W: CSR is something companies do that go beyond their own business, by taking more responsibility regarding to the environment, the community, that's it.

S: Thank you! Now I would like to ask you to say five words, the first five words that come to your mind when you think of CSR.

W: Responsibility

Green washing

Takes money

Reluctancy – some companies are reluctant to do it

Environmental friendly

S: Ok thank you! And now 3 companies that come to your mind when you think of CSR.

W: Unilever

Toyota Material Handling in Europe

P&G

S: Thank you. Could you please give me examples of these companies' CSR practices?

W: I think for example Unilever is most proactive player in this, in CSR, because it has made a 2020 plan, it contains a lot of goals Unilever aims to achieve by the end of 2020 and it involves a lot of... like saving water, saving energy, by using less materials to create more.

S: Thank you. What about the others?

W: TMHE I think they are paying a lot of attention to their wellbeing of their employees. Because it's handling heavy equipment, it's very easy to get hurt for the employees. For P&G I have only heard that they are engaging in CSR but I don't know what they're doing specifically.

S: Ok thank you! I would like to ask you if you actively seek information about the CSR practices of companies.

W: No, I only, hum... I only get this kind of information unintentionally. By seeing... a company if they are being corporate social responsible I will keep it in mind. Probably I will change my purchasing behavior in the future. But I did not seek information intentionally. Unless I am applying for a job in that company. In that regard, I will do more research about whether this company is good for the environment, for the community.

S: Thank you! When you see that information, which kind of sources or channels do you see it in?

W: Companies' websites definitely and internet

S: Ok, perfect. Thank you! So now moving on towards a more general idea, I would to know in your opinion what are the primary responsibilities of companies?

W: In all aspects?

S: In general yeah.

W: I think first it has to make a profit because that was supposed to be the main goal of companies, to make a profit, in this way the company can survive. And second it should create value for the customers, so their products should be good for the customers. The customers like, enjoy using their products. The third... hum... the company should care about their impact on their environment, on the community. So, this is about CSR.

S: Ok, thank you! So now... hum... I would like to know your opinion about what are today's challenges of society in general, that you think companies are able to address or come up with solutions to. And...

W: First challenges, second the solutions?

S: Uhh... The challenges to which companies can find solutions to and then if you want you can mention which solutions.

W: Ok. First, hum... 'cause our planet has very limited resources so this is something companies should really address because there are no endless resources companies can use to make their own products. A possible solution is circular economy because they can make use of the waste to make new products ... hum... anything else... companies should also ... do not focus on the short-term profit. They should look further and make plans for long-term because really, because, because from the pressure from the shareholders companies tend to make decisions only for short-term profit. But that's very bad for the long-term growth and probably also for the environment. This probably requires to change the shareholder structure or the relationship between the shareholder and the manager.

S: Ok, so now I would, you also mentioned it a bit, but are there social or environmental or challenges in general that you think companies are not able to address?

(Pause)

W: I think, that's not a thing I can think of right now...

S: Like problems in the world.

W: Ah, I think companies have also tried to build a very good reputation for their company or for their brand in order to maintain customer loyalty, or to attract more customers and due to the increasing awareness of environmental issues, I think customers definitely take into account the company's impact on the society.

S: Ok thank you! Hum... you also touched upon it a bit, but when... in the beginning of this question you said, you mentioned some challenges that companies are able to address. I would like you to explore the reasons behind companies engaging... I mean being able to find solutions for these. And if, also, if they do not find solutions, why do they not?

W: Why does a company have ability to find a solution?

S: Yeah

W: (Pause) I think due to the environmental pressures... because for example in China the pollution very very serious, very very bad... the companies surely play a big role in the pollution and it should really address environmental problems. Sometimes it's uh... the companies don't address environmental problems because there's a less, a less ... like a regulation enforcement. There are environmental regulations in China, but the government doesn't reinforce it very well.

S: Thank you! So, for example, some... for example, I can tell you that some companies' CSR practices involve supporting a fundraising campaign, for instance, an event such as the March Against Cancer, or selling products made by organizations that support social causes or even donating 20% of companies' revenues to fight poverty, hunger and other global issues. Hum... I would like you to reflect a bit upon the reasons why companies do this, do engage themselves in these kind of activities.

W: There are several reasons... first, it's definitely good for the company's reputation, when the customers are seeing the company as paying back to their societies, they will definitely be into purchasing products from this company. You can also see it as a marketing strategy. The other thing is... by addressing these problems that also provide new business opportunities, because I heard Danone a French food company, they are making yoghurt in Bangladesh for children to have all the minerals or things that a child needs every day. That's definitely good for the child's growth because in Bangladesh not every child can eat properly, have enough nutrition, so this is both I think supported by the local government, so it's both good for the society and this also provides Danone with new ph opportunities by meeting the society needs.

S: Thank you. And in the case of companies that do not have similar CSR practices, why do you think they do not have them?

W: First, I think definitely it causes a lot of money and companies sometimes they want to focus on their main activities, like making project, marketing, finance, whatever. They think CSR is probably something optional, not mandatory, it's not related to their core activities.

S: Ok, thank you. So we are approaching the end of the interview. I just have a couple more questions, a bit more personal. I would like to know if you have volunteered or worked with a NGO before or if you do.

W: No, I haven't.

S: Ok, hum... I would like to know if you have a favorite company and if yes which one, and why.

W: Favorite company ...

S: In general.

W: First, I really want to work for Unilever, because I have seen their plan for the 2020 plan and... the goals they are trying to save, and, or water or other resources savings, they can by doing this, I think it's really good for the society and for the planet. I think, I really want to be part of this company.

S: Ok, perfect, that was it! I would like to know if you have any comment, question or anything you would like to add, feel free to do it.

W: Ah, also the greenwashing topic.

S: Yes

W: A lot of companies, they do it, either because some companies do it and they want to keep up, or they do it because they just want to advertise this to their customers, but they are not doing it in reality. That's really... have a negative impact on customers' choices, because customers... if a lot of companies are doing greenwashing in CSR, customers will have to put more effort to find out who's really doing CSR activities and who are not.

S: Ok, thank you! Thank you very much!

W: Thank you Sofia!

Transcript Interview 9

S: Hi! Thank you very much for doing this interview! So I'm doing a Master thesis on Corporate Social Responsibility (CSR) and the topic is "What is the role of CSR in the perspective of Millennials?" which is our generation, born between 1980 and 2000.

V: What is CSR?

S: Ok, we'll get there. Everything you say will be kept confidential and it will last for approximately 15 to 20 minutes. So, for start, I'd like to know the year you were born.

V: What year? 1993

S: Ok. And if you're responsible for covering most of your living expenses?

V: No.

S: So you're a student.

V: Yes, I am student. My parents pay for most part of my life.

S: Ok, so now here comes the question if you're familiar with the concept of CSR.

V: No, I'm not.

S: Ok, So I can tell you that CSR involves companies' initiatives or activities that go beyond the legal regulations and usually are concerned with social or environmental issues. So what companies do, like activities that will explore a bit further throughout the interview, but that go beyond, and so are seen many times as extra from their obligations. So I assume you have never attended a course on CSR.

V: No, I haven't.

S: What about ethics? Have you attended a course on ethics?

V: At the school?

S: Yes, you have?

V: Yes.

S: Ok. So it goes in line more or less the two. So, after my brief explanation, I would like to know if you can by hearing CSR how you would define it in your own words.

V: Ok, I would define it as activities that some enterprises organize but they are kind of voluntary, so they just do that because they want, but they are not obliged to do them, and they are related with social services or environment.

S: Ok, perfect, thank you! So, now I'd like to know the first 5 words that come to your mind when you think of CSR. The words that you would naturally associate with it.

V: Society

Hum... I don't know. Voluntary

I don't know, like comprehensive

S: It can also be expressions, if it's easier. Instead of one word, expressions.

V: I don't know... I don't if it because of the English or why. Do I have to say five?

S: No, it's ok. If can say five. Ok, three is ok, but if you remember any others throughout the interview just stop me and just say it.

V: Ok

S: Now, similarly if you could name three companies that you would associate with CSR.

V: Hum... I don't know in English, but BUVA

Santander

And I don't want to say another bank, but La Caixa

S: Ok. Good, thank you. And can you give examples or do you know examples of these companies you just mentioned CSR practices?

V: I'm thinking, if I'm not wrong, about La Caixa and Santander that they give many scholarships for studies, especially post-graduate studies abroad and BUVA I think maybe they also offer scholarships but they also organize a program of exchange between youth around the world and organize a trip.

S: Ok, perfect! Thank you. Now, I'd like to know if you actively seek or search for information on CSR activities of companies, for instance these you have just mentioned. If you actively seek them or not.

V: Yes, I do. Because it's a way of finding support apart from the government or state initiatives so I look for them, but not because they are CSR. Because they are useful for me.

S: Ok. So not for CSR?

V: I mean I look for these activities but not because the enterprises have these kind of these but because I'm interested in profiting from them.

S: Ok. I see. And which sources do you use to search for them?

V: Normally the internet.

S: Ok. Ok, great. So now going a bit more broadly, I would like to know in your opinion, what are the main responsibilities of companies?

V: I think they have, the responsibility of companies is creating ... let me think of in Spanish.

S: Sure.

V: It's like create good things, good products, good services because that's the way to solve problems for the person, for people and to also gaining money, that's also the objective for enterprises. Beyond of that of course it is important that they are integrated in the society and that they offer some other activities that are not related to their main activity but in that point I'm always asking, I mean because I have participated in one of these and I've always been asked why they organize these things, because mainly it's because they have reduction in taxes and those kind of things, I mean, it's possible then... the main point is good image in the company, like the company having a good image and having a reduction in taxes, that's why they do it, not because they care, I suppose.

S: Ok, perfect, thank you! We'll also look a bit on the reasons why they do it. But for now I'd like you to reflect a bit upon the challenges of our society today and of the world in general that you think companies can address and also if you think...

V: Can or should?

S: Both. You can say that they can and also that they cannot and therefore should.

V: Well, I think companies can act, can solve many challenges of our society nowadays and it's very broadly, because it can be from environment to youth that's why you have many many areas. Of course, there are some things they are never going to be able to change like law. But they can make pressure to the governments to change them, so actually I think companies have great power to act in our societies. And the question if they should, I don't think they necessarily should by themselves. Of course I think if they have that power and use it it can be beneficial for both: for them and for societies. So...

S: Ok. And for, can you think of challenges that...

V: Challenges, concretely?

S: No, that they cannot ...?

V: They cannot... actually I think they can act in almost not every enterprise of course. If they are a big enterprise it's going to be easier, if they are small no, but I really don't think there are any area they are unable to act. Of course one of them is not going to change all the tendency but it will start change.

S: Ok, thank you! And ... So, now, for example, I can tell you that some companies' CSR practices involve supporting a fundraising campaign or selling products made by organizations that support social causes or even donating a percentage of their revenues to fight let's say hunger, poverty and other global issues. So, like you were saying before, now I'd like you to further, to develop a bit further the reasons why companies do this, do engage themselves in these type of activities. Why, the reasons.

V: Well, like I've said, probably it's going to be to have lower taxes, cause normally they have incentives to do this. Hum... And also mainly I think because I think reduction in taxes is

important, but mainly it's because it's to be, to have a good image and yeah because, if you're an enterprise that doesn't care about the... your employees, about their families, about the society in general it's less likely that you're going to be seen as positive in the society and to increase your sales. Hum... especially if there is another enterprise that has these kind of activities and seen better than you. So, that's why I think, because of these two reasons mainly.

S: Ok, thank you. And when companies do not engage in these kind of activities why do you think why do not do it?

V: I think it's because they don't see the importance of doing it, maybe because they are focused on their main activity and they don't consider of being necessary do these kind of things. Of course, if they are small is less likely that they have the capacity and the resources and all that to focus on these kind of things and if not, if it's not one of these cases maybe because there are not so many benefits of doing these things. They don't have many incentives.

S: Ok. Hum... yeah, so we're approaching the end, just have a couple more questions. And the first one is to know if you volunteer and if you have volunteered or worked with any kind of NGO for example?

V: It's not with a NGO, but with a charity organizations.

S: Ok. And in your perspective what is the role in society of this kind of organizations, volunteering or Non-governmental ones?

V: I think it's going to the, in English I don't know, it's not like unattended, but these areas in society or certain activities that they don't have the attention of the main actors in the economy and in the state. So, they go there because no one is going there to help these people. That's the role I think they have.

S: Ok. And for instance, when searching for a job, do you think CSR would be a thing you would be concerned about? Would you... Do you think it could influence your decision to work in a company or not?

V: I think yes. Of course it's not going to be on the top five things of the list, but I think it's important because of course as we have talked there are some reasons that are more, not very ... I don't find the word. I mean they have reasons, it's not doing the good because of doing the good, but at the end it shows some sensibility to the real problems of people and for other, yeah for the challenges of our society. So I think that sensibility can be also seen towards their relation with employees. So it would be important for me. And also because I think some of these projects are supported with money that, from the benefits that the enterprise has. And I think it's a good way to invest part of these benefits.

S: Ok. Ok, thank you. And last question, is if you have a favorite company, if yes which one and why? In general, favorite company.

V: In general?

S: Unless you would like to specify...

V: No, I've never thought about this CSR, because you have been taking. But I mean, there is ... I don't have a favorite company to work for or something like that, but it's true that as I have participated in a program from BUVA, I'm feeling really near them, like, I think they have done a really good work in this area.

S: And as a consumer?

V: As a consumer? No, now I don't remember. But it is true that when I see that some enterprises have some kind of projects, I it's like "Oh, so nice", I mean it's good that they are doing this kind of things. But now I don't remember any concrete example.

S: Ok, thank you.

V: I think for example H&M, they recycle clothes, like you can go and with a bag of full clothes and they use this and they give you like 5 euros and they recycle it. That's an example of a good initiative.

S: Ok, perfect! That was it, thank you! Thank you very much for doing this interview! And if you have any other comment or remark you would like to make.

V: No, good luck with your thesis!

S: Thank you!

Transcript Interview 10

S: Thank you so much, for doing this interview. So, I am doing a Master thesis and the topic is "What is the role of CSR of companies in the perspective of Millennials, so it's our generation, born between 1980 and 2000. So, everything you'll say in this interview will be kept confidential and if you have any question or comment throughout the interview feel free to make it. Ok, so to start, I'll just ask you the year you were born.

N: I was born in 1993

S: Ok, and are you a student or not, or if you cover your living expenses.

N: I am a student, but my parents pay for my living expenses.

S: Ok, have you ever attended a course in CSR or ethics?

N: Ethics yes, but not CSR.

S: Ok.

N: We had ethics, a class on ethics, social, economic and public relations.

S: Ok, so it should be similar. Ok, I can tell you broadly that CSR are some actions or initiatives that companies do that go beyond their regulations or the law, and usually I'm not telling, because depending on the next question I'm going to clarify it, because now I'd like to know from this concept, CSR, how would you define it by your own words?

N: Well, because it's about ethics and because you said if companies can act beyond the law or not, so whether maybe their actions that they do are ethical or not hum... yeah, I guess I would see it that way. And it does not necessarily have to conform to the law, but it has to conform to certain social norms.

S: Ok, great, thank you. So now I'd like to know the first 5 words that come to your mind when you think of CSR.

N: Multinational corporations I think that's one term

Society

Regulations

Economy

Commerce

S: Ok, perfect, thank you! And now 3 companies that come to your mind when you think of CSR.

N: Shell

Coca-Cola

[Bayer Nestlé]

Something else...

S: It's ok, if you don't remember it now you can say it later.

N: I don't know yeah.

S: It's ok, then if you remember you can just say it. And do you know or can you give me examples of the companies you just mentioned of their examples of CSR. Or I mean why did you mention them?

N: I mentioned then because they are big multinational corporations and they have, they can have a lot of impact in the world. Ok, Nike could be another corporation. And for instance, Nike, they, some of their work is not always ethical because they look for workforce and a lot of child labor is involved in the production of their products that they offer in the market. So I guess that would be something to do with Ethics, so...

S: Ok. And now, more in general terms, I would like to know in your opinion, what are today's challenges, challenges of the world, of the society in general, that you think companies are able to address or to find solutions to.

N: Well challenges, poverty

Violation of Human Rights

Democracy

Migration in particular in Europe

I don't know if they can actually address them or if they contribute, they foster these challenges even further. For instance Nike and Human Rights. Maybe they can engage in campaigns to promote... to promote some of these values and to combat some of these challenges, but I don't know if they themselves can actually, if it's in their interests to change things.

S: Ok. That goes in line with my next question, that would be if there are challenges that, or which challenges companies are not able to address.

N: Challenges... Well I think the same challenges that I said that we face, that they are not to, they cannot address them to a certain extent, or they can fight or they will address them and combat them, but I don't think they would necessarily do it. It's more to give themselves an image, an identity, a positive identity, rather than...

S: Ok, thank you. And when do they do address these issues, when they do something, in your opinion, what are the reasons behind that? Why do they do it?

N: Maybe it's very pessimistic but I think it's more to do with marketing, sometimes they can if they provide, to ease the taxes that they pay... so it's obvious, so for me it's something that goes

in line with their interests and not, they are not doing it because they are benevolent or they're so good to help others.

S: Ok. And, and so, in your opinion, what are the primary responsibilities of companies? Or what should be the primary responsibilities of companies?

N: To ensure that their employees have their rights respected

To provide goods that are good quality to their consumers and that also respond to the needs of their different consumers and different markets

They should also try to serve as a positive example to other businesses and also to encourage competition and not to prevent obstacles to smaller businesses or companies.

S: Ok, thank you. And... now I can give you an example, for instance, in general, some CSR practices of companies involve supporting a fundraising campaign, or selling products that are made by companies that support social causes or even donating a percentage of their revenues to fight poverty like you mentioned or other global issues. Now I would like you to reflect a bit further about these examples of why companies do this, these kind of activities.

N: For instance I know that Body Shop when you mentioned the campaign for fundraisers, they have the Think Pink, sometimes some of their products are dedicated or used for to combat cancer, to fund cancer treatment, so that's, that can be seen as a good cause. Can you repeat?

S: Yes, it was to think of why companies do this. And for instance in your opinion, do you think companies should engage in things that are related to their business or do you think they can just ...?

N: I think that they should engage in, do things that are just related to their businesses and their core competences, otherwise they will be, that would get involved in a lot of different issues.

S: Ok, thank you. I just have a couple more questions. The first one would be if you look for or if you actively think information about CSR practices of companies of this kind.

N: No, not really.

S: So how, when you do know about them, how does that happen?

N: I just find from the newspaper, from the studies that I do here in the university, but I don't really look myself to see if they engage in good practices or not.

S: Ok. Thank you. Hum... now a bit more personal, I would like to ask you if you volunteer, or have volunteered or worked with any kind of NGOs.

N: No, no I haven't.

S: Ok, and in your perspective what is the role in society of these kind of organizations, such as NGOs?

N: I think that their role is important because that they can raise awareness on a lot of different issues, but they can also provide help to people in need. For instance, I had a lot of friends who volunteered for the Red Cross when Serbia was affected by Syrians fledingd and it wasn't even a question, it was just to do something to help people. So, if it's for a really good cause, if it's for a objective behind it, and if it's something you're passionate about then I think that it's good and it's a good way to invest on something.

S: Ok, thank you. And now the last question is, I would like to know if you have a favorite company and if yes why.

N: I don't I guess if only for chocolate. No, I don't have.

S: Ok. Well, I think that was it. Do you have any question or comment or anything you want to add?

N: No

S: Ok, perfect! Thank you, thank you very much!

Transcript Interview 11

S: Hi! Thank you very much for accepting doing this interview. I am doing a Master thesis on Corporate Social Responsibility. The topic is "What is the perceived role of CSR in the perspective of Millennials?", which is our generation, born between 1980 and 2000. This interview will be confidential and it will last for approximately 20 minutes. Ok, so can we start?

M: Yes, of course. I'm ready.

S: Ok. In which year were you born?

M: 1993

S: Ok, are you responsible for covering most of your living expenses.

M: Yes, pretty much. Yes!

S: Are you a student or a young professional?

M: I am a young professional.

S: Ok, so now I would like to ask you how familiar are you with the concept of Corporate Social Responsibility?

M: I would say I am not. I would say I don't know anything about it.

S: Ok, so, hum... briefly I can tell you that CSR includes some initiatives that companies take in social and environmental aspects, usually that go beyond their regulations or law that they must comply with. So, hum... I would like to ask you, I presume not, but if you... have you ever attended a course in CSR or ethics?

M: No.

S: Ok. If you had to define CSR in your own words, how would you define it?

M: CSR...?

S: Yes. With these 3 words how would you say the definition would be?

M: I would say that it is companies trying to make a change in what is already established, and seen as normal, and they are trying to change that and make positive improvements and just trying to influence others positively, and look beyond what is considered as normal.

S: Thank you. Now I would like to ask you to tell me five words that come to your mind when you think of CSR. Just when you think of it, just five words. And if can't find words you can also give me expressions.

M: CSR... Words... I would say maybe an expression: Pushing limits, if that exists

Hum... Risking

Daring

And responsibility

S: One more

M: Hum...

S: If you can't think of one now, then you can, later in the interview if you remember you can say it.

M: Yes, I will say that.

S: So now I would like to ask you to give me three names of companies that come to your mind when you think of CSR. Companies that you would normally associate with it.

M: Ok, the Simply Co. from Lauren Singer

S: Ok

M: Then... I would say Greenpeace, even though that is something that they're... that responsibility is their focus, their only focus I think. And Cowspiracy, but I'm not sure it is a company, even though it is, like it is starting to be an organization. And I think that their goal is to become something bigger and do the same as those companies do.

S: Ok. You mentioned it somehow, but I would like you to, from these three examples you gave me, from these three companies I am sorry, if you could provide a little bit of the examples of what they do, and in specifically in terms of these CSR.

M: So, I will start with the Simple Co. I think it is basically a company that has started as a start-up project, I think, by a young girl. And they are providing users, they are providing regular people who need to wash their clothes an alternative to the mainstream products that we see in supermarkets and the ones that we have been using our whole lives. They are providing us with more responsible products and they are very transparent about how they produce the product and how we are supposed to handle it I guess.

S: Ok

M: Next one, Greenpeace... They are a company that, I think that their main goal is really to give people some empowerment related to that responsibility. And they try to alerts us for the problems related to the environment and ... and they usually try to make us sign some petitions related to the causes that they defend, and that's it. And cowspiracy, I would say it is more of a... it started with a movie, as you already know, and I think it is starting to becoming something a bit bigger and it is trying to tell people about what we thought we knew, about the food industry and they are just exposing the truth and they are telling us to try to make to make a change in the way we live because we need to say no to some things that we are told that are good, and we need to always question them, and that is basically what Cowspiracy organization is about.

S: Ok, thank you. Now I would like to know if you seek actively this kind of information about CSR of companies.

M: Yes

S: Yes? Ok. And how do you seek that information, I mean, which means do you use to get that information? Books, internet, how do you usually search for it?

M: Yes, it's usually on Facebook, there's a lot of things that other people interested in, with the same interests as me they share it on FB, and then I eventually can see it. And it can be movie trailers or just infographics about a certain ... a certain topic.

S: Good. Ok, so now moving towards a more general topic, I would say, I would like to know in your opinion, what are the primary responsibilities of a company?

M: I would say the first one is to serve the consumers' needs

And the... responsibilities?

S: Yes

M: And they need to be honest with the consumer and they need to be loyal to what they say they stand for

S: Ok, anything else you would like to add? ... Ok. In your opinion, what are today's biggest challenges that our... that companies are able to address... Let me rephrase it. What are today's social challenges of society that companies try to address and can address? And try to tackle. Challenges... challenges in general. If you could you think of challenges, biggest challenges of today's society in general, in the whole world, which challenges are these that companies can? Or you can also tell me challenges that companies cannot tackle, cannot find solutions to.

M: Hum... the ones that they cannot find solutions to is maybe the speed that they want to see in the world and the kind of lifestyle they are trying to impose to the consumer, I think that they forget that... that is not very sustainable.

S: Ok. But, for instance, for the problems of the world today, lets say for instance, environmental problems, these kind of challenges, what do you think companies are able to find solutions to and others... or when you think companies can address some of these issues, what issues are there that they can find solutions to?

M: The companies that I'm thinking about, the ones that I'm familiar with, they can usually find solutions to the average European consumers' needs and they might not be very important compared to other needs from other people and other countries that are being forgotten.

S: Ok, thank you. And why do you think they are able to address these? The reasons why they can do these for some and not for the others?

M: Because they have imposed... I think it is basically companies are trying to lead and in a way control the way we live our lives and they don't really let us stop and question why we are doing things in a certain way and they are the ones to dictate how we're supposed to live our lives, and that's why they create problems for us and then they have the solutions for those problems. But maybe we wouldn't even have certain problems and if it wasn't for them to create them or make us believe that we have those problems.

S: Ok, thank you. Now, to provide you with some examples, some companies' CSR practices involve supporting a fundraising campaign for instance for a March Against Cancer, selling products that are made by organizations that support social causes or even donating 20% of company's revenues to fight poverty, hunger, disease or other global matters. So now, I would like to ask you, in your opinion, what are the reasons why companies engage in these type of activities?

M: For some small companies, like Cowspiracy, for example, I believe that their reason to do what they do comes from a genuine place and if it's like this, if it's someone who really cares about what they are doing and they really want to influence others positively and that's the reason

they do it. And for some other companies maybe more famous ones and... sometimes I feel like they tackle issues, certain issues, for example like body issues and fighting bully and those things, sometimes I feel like they are only using that excuse as a marketing strategy and if we try to look beyond that, beyond all the things that they tell us that they're doing, we are able to find out that they are doing that for a different reason and not being very honest about it, and maybe they just wanna, they just want people to like their company better so that then we buy their products that are in the end maybe again in favor of bullying or something. They don't really let us realize that, all the marketing that they do.

S: Ok, thank you. Now I would like to ask you if you have a favorite company. A company that for some reason you like.

M: There's a company I know, it is, well I would say it is an organization not a company, CADCARY, it is the earrings one, it is a small organization from a bigger one, SAPANA.ORG, and ...

S: And why do you like this company?

M: Ok, hum... I think I like it because I have, I have had contact with people from that organization and when I talked to them they made me believe that their, the goals and the things that they want to achieve and the company are very honest, and they really are trying to make a change in the world, even though it might be a small one, they are going step by step and they are acting locally and one of the ... the, one of their projects that brought my attention is the CADCARY organization and they have ... (Pause)

S: Take you time

M: They basically deal with an Indian ... an Indian culture

S: Peoples?

M: Yes, and a very specific one and it is a rejected one in India. Some people that don't have any money or anything or they manage to empower those people a bit by providing them with materials to make earrings and then bringing those earrings back to Portugal and selling them and I think that it gives the consumer a better buying experience because they are not just buying something that they know where it was produced, they are buying a product and they know why they are buying it, even though the product might not be perfect all the time, they know that it is for a good cause and I think that the imperfections of their work actually brings the work more value!

S: Thank you! We're getting closer to the end. For the final questions I would just like to ask you if you volunteer or if you have worked with any NGO?

M: No

S: Ok, and hum... and what do you think are the role of this kind of organizations, NGOs or smaller organizations some of which you provided examples, what do you think are their role in society?

M: I think that their role is bringing awareness and making some changes in the world and trying to change something.

S: Thank you! Yeah, that's it. Thank you, thank you very much for your participation.

M: You're welcome!

S: If in the end you would like to know some of the results of my study I would be happy to share it with you. Is there any other question or comment that you would like to make? Anything that popped up in your mind and you would like to add? Feel free to do it.

M: Maybe a question. Are... Can any company be... corporate social responsible?

S: Engage in Corporate Social Responsibility?

M: Yes

S: Yes, and the tendency is more and more companies are having this branch in their activities. And ... yeah, there are even in schools and universities there are courses about this and companies they can do it in several different ways. It can be through environmental protection, it can be by defending social causes, it can be fighting hunger, it can be, many times people are not aware, but it can be from whom they buy their raw materials, their suppliers and then companies usually announce to public in general, to consumers, what kind of CSR initiatives they have.

M: Ok

S: But it can be varied, it depends on company from company. There are companies that usually engage in CSR activities that are related with their core business, the things they are good at or that to the products that they produce. Others engage in CSR initiatives that are a bit different, that are not directly related with their business as usual.

M: But is there like a law that requires certain ...

S: Requirements?

M: Requirements for companies to be especially corporate social responsible?

S: No, actually like I said in the beginning, the CSR strategy or the CSR initiatives usually go beyond their regulations and the laws. There are laws on environmental aspects, on social aspects, on employee protection as well, but usually CSR is seen as something beyond that, that companies engage themselves beyond that. And the reason I'm doing this study is to understand why in our perspective, why in the perspective of Millennials, companies do this. Why do they go beyond the laws and beyond the regulations, and fight for or against deforestation, for instance.

M: Ok.

S: Feel free to comment if you want to.

M: My last comment I think would be, now that you said that, from the perspective of a Millennial, I feel from all the commercials that I watch on TV and all the advertisements that I see on the streets, I usually feel like the companies are using their status, social responsible or... and they're using certain topics just to sell their products and market their company and sometimes they are not being very honest and they're not trying to make a change in the world and they just want to be in the top of companies. And I think that they cheat on consumers a little bit.

S: Thank you, thank you very much for your opinion, for your help.

M: You're welcome!

S: Is there anything else you would like to...?

M: I think that's all.

S: Ok, thank you!

Transcript Interview 12

S: Hi! Thank you so much for doing this interview.

I: Hello!

S: As you know I am doing my Master thesis on Corporate Social Responsibility. Specifically, the topic is “What is the role of CSR from the point of view of Millennials”, which is our generation, which was born between 1980 and 2000.

I: Ok

S: Hum... Everything that you say will be kept confidential and the interview will take approximately 15 to 20 minutes. If you have any question don't hesitate to just say it during the interview. Ok?

I: Ok

S: So, to start I would just like to know the year you were born.

I: Well, I was born in 1993.

S: Ok. And currently hum... are you responsible for covering your living expenses?

I: No... I am not.

S: Are you a student?

I: No, I am no longer a student.

S: Ok, so is your situation?

I: Well, currently I am unemployed but I am seeking a job opportunity.

S: Ok, so we will jump to the core. So... I would like to know if you are familiar with the concept of Corporate Social Responsibility.

I: I think I am familiar with it, but I may not know the full definition of it. Do you want to know what my understanding of the concept is?

S: Yes, that is the next question. I would like to know what is the ... what... hum, what in your own words, what is the... how you would define Corporate Social Responsibility?

I: Well, Corporate Social Responsibility for me, or the way that I see it, well... is not a program but a sort of an attitude of the companies towards improving the environment that surrounds them, and to having a social impact and to making a difference within their means/ needs. So, in their operations, they are actually aware and are responsible, hum... they make sensitive choices, so as not to ... hum... to have a positive influence on this generation and for the ones to come. You can have... they can be focus on having ... or making a social impact, an economic impact. I think it depends, because I don't think they can have programs that address all these issues, and focus on the environment and all of that.

S: Ok, thank you. Hum... so now I would like you, I would like to ask you to say the first five words that come to your mind when you think of CSR.

I: Well...

Environment

Company

Responsibility

Positive impact

And... Being aware

S: Ok, perfect. Thank you! And now, please name 3 companies that come to your mind when you think about CSR.

I: Well... 3 companies... there's ... they are the companies I have been researching so I would say... Hilton

S: Ok

I: I would say PG and I would say Henkel

S: Ok, Henkel?

I: Henkel

S: Henkel yeah, the one of the ...

I: the products

S: yeah yeah

I: It's a PG but from a different sector

S: ok, thank you! So, now, could you please give examples of the CSR initiatives or programs of these three companies, of each?

I: Of the 3 companies? Or in general? Ok... the 3 companies. What do I know? Mostly they want to reduce their footprint and the CO2 emissions, I think. Some others want to help families. And there's always one thing to go greener, I don't know if it's through their operations. Or if they have something else. But something about going green.

S: ok... Do you have a specific CSR program of any of these 3 companies?

I: No, I do not recall, specifically.

S: Ok

I: I'm sorry...

S: It's ok. Hum... Do you actively seek information about the CSR practices of companies?

I: Unfortunately no. The information either comes to me through the social media, if they have something different and it's making an impact. And... then you know through the reposts of people that I follow. Sometimes I am aware of them. Or if I am seeking a job, I will see if they are socially responsible. So that is how I look for the information, and if I'm not looking for a job I don't do it.

S: And... hum, when you do, so the examples you were just providing, where ... you already said it comes from social media, but is there any other source that you take that information from?

I: The companies' websites. They usually have an expansive area of their corporate social responsibility actions, and so you can see their different programs and what they're doing, the impact and all of that.

S: ok... ok. So now I am going to jump to questions that are a little bit more general. And I would like to know your opinion about what are the primary responsibilities of companies.

I: The primary responsibilities of companies?

S: Yeah

I: Well, it has to be how many?

S: No, the ones that you think are.

I: Ah ok! Well... Making a profit has to be one of them

Providing a safe environment for their employees

I think... reducing their footprint to have a ... you know, a positive impact also on the environment and on the families that they impact. Hum... what else?... I think it's pretty covered.

S: Ok, perfect. That's great! And now I would like you to reflect a bit upon what are today's challenges that companies are able to address, this is, like the challenges in general in the world that companies can come up with solutions to.

I: ok, that they can come up with solutions. Well... first I think they could try to balance the economic differences, there's a lot of unemployment, and all of that, that companies I think whenever they have their operations, they can make a difference through there, through reducing the child labor, and providing good conditions for the workforce. Also, hum... coming up with... it's hum... coming up with new ideas for the employers, employees, I am sorry. Hum... what else? I think that also the waste that is made and the pollution, they can make, they can have an impact on that. Because through their operations, if they adopt different ways of producing things, then they can reduce their footprint, and also if they come up with initiatives to ... somehow pick up their products after they have sold them to the public, and to try to reutilize, and recycle and everything this waste can also be avoided. I think also hum... the food problems with with, people going hungry you know, I think they could also make a difference in that. What else can they do? (Pause) At the top of my head I cannot think of anything else.

S: Ok. No, that's good. Perfect. Now I would like you to tell me, to talk about those challenges that companies cannot come up with solutions to.

I: cannot, cannot, cannot... hum... that's a hard one. Because I think that there are a lot of problems that they can address, they are just not sometimes as willing as they should be. I don't know, imagine the national security issues, they cannot control those things right? National security... I don't know. I'm sorry.

S: No, it's ok.

I: That they cannot ... I think they can, they need to be proactive, they need to think outside the box to resolve some issues. And I think most of things are in their reach, apart from national security, I am sorry, I just ... this is, I'm sorry.

S: No, it's perfect. Ok, perfect. And hum... yeah, and can you reflect a bit why companies, with the example that you gave, national security, why is national security something that they cannot address?

I: Hum... it's outside of their scope and outside their responsibility. And I think hum... for instance, if they're making products that later on can be combined with some other products, I mean it's too complicated for them to identify actual single individual to sell things too right? And then to see, try to foresee their actions and how they're going to be using their products.

Because you can buy things and use them to their purposes or to be inventive and to be ruining someone else's life, I don't know. I think it's outside of their responsibility.

S: Ok, ok thank you. Hum.. so now, taking again a bit of the challenges that they are able to address and adding for instance, I can tell you that some companies' CSR practices are for example, supporting an event, a fundraising campaign, such as the March Against Cancer, or selling products which were sourcing, were sourced in a sustainable way, or even donating a percentage of the revenues to fight hunger, for instance, like you said. Hum... So now, I would like to know in your opinion, what are the reasons why companies engage themselves in these type of activities.

I: Well, one of the reasons, as always, has to be public image, because they know that customers are aware of their initiatives and people are informed, and if they do something that is wrong, people will fall on them. And also when you have a big company or a big organization, you think that they have means to do more than they are doing. So, if you know they have several initiatives it will lead you to continue to trust on them and to buy things from them. Also, it's because I think that they have already understood the importance of having these initiatives. They understand that they have some power to make a difference and to make a positive impact. So, I think they also join the... "útil ao agradável", I am sorry, I don't know the English phrase for this. Hum... what else? I think it's also because you know companies are made of people, and people want to prolong and extend their living in this planet, so we need to take action to preserve it and to make better living conditions for others.

S: Ok, perfect thank you! Hum... So now, I just have a couple more questions to do, so we're approaching the end of the interview. And these questions are a bit more personal. The first one... hum... I would like to know if you have a favorite company as a consumer, and if yes which one and why.

I: A favorite company as a consumer...

S: Yes

I: I guess I have never thought about it that way. I will tell you this... depending on what I want to buy, I have a favorite place that I, or a favorite brand that I like to, that I TRUST... Hum... I am thinking...

S: Sure

I: It depends... I am sorry...

S: Ok, can you give me like...

I: Can I give something more specific, hum, when I do something, where am I going ...

S: Yes, or maybe you can talk, like you said it depends on what you're buying, maybe you can provide one or two examples.

I: ok, yes of course. When I buy clothing.... What brand do I like? I like H&M and also... do I need to say why?

S: Yes, yes please.

I: They also... they have some programs also to reduce their, to reduce waste, to reduce light... to save light or power, something like that. And when you try on the clothes, you can see that they have on the mirrors their initiatives. Yeah...

S: Ok

I: when I buy... what do I buy? Like a restaurant... ? No, restaurant is not a good example, because I don't have one favorite, one single favorite you know. Hum... this is a hard question.

S: yeah

I: Ok... I like for instance Compal, ok? Why do I like Compal? Because they use fruit juices!? I don't know... And I think also they are ... they have some measures to reduce waste as well, sometimes think about it... not really sure which those are, sorry. Hum... another one?

S: Yes

I: The last one?

S: Yes

I: Thank you! Ok! I like also... When I buy rings for instance, I like to go to Stone, I think this company is Stone by Stone...

S: Ah ok

I: Why do I like it? Because it has quality products at affordable prices.

S: Ok, perfect, thank you! Ok, and now my last question... well it will depend on the answer, but I would like to know if you have or if you currently volunteer... yeah, if you do volunteering or if you worked with any kind of NGO.

I: I have done volunteering work, but I no longer do.

S: Ok, so what, I mean, why did you do it at the time?

I: At the time I did because I thought that I could do something useful with my free time and the project that I was part of, was very close to my heart, because I was, hum ... dealing with children that were at a young age and were, and I thought that if I could have a positive influence in their lives, then it could be better.

S: Ok, perfect. And now the last question is, what do you think are the... or is the role of organizations, such as NGOs, in society?

I: What is the role of NGOs in society? (Pause) the role of NGOs in society... To address issues that sometimes are not able to be addressed by private institutions. But I cannot be too specific. But I think sometimes there are NGOs that fight for the same role so you know, it depends on what particular thing they want to address. That was vague I am sorry.

S: ok, no it's ok. Perfect! Thank you. Thank you! Do you have any question or comment that you would like to make?

I: No, just that I enjoyed this interview and I hope you do very well!

S: Thank you, thank you very much! So, now I will stop recording.

Transcript Interview 13

S: Hi! Thank you so much for accepting doing the interview. So as you know I'm doing my Master thesis on CSR and the topic is "What is the role of CSR according, or in the perspective of Millennials, which is our generation born between 1980 and 2000. It will last approximately 20 minutes and everything you say will be kept confidential. Ok, can I start?

L: Yes, yes

S: Are you familiar with the concept CSR?

L: Yes, I'm familiar with the concept of CSR. I know it is, as the name indicates, it is about the social responsibility and taken by the companies, if the companies respect it. Regarding the contribution to the, to the development of the social area, not just focusing on business but having an approach that is beyond business or even meeting their business with helping the improvement of the society. So, yes I have already had some courses in CSR so yes I guess it's in a short description I would say what CSR is.

S: Ok, perfect. Thank you very much. So now I'd like to know the first five words that come to your mind when you think of CSR.

L: The first words hum... I would say hum... I have to think about it. I would say contribution and when I say, I know it's somehow a vague word, but it's like I think it's about contributing for the development of the company itself because it's a new step that the company has to embrace, but also to the development of the society around, and when I say, all the stakeholders that are involved, not only thinking about profit, but also thinking about the well-being of everybody that is included in the everyday business of the company. And when I say this I mean clients, I mean suppliers, and the environment and everything included in this sphere. That's why I say contribution. Contribution to all stakeholders.

S: Ok. Perfect! And can you think, can you tell me other words that come to your mind?

L: Other words that come to my mind apart from contribution? Hum...

Well-being

Another vague word, but because I believe that the CSR is so vague, or it's so broad, that it can include a lot of things, and when I think of CSR the things I think is contribution for the well-being of the, all the stakeholders involved, not just in a financial terms, but in a more development approach, with a development approach for each one in each group.

S: Ok, thank you. And now could you please name 3 companies that you think of, or that you associate right away with CSR?

L: CSR ok, I would say obviously Danone, for our course of CSR that is one of the main big cases. For the project they develop in developing countries.

I would say also IBM, this is more in a personal perspective, because I developed some projects and during my bachelor with IBM and I know that they have some activities regarding CSR, mainly regarding giving back to society and to, and improving the social conditions of the, not only the employees, for the employees by solving their problems or contributing for their well-being in financial terms, but also contributing to society like privileging the less fortunate, and doing corporate social work, and stuff like this. Hum... another company... hum... regarding social responsibility, I guess I will have to think about it. I don't know actually! Do I have to say three?

S: No, it's ok. If you remember afterwards you can say.

L: When I talk about it, when I think about it, like those are the two striking examples. I could obviously think of other examples, but not as striking ones.

S: Yeah, no it's ok. If any other comes to your mind you can say if you want.

L: Ok

S: So, yes you already provided me with examples of it which is good. So now my question is, I'd like to know if you actively seek information about the CSR strategies of companies.

L: I didn't get the question, sorry. If I actively seek information of ...

S: If you seek information, if you go and search for it.

L: Ah! Hum... actually it's not, unfortunately, it's not the first thing that I search about a company. When I search about a company it's not the first thing that comes to my mind. If I search about a company in their websites, in the internet in general, like articles that may have written about it, it's not the first thing, but obviously, if I'm considering, if I'm studying the company, if I'm doing a deep research about it, obviously it's one of the, it's the social reports is something that I, that I pick, that I obviously most of the times I don't read them truly but I have an idea what are the initiatives they take and how they engage with society itself, I mean the stakeholders.

S: Ok. And do you consider it for instance when looking for a job? And if yes why?

L: It might be a differentiator factor. Like, again, it's not the first thing that I look for, when I search for a job I usually look first for the characteristics of the job, if the company interest me in the type of work that I want to do, but obviously if I'm between two choices, or if I'm between two candidates or potential employers, if they, if I, for instance, if I understand that they give more importance to have social work, if they develop, if they have, if they care about the employees, or if they care about the engaging the employees in some social work, in some association, contributing to some cause, I might call for that one relatively for the other one.

S: Ok.

L: That's it. So, I take it, to short up, I would say that I take consideration but it's not the first thing that I consider.

S: Ok, it's not priority.

L: Exactly.

S: Ok, so now more in broader or in general terms, I would like to know in your opinion what are the primary responsibilities of companies.

L: Primary, regarding CSR or in general?

S: In general.

L: Well, I'd say that first thing that I would say that they have to be profitable. And so, if a company is not profitable it's not a company. Because they will not have no mean of being sustainable, in the economic way or in the financial way. And ... hum what was the question?

S: primary responsibilities of companies

L: Ah ok! Ok, so that is the primary responsibility of the company, I would say. But I would, then if the financial sustainability is confirmed, the company is financially sustainable, I would say that being able to, to... I really like the expression give back to society. Because it's like, the company takes advantages of it of course, by the customers, by the employees, they all come from the society, and then they, the company also has the responsibility to give back, and I would say it is also a primary responsibility, it's not primary, I would consider it secondary because the primary is the profits, to be profitable.

S: Ok, great. And now I'd like you to reflect a bit upon what are today's challenges... I'd like to know in your opinion what are today's challenges that you think companies are able to address or to find solutions to?

L: I'd say first they have to be inclusive, like there are a lot of, a lot of different issues regarding like the role of women in companies, like in of management, and that's a, I also consider a subject of CSR. Because I think that there should not be discrimination based on the gender, but I also think that this disc... we... in order to fight this discrimination we shouldn't be overly, over worried about this subject and forget about others. Hum... obviously also racial discrimination should also not exist and then more in the environmental part I would say that companies have to engage to environmental responsible practices like cutting paper, not using so much paper, since we are more in the technological area, it's already avoidable, also recycling, incentivizing, even if it's not their core business, they should incentivize their employers, their employees to have more environmental responsible actions, like saving, for instance, are really really small issues but like save water when they go to the bathroom, recycle when they throw paper out or even at home, recycle at home, promote this. Hum... then in society itself, in a bigger picture, I would mention that engage in social work is also something that is something that CSR, is a challenge that companies should approach in these days. Because as I have said, it's a differentiating factor from other companies.

S: Ok, thank you. And are there other challenges that you think companies they are still not able to, or not able to address?

L: I guess most of these challenges are not yet address at companies, mostly the ones... I think that small companies ... I think in big companies the pressure of the press, of the media press, is like already making them to change their habits towards more social responsibility, social responsible gestures like saving or giving not priority, but equality to women in access to top management. But I think in small companies, in small and medium companies this is, these challenges are still not addressed, because they don't feel the media pressure and so they can, they do not ... they focus primarily on their core and do not contribute to the environmental practices or something like that.

S: Ok, thank you. So, now for example, I'm sure you know, but some companies CSR practices involve supporting let's say a fundraising campaign or event, or selling products that support social causes or even donating a percentage of their revenues. And I would like to know in your opinion about why companies engage themselves in these kind of activities, the reasons behind, in your perspective.

L: Unfortunately, excepting like really known cases, I would say it's mostly because, as I've already said, by media pressure. I guess companies do not want to be seen as that company that doesn't contribute to society, doesn't donate to certain causes, doesn't recycle, doesn't have environmental concerns, doesn't respect the equality. I would say that the main driver I would say is the media pressure. But again, also some other cases, I have to stress again, Danone case, when they can, they include the CSR gestures that they make, into their business, the core business of the company, they can develop a business plan where they can integrate both profit, being profitable, contributing to the stakeholders and shareholders, and also develop their product that can help in, in developing countries. And really improve quality of like of a specific part of the population. So, I would say the main driver in those cases is probably the, the feeling that they can contribute to society although still having proper business plan and including this as an advantage to their business plan and not just charity.

S: Ok, great thank you. And for those companies that do not have let's say CSR strategy, and you already said for instance that small companies may not have, but can you think of other reasons of why companies do not do it?

L: I think most companies consider it costly, and I think in most cases if you don't integrate it within your business plan, in your... the core business, I'd say it's probably costly to have, to take some corporate social responsible practices. The challenges there is for those companies to develop their business with, integrating the CSR gestures in it. Hum... but obviously I think... I comprehend somehow, I understand somehow their, their position, the problem, the focus should be being profitable, as I've already said, the main problem is to generate profit and then take some social responsible positions. So I think it's probably a money issue, I would say that if it wasn't costly most of the companies would engage in it without any problem.

S: Ok, ok thank you. So, we're approaching the end of interview. I just have a couple more questions to do. The first one would be if you have ever worked or if you work with NGOs or volunteering work?

L: I've been engaged in the first two times only in ReFood, that is an initiative mostly in Lisbon, I don't know if it exists in other places but I have engaged a little bit in ReFood, but apart from that I would say that probably but I don't have anything specific that I can remember right now. So I would say that's probably the one.

S: Ok, and what do you think is the role of these kind of organizations in society?

L: As I said, again I will use the same expression, it's giving back to society, I think they feel like that accomplishing only their functions is not enough and so if they are able to provide better quality of life, or to be responsible in an environmental way and that doesn't hurt them, it can not only, if they are not only helping people, but they are also improving their image towards others and it can improve their business itself. So I think it's a little bit of trade-off between hum ... having some little cost now but improving their image in the future. And also helping people, I think it should be it, between those two parameters.

S: Ok, thank you. And last one is if you, as a consumer, if you have a favorite company and if yes which one and why.

L: As a consumer?

S: Yes

L: Hum... Unfortunately I think I would say no, no I don't have a favorite company. I'm thinking about, I don't know... As I said, I ... when I... as a consumer the first thing I look for is not the social impact that the products that I buy have on the society and the environment etc. I focus more on the characteristics of the product and then, again, as a differentiation factor, if they have a CSR view or if they are not, they don't harm anything I might opt for that, but I don't have a favorite company in that sense, no. I would say not.

S: Ok, perfect, thank you! Thank you very much! If you have any question, comment or remark you would like to make, feel free to do it.

L: No, I think that's just it. Thank you for the opportunity.

S: Thank you, for helping me, thank you!

Transcript Interview 14

S: Hi! Thank you so much for accepting the interview. I am this interview for my Master thesis, the topic is “What is the perceived role of Millennials with regard to CSR?”. The interview will last about 15 to 20 minutes, and everything you say will be kept confidential. Ok, so, I would just like to ask you the year you were born.

A: 1993

S: Ok. Thank you. Are you student or working?

A: I’m currently a student.

S: So, the first question is if you’re familiar with the concept CSR.

A: Yes, I am, but very lightly actually. I have been hearing about at school, throughout my studies and also during my daily life, I think it’s pretty common to hear about CSR, but I’m not really inside the subject itself.

S: Ok, no problem. Have you ever attended a course in CSR or in ethics?

A: The closest I’ve been to CSR, at least throughout my studies, has been in a course called “Ethics for business” during my undergraduate degree. And that’s all I had on CSR. I didn’t even have a course in this subject after that one.

S: Ok, thank you. So, in your own words, how would you define CSR?

A: Ok, so... I think it’s ... a department the company should have, or that probably most of them have, concerning only subjects that will influence society in a positive way. I’m not sure this is completely understandable, but I can explain it better if you want.

S: Yes, if you can clarify it a bit.

A: Ok, so I think CSR is a specific department that companies currently have or should have, that concerns only responsibility of activities of the company that will have an impact, a positive impact, on society I think. And it’s the part of the company that makes the business work efficiently enough so that it will effect society in a positive way.

S: Ok, thank you. So now I’d like to ask you to tell me five words that come to your mind when you think of CSR.

A: Society

Environment

(Positive) Impact

Hum... help

And beneficial

S: Ok, thank you. And now if you could name three companies that come to your mind when you think of CSR.

A: Hum... let me see. I have to be honest, I don’t know that many. Hum... because now the only thing that comes to my mind and I should have said it before is only NGOs are coming to my mind.

S: No, it’s ok, you can name them if you want.

A: WWF

I have another one, because I did a project on it... I have the name... Ah! Merck

S: Ok

A: And... let me see... (long pause)

S: If not, you can tell me throughout the interview, if something pops to your mind. It's fine, don't worry.

A: Yes, because I'm having a really hard time to remember, sorry.

S: It's ok. So now, from these two companies, or organizations that you told me, I would like you to provide me some examples of these companies' CSR activities.

A: Can it be from both of them or just one?

S: If you have from both that's good.

A: From Merck, I worked with Merck and what I remember is that they have this diversity plan, where they will try to include social minorities in their work forces. And I interpret it as CSR by them. And they also have like pro-environmental activities, such as reducing wastage in their activities, in their business. And WWF I just remembered because they're business is all about protecting the animal world, and for me it can also be considered CSR. Because on this subject I am not only looking for society, but for the benefits for the world as a whole you know?

S: Ok. That's good! I understand it. Now, I would like to know if you actively seek information about companies' CSR practices. If you go and do research about this.

A: I have to be honest, it's not something that I would particularly go and search about the company itself. If I happen to be in the companies' website and something appears of the CSR I just happen to click there for curiosity, but it's not something I actively search for.

S: Ok, and when you do see this, in which kind of sources do you see it?

A: Reports usually, and internet

S: Ok, so more in general I'd like to know your opinion about what you consider to be the primary responsibilities of companies, in general.

A: Ok. Hum... The first one implies my idea of CSR and the companies I have been searching for school projects or to apply for... what I said before, the diversity issue, when the company tries to have this diversity programs in their activities and trying to incorporate social minorities and having 50-50 type of employees, like male and female. This kind of thing is very important for me. The second one I would say maybe hum... the whole benefit they can produce for society I guess, taking into consideration the impact they have, I guess. And I would say... so besides creating value, how can I say this? Creating community value, more in terms of monetary value, like creating ... These are the most three important aspects for me, like the monetary aspect, like the, in terms of business, in terms of what they produce for society, like if they are thinking also about the impact they have for the community, and the third is the diversity aspect of the workforce, I guess.

S: Ok. So, in your opinion, I would like to know again the challenges of society, again in general, but the challenges of society that companies are able to address or can come up with solutions to.

A: Ok, in my opinion the challenges that ... hum the diversity thing again, I guess this is very important because businesses can really work in order to improve it, like have a more diverse

workforce. I would also say the environmental aspect of their activities is something they can have an impact on and change their activities. But most of the time I believe companies do it just for their own sake, they don't care about the communities, they just do it because it will be good for them in terms of internal process, which I think is not really good. But this is something they can have an impact on and can do it better. For me, these two are the most important and they don't do as they should. Those are the most important when we consider the actual challenges businesses could have an impact on.

S: Ok. And why do you think, or what are the reasons, in your opinion, why companies engage in CSR activities, or in the case that they don't, the reasons not to do that?

A: Ok, I have to be honest, from my experience, from what I heard and from what I see, the idea that I have is that form companies that engage in CSR, sometimes is like of hypocritical, if it's not much of a strong word, hum... I think sometimes companies do it because it looks good, it's a good marketing strategy I would say, to sort of improve the image that consumers have of the business, like for instance Nestlé has different CSR aspects of it, but I think it's really really hypocritical. Sometimes I also think that they do it, and this comes from the marketing perspective, they do for their own good, for profit reasons, I would say. But from my perspective I think that they should really implement what they say they do, like actually trying to do something good for the society, and actually not only for their own good and not only for their own profits. Because sometimes it will have this replication effect, when you do good, you receive good. So I believe that if they actually implement these causes they say they support, it could actually gather more importance and gain more consumers. And not just say you do good, just for their own profit.

S: So, just to know... and when they do not do it, why do you think they do not do these activities?

A: Sometimes I think that they do not do it for the same reasons, also for profits reasons, because I think that like only well established companies in the market can implement good CSR activities without incurring in big losses. So I think that's why it actually happens sometimes. They don't do it because it will not be profitable for them, especially for smaller companies, and if they want to grow CSR is not like a priority to them. That's the idea I have. I think this is the only reason but I'm not sure.

S: Ok. So now I'm just going to provide you some examples. So, some companies' CSR involve supporting an event, a fundraising campaign, while others, for instance, donate some part of their revenues to fight for instance poverty, hunger and other social issues. So again I would like to know your opinion about the reasons why companies do these type of activities.

A: For me it's exactly the same thing as I said before. Sometimes they do it because they actually think they can have a positive impact on society, they do it because they want to use their profit for good causes, sometimes I believe this is the reason why they do it, because if they are big companies they are well established in the market and it will be actually good for them if they try to do something good or try to adapt to modern days because I think this CSR thing is really well-perceived by today's generation. So I also believe they are trying to follow these trends, but sometimes ... I think that for the reasons you just told me, the examples you told me, companies would do it mainly it gives me sort of the feeling that they would do it mainly because they think they can have a positive impact. I don't think it will be a hypocritical thing like raising money... I don't know like hunger this would be very bad for companies to engage in a hypocritical way. I think that's the reason yes.

S: Ok, so we are approaching the end, I just have a couple more questions to do. And the first is, I would like to know if you have a favorite company and if yes which one.

A: Like overall not thinking about CSR?

S: Yes

A: Hum... I don't think I have a favorite company. I would really like to work for a start-up company but I don't have like this dream of working in a specific company. I just think that by working in a smaller company I would have more impact, I guess. But I don't have a favorite one.

S: But as a consumer do you have a favorite company?

A: As a consumer, let me see... these are actually very interesting questions, because no one ever asked me about this one. These last two questions. As a consumer... I don't know. I don't think I have a favorite company because I'm not like a big spender, so I don't think I have a company that I really like or that I just buy their products in great amount, I would say. So I also don't have a favorite company as a consumer.

S: So, last question. You have already told me that you have volunteered and worked with NGOs, so I would like to know in your opinion what is the role of these type of organizations?

A: Yes, it's true. I think it's something that everybody should do it. But for me voluntary organizations as a whole have the same purpose I guess, like give something back, knowing that they are not doing it because they are profit-driven, but doing it because that's their purpose. And I think that's the message they are trying to get through, like with small changes you can get a lot. Like Banco Alimentar, if you try to implement the solutions in small locations you will eventually replicate these actions throughout the whole region I guess, the country, and Europe and the whole world, I don't know, but this is the idea I have.

S: Ok. Great! Thank you! Thank you very much! It was very helpful. Those were my questions, if you have any other comment or question feel free to do so.

A: I just have this established idea that companies do CSR for their own good, I have this idea on this way. Sorry if I wasn't helpful. But this is the idea that I have and it's very established in my mind, like companies want to look good in the picture. This is just my comment.

S: No, no problem. Thank you! Thank you very much for your help.

Transcript Interview 15

S: Hi! Thank you so much for doing the interview with me. As you know I'm doing a Master thesis on CSR and the topic is: "What is the role of CSR in the perspective of Millennials?" So I'll make you a couple of questions and feel free to answer them, there are no right or wrong answers and everything you say will be kept confidential. So, I'd like to know if you're familiar with the concept of CSR.

B: Yes, I am.

S: So, have you attended a course on CSR?

B: Yes

S: So, in your own words, I would like you to define CSR.

B: Ok, so CSR I would say is that part of the company strategy that is supposed to be concerned with all the impacts that the companies have on different kind of stakeholders. I would describe it like that, which implies that CSR is like, with all the stakeholders involved so every employee, community or shareholders, everybody, but also the environmental apart of the stakeholders.

S: Ok, thank you. Now, I'd like to know the first five words that come your mind when think of CSR.

B: Ah ok. ok... Environment

Greenwashing

Image of the company

Marketing

Social Responsibility

And impact

S: Ok, perfect. And now 3 companies that come to your mind when think of CSR.

B: Ok. EDP Energias de Portugal

Hum... I would say Coca-Cola because I'm reading a lot of stuff related to their CSR strategy

Nestlé, not for a good reason

S: Ok, thank you. So now could you please, I would like to know some examples of the companies' CSR strategies, the companies that you mentioned.

B: So why I connect to that? So EDP because I did an internship like in their CSR department, and they are really involved in try doing some positive initiatives that could help the communities that they serve, in their facilities. Return for companies, there are a lot of children playing with that thing that goes in the air, that thing ... this cable, the infrastructure in favelas is not good, you have everything on the outside. And the children playing interfere with these... and create open areas for kids to avoid destroying the light.

About Coca-Cola, like I'm doing my thesis about this... and waste management.

Finally Nestlé I remember during a presentation a group talked about Nestlé using palm olive destroying the forests, and it was one of the first cases that they were destructing the environment. So it was a case not of contributing but of damaging the environment.

S: Ok, good. And do you actively seek information about the CSR practices of companies?

B: Not really, not actually. But for instance, right now I am applying for jobs I check how they work and if I'm not aligned with what they do I don't go for them.

It's also about the image, yes.

S: Ok, thank you. So, now moving more into general terms I would like to know in your opinion what are the primary responsibilities of companies?

B: Ok... hum... like everything... first of all I would say with for all the stakeholders... employees, suppliers, buyers, environment, legislation, ethics responsibility, shareholders, like these.

S: Ok. And now also in general, what do you think are today's challenges that society faces that companies are able to address or find solutions to?

B: Like... give me an example.

S: For instance, you have already mentioned environment, so one of the challenges would be environmental ...

B: So, how they can help?

S: Yes

B: They can help, get involve like if you speak about environment what Coca-cola is doing is not only helping the environment, but at the same time helping society, because they are recycling, which means that at the same time they give jobs to people who have no alternative. At the end, the private sector has the money to do the things, like the no-profit of the NGOs don't, they have the willingness but don't have the money. So I think that the private sector in this way can really do a lot, in social and environmental problems. They can actually play an important role, with all the public-private partnerships. Some have the support of the government and others don't. It's a question of willingness and giving something instead of just taking it,

S: Ok, thank you. And now can you think of ... are there on the other hand, are there challenges that companies are not able to address?

B: Hum... well, yes, I think that companies alone can't do it. It is not their primary purpose, so they need some kind of framework, like legislation or public incentive, an incentive from public sector or the government in order to actually do it. By itself they can't, but it's not their main purpose, not the reason that gives them profit. I mean, reputation is important, but it's more like CSR is more like a burden to the company and not gives many profit. They're not so concerned about it. So a framework would help.

S: Ok, so you already mentioned it a bit, the reasons why companies do it, for instance, willingness or the incentives you were talking about. Can you think of other reasons why they do it? And then the reasons why they don't do it.

B: Ok, the reasons why they do it, I think that some of them might be really concerned that everybody will think that they are bad. But others really care about the way they do things, the way they get suppliers and everything. But nowadays a lot of them are doing because, we're having more trends on social and environmental issues.

S: Ok. Thank you! Thank you very much for your time.

B: Bye