



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW

The communicated CSR structure of AstraZeneca and Pfizer and some reflective suggestions.

^ε Bachelor thesis in Environmental Management

^θ Bachelor thesis in Industrial and Financial Economics

University of Gothenburg -
School of Business, Economics and Law
Spring semester 2013

Supervisor: Ziaeddin Mansouri

Authors:

Emelie Arvidsson^ε

Oskar Klaesson^θ

Birth date:

1987

1988

The communicated CSR structure of AstraZeneca and Pfizer and some reflective suggestions.

Emelie Arvidsson^ε & Oscar Klaesson^θ

Abstract

Several patents of description drugs are running out and numerous cheaper generics copies threatens to take place on the market. In order to ensure quality of the products and low burden on the society, regarding environmental and social aspects, the pharmaceutical industry has to find new innovative products or to finding a way of keeping their stakeholders close. We argue, corporate social responsibility (CSR) can be the key to ensure their stakeholders to stay loyal. By this thesis we attempt to visualize and analyse what AstraZeneca AB and Pfizer AB communicate towards their stakeholders on the Swedish market and how their CSR structures can be improved. The CSR structure of the two pharmaceutical companies is generally well developed, but there are still some flaws. The CSR structure of AstraZeneca and Pfizer could be improved by increasing their transparency, defining their key stakeholder, and more frequently acting with philanthropically motivations.

Keywords: Pharmaceutical industry, corporate social responsibility, expiring patents, stakeholders, communication, transparency, legitimacy.

^θIndustrial and Financial Management, (FEG314)

^εEnvironmental Management, (FEG31S)

University of Gothenburg School of Business, Economics and Law
Spring Semester 2013

Table of contents

	<i>Page</i>
1. Introduction	5
1.1 Background	5
1.2 Problem discussion	8
1.3 Research Questions	10
1.4 Purpose of this study	11
1.5 Limitations	11
2. Method	12
2.1 Scientific approach	12
2.2 Data collection	13
2.3 Data analysis	14
2.4 Validity and Reliability	14
2.5 Source critical discussion	16
3. Theory	17
3.1 Triple bottom line	17
3.2 Stakeholder theory	18
3.3 Corporate sustainability model	19
3.4 The Dahrendorf models	22
3.5 Theoretical summary	23
4. Empirical Results	25
4.1 Defined CSR, key stakeholders, and expiring patents	25
4.2 General work	25
4.3 Environmental work	27
4.4 Community support	30
4.5 The ethical rules	31
5. Analysis and discussion	34
5.1 The CSR structure of AstraZeneca and Pfizer	34
5.2 Reflection approach to stakeholders – the importance of stakeholders.	37
6. Conclusions	39
Acknowledgement	i
References	i
Appendix 1- The questionnaire	vii

1. Introduction

In this chapter, we will present the introduction of our thesis with the background, the problem discussion, the research questions, and the aim, followed by our limitations. In the background the pharmaceutical industry and corporate social responsibility (CSR) are described in order to create an understanding for the problem discussion of the thesis.

1.1 Background

This thesis will study the communication of two pharmaceutical companies on the Swedish market; what the two companies communicate and what they do not communicate towards their stakeholders. Further, improvements for the two pharmaceutical companies' CSR structures were possible to find, by summarize and analyse their communication. AstraZeneca and Pfizer are the two big pharmaceutical companies, which operate on the Swedish market place (LIF, 2013).

At the end of 2011, Astra Zeneca in Sweden had a turnover of 46 153 MSEK (AstraZeneca a, 2013) and total sales of 2 339 MSEK on the Swedish market (LIF, 2013). The Swedish Astra (1913) and the British Zeneca (earlier ICI, 1929) fused and became AstraZeneca PLC in 1999, located in London (AstraZeneca a, 2013), with the purpose to create increased long term growth and stock value, and its focus has, since then, been prescription drugs (AstraZeneca b, 2013).

The American pharmaceutical company Pfizer was formed in the middle of the 18th century and started to operate in Sweden during the year 1954 (Pfizer a, 2013). Pfizer was fused with Pharmacia in the year 2003 (LIF, 2013). Pfizer is the biggest pharmaceutical group in Sweden, but is the second biggest selling pharmaceutical company in Sweden (LIF, 2013). The company had a turnover of 3 057 MSEK at the end of the year 2011 (Pfizer b, 2013) and total sales of 2 088 MSEK on the Swedish market (LIF, 2013).

During the year 2011, the pharmaceutical industry were able to sell pharmaceutical drugs for 30,8 billion SEK on the Swedish market and pharmaceutical drugs were calculated to cost the county councils and the patients 3 839 SEK/capita in Sweden, which is an approximately increase of 26 percentage compare to the cost/capita in the year 2001. (LIF, 2013)

In the past, diseases and deaths were not measured as today, due to the limited understanding of linkage between cause and symptoms (Fredholm, 2005). Compared with modern time, it was by far more people who died in infection diseases during the 18th century's Europe when too many people at once moved into cities in combination with lack of hygiene and functioning waste systems (Fredholm, 2005). By practical implementation of remediation systems the statistics of death were reduced (Fredholm, 2005). Since the German doctor Robert Koch, in the late 18th century, discovered the bacterium and its impact on the human body the pharmaceutical industry has developed tremendously from pharmacology into modern science (Nobel Lectures, 1967). The need of prescription pharmaceutical drugs has increased during time (WHPA, 2013) and might continue to increase (Fredholm, 2005). As an example the human has increase her need of pain killer drugs (Göteborgs Universitet, 2013). A study of The University of Gothenburg (2013) states that people, who consume pain killer drugs regular, will develop headache in the near future. Today, many of the diseases and symptoms can be cured, but still there are by far all diseases that can be, not all people have access to pharmaceutical drugs or are able to pay for them (Unga Aktiesparare, 2013).

In recent years, companies have become more aware of their impact on the society (Epstein, 2008). Companies have start to implement CSR policies into their corporations by moral obligations, fear of losing legitimacy and financial motivations (Epstein, 2008). A company with a CSR structure might be able to reduce its social and environmental footprints, due to the taken responsibility for the consequences of their actions and to the proactive way of working (Grankvist, 2012). The CSR structure is commonly designed in financial, social, and environmental aspects (Grankvist, 2012). The core of the CSR structure is to highlight the stakeholders and their interest (Stubbs, 2008). Stakeholders have expectations on companies and have great power to decide which company is to prefer and which is not (Epstein, 2008). This insight forces companies to do as their stakeholders require, in order to gain competitive advantage and remain legitimate (Lash & Wellington, 2007).

Today, the concept of CSR is generally accepted by companies, but the definition is broad (Borglund, De Geer and Sweet, 2012). The European commission's definition of CSR, which many scholars and companies refers to, states:

“...the responsibility of enterprises for their impacts on society...should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders” (European commission, 2013).

CSR can feel as something difficult to grasp, due to the broad definition (Grafström et al., 2008). How should we expect companies to implement CSR, if they do not know the definition? The differences in definitions of CSR make it also difficult to compare the CSR structures between industries (Grafström et al., 2008). In some cases, comparison between companies in the same business can be challenging, depending on markets and size of the companies.

CSR is also beyond the easiest thing to implement for some companies. There are several difficulties in the practical implementation of CSR, which has results in discussions about the actually profitability of CSR; some scholars and companies believes that CSR is not profitable. Indeed, to create profit is the main purpose of companies; otherwise they will not be able to expand or to secure their positions. (Epstein, 2008)

It takes time to develop sustainable performance, were the performance has low burden on the society and at the same time is profitable for the company. For companies that are planning in short terms, sustainability and CSR seems not to be profitable. These companies will not be able to reap the big fruits, which sustainability work will give in the long run, because companies close their projects too quickly. If companies start to set up long term goals, in many cases, this problem would disappear. (Epstein, 2008)

Work is also required. In order to create profit in respect to CSR, a company need to incorporate sustainability into the whole corporation and implement these issues on a daily basis (Stubbs, 2008).) A clear sustainable business model, where stakeholders and their value to the company are defined, is fundamental to implementing responsibility issues across the corporation, (Stubbs, 2008). The mistake some companies make is that they implement CSR/sustainability as an activity next to the corporation to meet stakeholder's expectations. Esteban (2008) claim: “The general consensus, however, is that if CSR isn't implemented in the centre of the company's operations, there is fundamental risks to the business” (Esteban, 2008). The risks Esteban (2008) mentioned are the risk of increased investment costs, but also

the risk of losing the companies legitimacy. By working with sustainability issues as an activity alongside the business the company will miss out on the possibility to secure the company's position on the market that CSR provides (Epstein, 2008). External pressures such as customer requirements and nature disaster have increase during the past years (Lash &Wellington, 2007). As an example, the scenario could be that the customer will stop buying the company's products or that nature disaster will empower the company to transport essential resources and products. If companies take responsibility to decrease their environmental and social footprints, the risk of external pressures could decrease instead.

Numerous companies are not comfortable showing the "good things" they do for the society, because they are afraid that the "bad things" they do will emerge and affect the reputation negatively. But if sustainability should be beneficial, companies need to have an open discussion with their stakeholders and encourage them to engage within the sustainability work (Epstein, 2008). If a company has honest purposes and is showing the sustainability work into the cost-benefit analysis, the company could be able to increase its trustworthiness in its goals and actions, which results in increased firm value (Stubbs, 2008). The company need to show their improvements, but also their faultiness and their risks (Epstein, 2008). The vulnerability will benefit the company in the long run. With sensitivity analysis and scenario analysis the probability to gain trust from investors can actually increase during decision making of an investment (Epstein, 2008). The trustworthiness in the companies' analysis show that they are aware of their situation, which are appreciated by investors (Epstein, 2008). A problem with reporting sustainability performance is that potential sustainability benefits and costs can be seen as intangible, and as we explained above, therefore might be difficult to measure. In the next section of this chapter we will describe the problem with the expiration of patents and the importance of an implemented CSR structure, which is created by policies and visions constructed for responsibility towards the society. A CSR structure, as the definition of CSR, differs between companies and we believe the structure can always be improved.

1.2 Problem discussion

As the climate changes and the number of natural disasters increases, more consumers become aware of what they buy and consume, which means that companies are forced to take environmental and social responsibilities (Lash &Wellington, 2007).

Although, a company takes responsibility, it needs to present a CSR structure to its stakeholders and meet their expectations on the company (Epstein, 2008). Thereby, the company can improve and let the sustainability work be beneficial (Epstein, 2008). Within CSR the companies are forced to take certain responsibility due to the legal framework in the society (Crouch & Maclean, 2011). Of course different regions have their own legal framework, but nonetheless the companies still has to follow them. The question is: why would companies' continue to work with responsibility beyond the legal means?

The first argument is regarding “morals” (Crouch & Maclean, 2011). Companies should working with CSR because it is the right thing to do. Furthermore, the companies should enforce and take a bigger responsibility when the legal framework is not covering all aspects (Crouch & Maclean, 2011). This type of responsibility may end up as a burdening investment costs and is viewed as an opportunity costs as these investment could be placed into profit making project instead (Crouch & Maclean, 2011). With this said, the moral approach may end up hurting the overall profit but instead the company gets another approach towards its stakeholders. The company communicate in a dialogue to find out its needs and to find out their acceptance level and can give the company important information that can prove to be difficult to put a value on, but the relation with the stakeholders is considered as a key objective within CSR. (Crouch & Maclean, 2011). Furthermore, the moral responsibility may create cost reductions thanks to its potential to prevent strikes, public criticism, political regulation, and other costs that may occur due to lack of responsibility (Crouch & Maclean, 2011). However the problem still remains over the difficulty to put a monetary value on these potential costs.

The second argument is regarding the “business case” of corporate responsibility. With the growing globalization and improved communication methods, companies are put under more scrutiny and have led to a lot of integrity and reputation based purchases (Crouch & Maclean, 2011). The customer is, as mentioned before, more aware and demanding over how the product was produced (Lash & Wellington, 2007). Was it environmentally safe to produce the product? How were the working conditions? These questions have forced the company to engage in making business with integrity and managing their reputation, that good ethics are good business (Crouch & Maclean, 2011). The companies are moving away from only being judged on financial terms and stability and instead reputations are increasingly becoming a

more important asset and therefore engaging in these questions will be beneficial for the companies (Crouch & Maclean, 2011).

Although, companies as AstraZeneca and Pfizer have their own CSR policies, the industry has been criticised for the high profit (Unga Aktiesparare, 2013) and its fight against the introduction of alternative cheaper drugs on the market (Sveriges Radio och Television, 2013). Numerous of patents for prescript drugs has recently expiring and some more patents will run out in a couple of years, which means that the market enable other companies to sell cheaper copies of the original products, called generics (Socialstyrelsen, 2013). The number of concurrent companies is therefore increased, which challenge the ability to sell the more expensive original products. Companies as AstraZeneca and Pfizer, which have many ex. patents (AstraZeneca a, 2013; Pfizer b, 2013) have to be prepared against the coming price pressure, due to the increased competition. It is important to innovate new drugs or to convince stakeholder to be faithful, if not we believe there are a fundamental risk that the products on the market will be produced in an unethical way or they could lose its quality. Pfizer state there is a risk that the generics can fail in quality and environmental aspect (Pfizer c, 2013). Further, according to Cave, Whinston & Hurwiz (1991), the generics can offer a cheaper price than the original pharmaceuticals, which can affect the pharmacies choose of product. Epstein (2008) confirms that there is a risk of losing strong position on the market when external strains will be upon a company. We believe that this would be the right time to promote the CSR work they are performing and to develop these policies to a higher level, in order to improve their reputation and decrease the risks.

1.3 Research Questions

In the problem discussion we argued the problem with expiration of patents and why a practical implementation of CSR is critical to the pharmaceutical industry.

Thereby, we want to answer the two constructed questions as follows:

- *How are the CSR structures of the two big pharmaceutical companies working on the Swedish market?*
- *How could these companies reorient their CSR focus to better meet expiring patents and keep their stakeholder loyal?*

1.4 Purpose of this study

The main aim of this study is to analyse and visualize the current communicated CSR structures of AstraZeneca AB and Pfizer AB. Thereby; the study will also attempt to create some reflective suggestions to improve these companies' communicated CSR structures.

1.5 Limitations

For our limitations we have decided to only focus on the Swedish market. This is due to the fact that companies have different CSR policies, not only dependent on what industry they are active in, but also in what region of the world they are operating.

2. Method

In this chapter our method will be presented, followed by an explanation of how we have gathered the empirical data as well how we analysed it. This is followed by a discussion of the reliability and validity. The chapter ends with a critical discussion of our choice of method.

2.1 Scientific approach

Based on our problem formulation and our research questions, we attempt to understand what CSR structure the two big pharmaceutical companies on the Swedish market communicate. With an interaction with these companies while studying their CSR program through documents, websites, articles and an open questionnaire (*see appendix*) we have possibilities for interpretation and reflection. This gives us a good basis for using the hermeneutics view as our scientific approach. We believe that this scientific approach with a qualitative method for data collection will fit well with our aim for this thesis. Within the methodological approaches to business and management there are three basic points of view. The analytical, the systemic and the actor based (Arbnor & Bjerke, 1994). For our thesis we have decided to use the actor based approach and more specifically the actor based view in application. The basic actor model view's the world as a socially constructed reality where you try to understand the relationship between independent actor's interpretation as well different meaning structural levels (Arbnor & Bjerke, 1994). The actor based view in application takes it one step further and tries with a meaningful purpose create an understanding around a specific subject (Arbnor & Bjerke, 1994).

We believe this works well with our research question and aim of the paper since we want to examine the communicated CSR of the companies today and suggest improvements on how they can improve their communicated CSR structure. With the actor based application we have conducted a qualitative literature study with a qualitative text analysis as our tool of analysis. The four most common qualitative methods are the individual interview, group interview, observation and lastly document study (Jacobsen, 2002). Since this thesis is using a literature study it falls natural to use the document study as one of our data collection tools. The document study fits well when there is no ability to collect primary data or when you want opinions or interpretation of an event (Jacobsen, 2002). The empirical gathering therefore consists of the official websites of AstraZeneca and Pfizer as well as their written document regarding their work with CSR. To complement the method we sent out open

questionnaires to both the CSR responsible individuals at each company to serve as an extra source of information.

2.2 Data collection

Before we started our data collection we gathered earlier research about CSR in general as well of CSR in the pharmaceutical industry. This was done through several searches in the Gothenburg's University library database for peer reviewed articles as well as other thesis written by former students. This also served as a basis for the questions of the questionnaire. Since we choose to conduct a literature study we began our empirical gathering by examine both companies' official websites for information regarding their CSR. Since this thesis focuses on the CSR structure on the Swedish market led us to the conclusion that it would be most appropriate choice to use the Swedish websites and documents, since they more thoroughly explain precisely what they do on the Swedish market.

First we began by analysing their short summary of their CSR structure and followed by reading their annual reports, code of conducts, ethical rules and other several documents in order to summarize their current CSR structure. For our suggestions of improvements to their CSR structure we used Gothenburg's University library database. We first used a common search which scans all databases using the keyword "*Corporate Social Responsibility, CSR and the pharmaceutical industry, Corporate Social Responsibility theory, responsibility in the pharmaceutical market, CSR in the Swedish pharmaceutical market*". After a common search from the GU's website we decided to use specific databases as "*Business source premier, Oxford scholar ship online, Retrriver business, Social science research network and Scopus*".

After we had established the company's current CSR structure as well as theories regarding it, made it possible for us to use specific keywords on what we wanted to improve and what the peer review articles stated. For this search we used keywords as "*Corporate social responsibility and stakeholders, stakeholders and cash flow, CSR and environment impact, CSR benefits, Corporate Social Responsibility profitability, CSR and transparency, CSR and financial performance, Communicating CSR, Communicating CSR and pharmaceutical industry, CSR and communication stakeholders*". With our questionnaire as an information survey the respondents are held as sources that speak the truth and explain how their current CSR structure is established (Esaiasson et al., 2009). In the creation of the questionnaire the basis for the questions follows from our problem formulation regarding the exiting patents as

well as the value of developing the corporate social responsibility policy in the pharmaceutical industry. It consisted of ten questions which they were allowed to answer in the easiest way, either directly in the email or in the attached document. The questions can be viewed in the appendix. We decided to send our questionnaire to both CSR-responsible at Pfizer and AstraZeneca through E-mail. Pfizer's CSR-responsible decided to answer directly in the document, but the CSR-responsible for AstraZeneca could not participate in the study and instead directed us to an Information-responsible. This person from AstraZeneca preferred a phone interview instead of answering in the questionnaire. The phone interview was conducted in a standardized way, meaning that the questions followed the questionnaire so there would be similarities in the data collection between both companies.

2.3 Data analysis

After the first empirical gathering of the current CSR structure we used the qualitative text analysis to summarize and understand it. The qualitative text analysis is based on a thoroughly reading of the texts in order to find the essential data and information that is required to answer the research question (Esaiasson et al., 2009). This means that the method treats certain information more valuable than other. This applies to the text parts as well as tables and other formulations. Furthermore, the extensive reading often results in important findings of information and data that you would not been able to find, except through extensive analysing of the text (Esaiasson et al., 2009). After we had structured the current CSR structure of both AstraZeneca and Pfizer we could use the created summarize as a basis for finding scientific articles that could improve their CSR structure. The qualitative text analysis was used on the scientific articles in order to understand how they would affect the CSR. The theoretical framework is used to give further understand to how their current CSR structure is aligned and how the suggestive improvements would come to affect it.

2.4 Validity and reliability

The validity and reliability differ a bit between a quantitative and a qualitative method. In the qualitative method and in our study the discussion will be regarding the documents used for the empirical gathering as well as the scientific articles. For the empirical data that has been collected from the AstraZeneca's and Pfizer's websites a few questions must be discussed in order to satisfy the validity and reliability. The questions are as follows, how is the access to the documents? How well does the document fit our problem formulation and research

questions? Do we have control over possible wrong sources? And lastly, can we trust the information that has been posted on their websites? (Jacobsen, 2002)

The first question regarding the accessibility of the documents, both companies have made it easy to access all documents regarding their CSR structure. They have gathered all information at the same location, making it easy to find and to download. Granted, some information was in the annual reports but is still easily accessible. In terms of our problem formulation and research question we feel that they are highly relevant, in particular our research question and the subject as a whole since the documents are all mostly regarding the CSR structure. For the control over possible wrong sources, we feel that that it is hard to have control over this particular part. The only thing that we can do to fulfill this criterion is to have a critical approach towards the documents and always use this approach to ask ourselves is this reasonable, as well as studying when the documents were created and by whom. For the last question if we can trust the information that has been posted on the website we feel that from our initial approach that we can trust the information. In particular we feel that we can trust in what they say are their goals and how their current CSR structure is organized since they would not benefit from deceiving the stakeholders or the population as a whole. However, there is a lack of transparency regarding their follow-through in achieving these goals making it harder to determine if they are actually reaching them. Overall we feel that our validity and reliability is strong in the sense that the sources are reliable and easy to access.

Furthermore we have used several written scientific articles. The validity and the reliability of the scientific articles is already established due to the fact that they are peer reviewed, which means that have been under scrutiny by the scientific community. The questionnaire we sent out to both of the companies follows as described above, it is most important that our questions are relevant for the information we want to gather. Meaning that our theoretical knowledge for the CSR has to be fulfilled in order to create a questionnaire that can eliminate the systematic errors and actually measure what we intend to measure. This will be conducted through reading earlier research, other thesis and the company websites. For the creation of the questionnaire we plan to use a “test-pilot” by sending our questions to CSR-Västsverige for a review and let them examine our questionnaire in order to help established that we measure what we intend to measure.

2.5 Source critical discussion

Since we have performed a literature study leads to that most of our sources are secondary sources. As discussed in the validity and reliability above, we feel that even though they are secondary sources, they are still relevant and strong in relation to our purpose and aim of the paper. To complement our empirical data we performed a questionnaire to the CSR responsible at AstraZeneca and Pfizer. This was an attempt to strengthen our empirical data with primary sources. Both companies participated although the one from Pfizer was a CSR-responsible and representing AstraZeneca was an Information-responsible. We feel that we would preferred that both subjects for the interview were CSR-responsible since we think they are the most appropriate to answer our questions. However this could not be changed since both companies have rules and regulations regarding that employees are not allowed to answer these types of questions without permission. Therefore we were not allowed to choose who to interview or how many. This is directed through their official channels of information. Furthermore, they decided to participate on different basis. Pfizer decided to answer directly in the document while AstraZeneca preferred a phone interview. The phone interview lasted for about twenty minutes, but we feel that for a completely fair basis of data collection we should have been conducted a phone interview with Pfizer or tried to push AstraZeneca towards only answering the questionnaire. This is because we feel that a phone interview gives the interview subject a bit more room to elaborate and to fully explain things since it is a dialogue between the interviewer and the subject of the interview.

3. Theory

This chapter describes the models and theories used in the analysis part of the report. We have chosen these models since we believe they are best suited to analyse our empirical data in order to answer our research questions and purpose of the study.

3.1 Triple bottom line

The triple bottom line theory refers to the recent awareness of companies trying to actively find a balance between economic progress, social responsibility and environmental protection (Epstein, 2008). A creative balance and identification of the necessary work in the environmental and social responsibility gives the company a competitive advantage towards its competitors. As it can be viewed in the *figure 1*, the model is shaped as a pyramid with the economic viable at the top and the social and environmental responsibility at the bottom corners (Epstein, 2008).

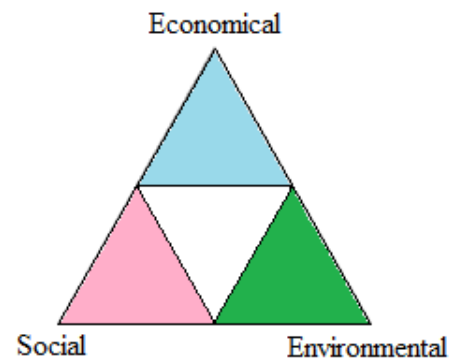


Figure 1. The triple bottom line. (The figure is adapted from Epstein, 2008)

Economically viable refers to the profitability and growth of the firm. The socially responsible refers to the employees and communities and the environmentally to the external environment that the company is affecting with its production and services (Epstein, 2008). The work within the social and environment can also be seen as an increased value of the product, as some companies actively work with these pieces with the understanding that it may generate a positive effect on the customers which in turn maximizes the profitability of the company (Epstein, 2008). It is also important to try to transform these benefits into monetary values, which are significant for decision-making on risk management and new projects.

The organization also needs to have an open dialogue with its stakeholders and motivate them to get involved in the Organization's development (Stubbs, 2008). An open dialogue and honesty in what is done and not done increases confidence among stakeholders and business value increases, as well as to competitiveness and a stronger position on the market.

3.2 Stakeholder theory

There are several ways to view an organization; one of the more important aspects is through the eyes of the organizational stakeholders. The concept of stakeholders includes the individuals, groups and other organizations that have an exchange relationship with the organization (Bruzelius & Skärvad, 2004). According to Freeman (1984) stakeholders, events, and issues in the corporate world, which have interests in the company, is also affecting the company. The exchange between an organization and stakeholders can best be described as a mutual relationship where both partners need each other (Bruzelius & Skärvad, 2004). The organization is dependent on the basis that the stakeholders are willing to participate within the organization, and the stakeholders need the organization in order to satisfy their personal needs (Bruzelius & Skärvad, 2004). As can be viewed in *figure 2*, there are several stakeholders in an organizational structure.

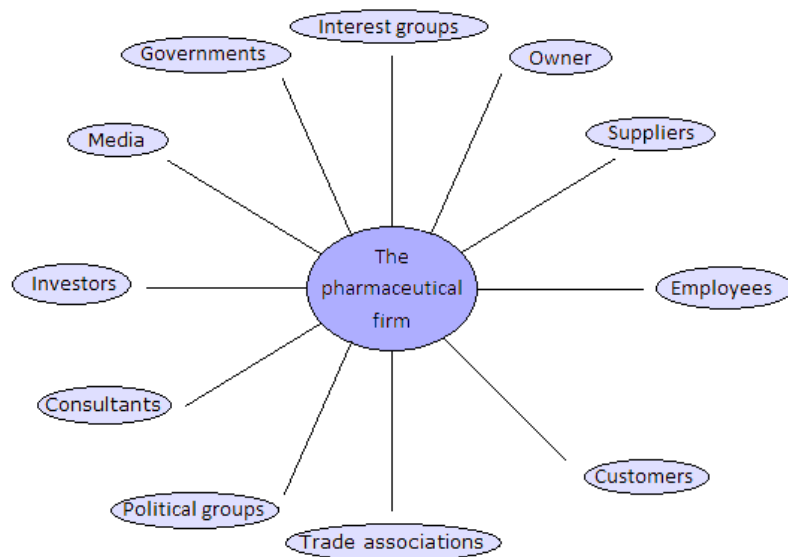


Figure 2. The model of the firm and its stakeholders. (The figure is adapted from Freeman 1984; Bruzelius & Skärvad, 2004)

In the trade-off between the organization and the stakeholders it is important to understand that the relationship is consistently pending. Each stakeholder contributes with different aspects. The suppliers contribute with supply and service and in return they want a stable and secure customer (Bruzelius & Skärvad, 2004). The stakeholders whom have large impact on the company and are important for the company's survival, is called key stakeholders or primary stakeholders (Clarkson, 1995). If the company understands the importance of creating value, prosperity and satisfaction for each key stakeholder, the company is able to gain legitimacy (Clarkson, 1995; Black & Härtel, 2003). Legitimacy is only gained when the stakeholders feel

that their expectations match the company’s actions and goals (Black & Härtel, 2003). According to Bruzelius & Skärvad, the most important stakeholder is the customer. With no demand, there is no need for the product or service. In return for this demand the customer wants other beneficial attributes such as good quality on their product (Bruzelius & Skärvad, 2004). But within the rapid expansions and the increased competition within the markets the customers has also started to gain more power in the production process (Bruzelius & Skärvad, 2004). For example, the customer wants the product to be produces in a way that minimizes the effect on the environment (Bruzelius & Skärvad, 2004).

3.3 Corporate sustainability model

The corporate sustainability model describes how companies can view and create their own form of sustainability. The model has three fundamental aspects as its foundation. The social, environmental and financial dimension. It describes the actions a manager can take to affect the performance of the sustainability model as well as the consequences of the actions (Epstein, 2008). As viewed in the *figure 3*, the model has four steps to achieve a corporate sustainability model.

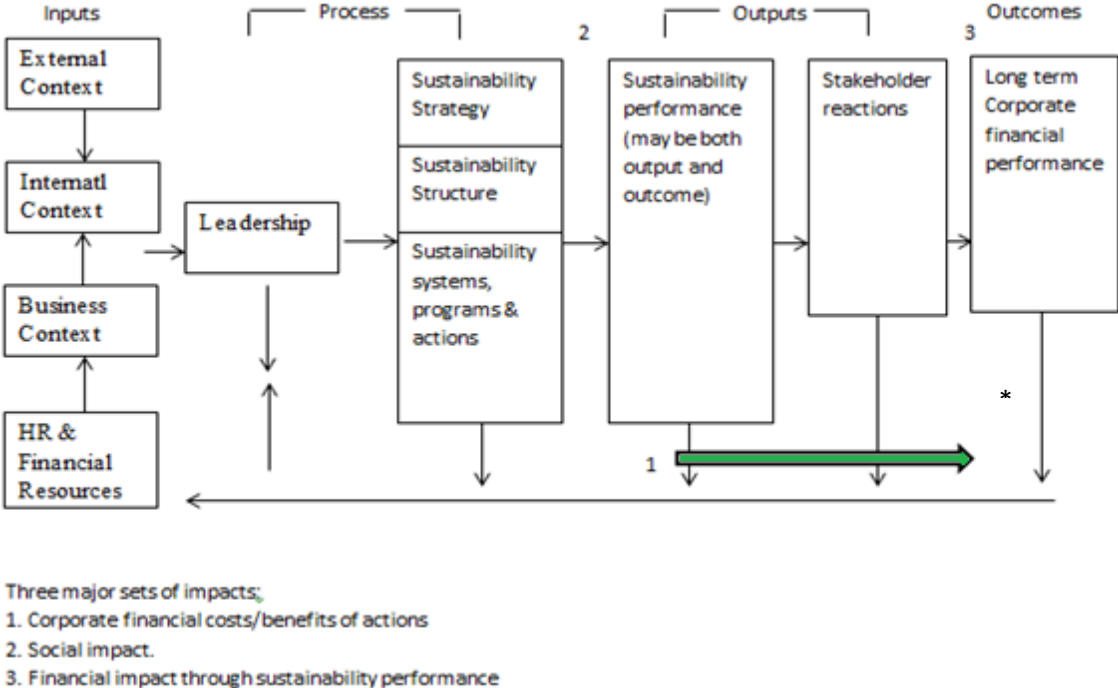


Figure 3. The corporate sustainability model in four steps. The green arrow label with a star (*) present the third step with sustainability performance and reactions of stakeholders, which plays a significantly part in the model. (The Figure is adapted from Epstein, 2008)

The first step is *inputs*. This category consists of external, internal, business context and human and financial resources. The external context is the category where the local and global actors affect the creation of a sustainability model (Epstein, 2008). A company has to follow rules and regulations and reaching the minimum standard regarding the environmental impact, wages, pollution and other effects that are caused by the company. The internal context is the business unit's mission, strategies and structures (Epstein, 2008). This part means that the company must identify the relevant sustainability elements and how they are related to their current strategies and missions. Furthermore, the business context refers to the relation between the industries sectors the corporation is active in. There are different needs for sustainability depending on their sector of activity. As an example, an oil company might focus their sustainability model on the environmental and health aspect, while the service businesses focus on the social aspect of sustainability (Epstein, 2008). The last part of the inputs is the financial and human resources. These are the financial ability the company have to implement expensive sustainability programs as well as trained individuals that can consistently work with the implementation and driving the sustainability work forward (Epstein, 2008).

Following the inputs, step two, is the *process* which consists of leadership, sustainability strategy, structure and system program, and actions. Leadership points towards the effectiveness of the management to combine these specific inputs to create a sustainability model. As well as a good combination and understanding of the inputs, it's critical that the management is committed to the chosen sustainability goal and its importance (Epstein, 2008). In terms of sustainability strategies, Epstein (2008) explains that the best practice companies pursue coherent strategies. The development of the strategies might come from governments or industries that have established a minimum standard for what is an acceptable sustainability model. Some corporations also choose to have a global model as well as a local in order to cover all needed aspects. In the sustainability structure, the model states that by only using a narrow view of sustainability as perhaps only a legal view or environmental view the companies are missing opportunities to fully integrate sustainability into their business (Epstein, 2008). Instead the company should fully commit and integrate the model throughout the organization for maximum effect. To achieve this there has to be existing systems, programs or actions that actively work with the sustainability. These must be designed and aligned in order to create the opportunity to have the model throughout the entire organization (Epstein, 2008).

Outputs, step three, consist of sustainability performance and reactions of stakeholders. Sustainability performance is the social, environmental, and economic performance of the company that is in relation to the objectives of the stakeholders (Epstein, 2008). In other words, work within the triple bottom line. In order to determine the goals and objectives of the company, it's highly relevant that there is a clear understanding of the chosen strategy and to identify the relevant stakeholders and their objectives (Epstein, 2008). Furthermore, the stakeholder's reactions must always be taken into consideration since the stakeholders significantly affect the short-term profits and long-term performance of the corporation (Epstein, 2008). This step is displayed as a green arrow label with a star in the figure, whereas the stakeholders reactions plays a significantly part in the model and in our thesis since a good relationship with the stakeholders gives a strategic competitive advantage in the market (Epstein, 2008).

In *outcomes*, step four, the corporate financial performance is the key, where the focus of the sustainability model is to ensure short or long term financial performance (Epstein, 2008). Research for this type of sustainability models have shown to give an effect in the financial performance both through higher revenues as well as lowering costs. Revenues can for example be increased by a social reputation that the company is environmentally aware and therefore gain a competitive advantage in the market. However, in order to correctly measure this performance the outputs must be converted into monetary values (Epstein, 2008).

The last part of the model is the feedback. This part serves as the consisting communication between the steps to improve the sustainability model. It also acts like a learning process as through the feedback the management discovers what gives a positive effect on the organization. The companies must develop mechanism to access and share this information across the organization in order to improve their sustainability model (Epstein, 2008).

3.4 The Dahrendorf model.

For a gradation of corporate responsibility, different types of theories are available. The Dahrendorf model has three levels that can be used to describe what type of responsibility a company should aim towards and can also be used to analyse the current responsibility structure of the company. (Crouch & Maclean, 2011)

The levels of the model are described as a “must”, “ought to” and “can” level (*figure 1*). Each level explains what moral duties the company has towards the society (Crouch & Maclean, 2013). The first level “must” contains duties that can’t be ignored, such as keeping their business within the law and regulation of the state (Crouch & Maclean, 2013). An example of must level responsibility is the environment aspect as

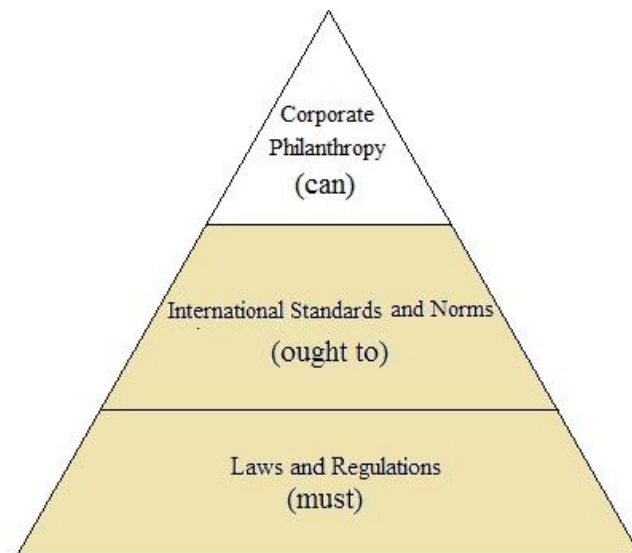


Figure 1. The Dahrendorf model with the three normative levels. (The figure is adapted from Crouch & Maclean, 2013)

pollution and taking care of industrial waste as well as creating jobs, pay taxes and to institute pension funds. Furthermore, the company has responsibility towards its stakeholders and investors (Crouch & Maclean, 2013). They are expected to generate a fair rate of return on their investment by taking the decisions that maximizes the shareholders wealth. This is the ground floor of the model and is what is expected and demanded of the company (Crouch & Maclean, 2013).

The next level which is the “ought to” focuses on a level of responsibility that goes beyond the legal aspect and instead is focusing on international standards and norms (Crouch & Maclean, 2013). This can be put into relation to the must level, whereas the company is forced to follow certain environmental laws and instead at the “ought to” level the companies have environmental, health and safety practices. They are also committed in human rights structures and have a general commitment to the society (Crouch & Maclean, 2013). However, this differs depending on what region the company is active in. Whereas in a region where laws are enforced and the society as a whole is well developed, the standards of the

society generally forces the companies to reach the ought to level. But in a region where the opposite occurs, the company might instead be the leading force in developing a stable environment, even though the laws in the specific region don't require it. (Crouch & Maclean, 2013)

The final part of the theory is the can level. This part is not a needed by law, nor the industry or international standards. This is part of the companies own initiative in form of charities, pro-bono events or other form of beneficial parts that contributes to the society both in a social, environmental or financial way (Crouch & Maclean, 2013). The actions in this level cannot act as a substitute for the lack of actions in the earlier levels, instead the earlier levels is a build-up into this final level of corporate responsibility. Furthermore, corporate philanthropy exist in this level and means that sustainable philanthropy work goes beyond just a donation of money and pro-bono events and instead encompasses a long term dedication and work to a societal problem (Crouch & Maclean, 2013).

3.5 Theoretical summary

The theories described above will be used to analyse the current CSR structure and what the companies are communicating as well used in describing how the reflective suggestions will fit in and improve the CSR structure. The triple bottom line theory is related to our problem discussion regarding the exiting patents and that through the usage of CSR the companies actually increase the value of their products. As earlier research has shown, when the pharmaceutical companies lose their patents on existing drugs, this leads to generic alternatives that enters the market and offers a much lower price on their products compared to the competitors (Caves, Whinston & Hurwitz, 1991). It is therefore important for these two pharmaceutical companies to increase the value of their products in order to protect themselves from the generic alternatives. The stakeholder theory will be used to explain the importance of the identification of stakeholders and their current relationship. The corporate sustainability model will be used to give an overview in how to create a CSR model as well as explaining where the stakeholder relationship impacts the CSR structure. The stakeholder view is important since earlier research has found that interaction with the company stakeholders is a necessity in the work within CSR (Morsing & Schultz, 2006). Lastly the Dahrendorf model will be used to give an overview of what the companies are working actively with and to analyse where they currently are in the model and where they would end up with the reflective suggestions.

All of these theories and earlier research is important since there has been studies confirming the correlation between CSR and the financial performance in the pharmaceutical industry (Turcsanyi & Sisay, 2013). The theories and the earlier researches creates the foundation for our empirical study, since they will be used to analyse and discuss *defined CSR, key stakeholders, and expiring patents*, the communicated CSR in their *general work environmental work, community support, and ethical rules*.

4. Empirical Results

This chapter is structured in five sections: *Defined CSR, key stakeholders, and expiring patents; general work; environmental work; community support; and ethical rules*. With these five sections we summarise what the AstraZeneca and Pfizer communicates towards their stakeholders based on CSR documents, web home sites, and questionnaires.

4.1 Defined CSR, key stakeholders, and expiring patents

The questionnaires responded by AstraZeneca and Pfizer showed that both AstraZeneca and Pfizer use a different term of CSR-policy; they do not have a clear definition of the CSR, but they are calling it “responsibility business” instead. Furthermore, the questionnaire responded by Pfizer and AstraZeneca shows that Pfizer does not define their stakeholders and AstraZeneca only define one of their key stakeholders as the public legislators.

Based on the questionnaire responded by AstraZeneca and Pfizer, and the documents there is no evidence found of company’s worries of the expiring patents. The only comment states that Pfizer is concerned about the products environmental impact, when less environmental friendly generics takes place on the markets (Pfizer c, 2013). Pfizer is anxiety about the reform of generic, because the pharmacies can chose to buy a cheaper product instead of the environmentally friendly products, such as Pfizer and AstraZeneca produces (Pfizer c, 2013) and the questionnaire responded by AstraZeneca agree.

4.2 General work

Pfizer

Pfizer has an integrated CSR and environmental work within the corporation and has realized that the” triple bottom line” is the key to achieve long term sustainability (Pfizer e, 2013). This was also confirmed by the questionnaire responded by Pfizer. By integrity and shared responsibility Pfizer believes that trust and respect from involved people increases and provides a competitive advantage (Pfizer d, 2013).

According to the studied documents and websites of Pfizer, the taken environmental and social responsibility for reducing the company’s environmental footprint is profitable also in an economical view. This has been shown in their work of reducing their consumption of resources; the consumption of energy, the amount of waste, and their work of streamline the processes, which have reduced the economic costs (Pfizer e, 2013).

AstraZeneca

AstraZeneca has similar initiatives but complements the ethical, legal, environmental, and community support by having created global policies that every employee is bound to follow (AstraZeneca c, 2013). AstraZeneca's CSR policy on the Swedish market follows ten general policies that they try to coordinate with their strategic business priorities (AstraZeneca d, 2013). *Table 1* presents a short summary of the ten general policies.

Table 1. The general CSR policies of AstraZeneca. Furthermore, AstraZeneca has more information regarding their Ethical rules, policies and standards, Environmental work and Community support. Table constructed by the authors based on AstraZeneca c (2013).

Policy	Act
<i>Research and development</i>	Actively support innovation and promoting good research ethics.
<i>Sales and marketing</i>	Create and use global standards for sales and marketing
<i>Patient Safety</i>	Focus on patient safety trying to minimize the risk of the drugs and maximize the positive effect
<i>Access to healthcare</i>	Increase the availability of drugs in areas where AstraZeneca currently is operating and to potential new establishing areas.
<i>Human Rights</i>	Continue the on-going work to implement a consequent strategy for human rights worldwide
<i>Diversity and inclusion</i>	To continue the work with diversity as the company continues to grow
<i>Environment</i>	Handling their environmental impact with particular focus on the greenhouse effect.
<i>Employee's safety health and well-being</i>	Focus on all the employees and working with a performance based corporate culture
<i>Community investment</i>	Contributing to the communities where the company is active
<i>Working with suppliers</i>	To only cooperate with suppliers that reaches the current standards as of AstraZeneca's
<i>Ethical rules</i>	These rules is the ground floor to their integrity commitment and gives the rules for integrating work with others as they continue their on-going work.

4.3 Environmental work

Pfizer

Quality, function, and safety controls of the products are executed to introduce and improve innovative products with low environmental footprint (Pfizer d, 2013). One of the trickiest parts of the product chain, in respect of taken responsibility, is when the products become consumed. It is unclear which substances or how much of them are emitted from the patient's body, through urine, during medication (Pfizer e, 2013). On the home webpage Pfizer announce: "...how does one manage a pharmaceutical substance that saves human lives, but at the same time exhibit toxicity to aquatic organisms and that does not break down in the environment?" (Pfizer e, 2013) The ambition of Pfizer is to invest in new designs with biodegradable substances, which are not toxic for the environment. One example is the investment of biological pharmaceutical drugs. (Pfizer c, 2013)

During the period 2000-2007 Pfizer reduced their emission of greenhouse gases with 43 percentages. The goal for the period 2008-2012 included a reduction of 20 percentages. (Pfizer e, 2013) In Strängnäs, Sweden, the production plant was able to reduce their greenhouse emissions from consumed fossil resources with 80 percentages (Pfizer f, 2013). The plant in Strängnäs has been rewarded with the "Facility of the Year Award" by ISPE (International Society for Pharmaceutical Engineering") within the category of "Operational Excellence". (Pfizer g, 2013) The Swedish office in Sollentuna, Sweden, was rewarded by the EU GreenBuilding Award 2008. (Pfizer f, 2013) Pfizer believes that there is a need of green incitement for companies with green products and CSR –policy, in order to motivate pharmaceutical companies to take responsibility. (Pfizer c, 2013)

In *table 2* the global environmental goals are addressed. The documents home sites of the Pfizer do not set time limit to their global environmental goals.

Table 2. The global environmental goals by Pfizer. The table constructed by the authors based on Pfizer h (2013). Specific information about the goal of Pfizer in Sweden has not been found in their documents and home sites.

Section	Goal	Environmental work
Sustainability	<ul style="list-style-type: none"> • Research and development will be proactively improved with integration of “Green Chemistry”. • The products will be retroactively improved with integration of “Green Chemistry”. • Reduce undesirable solvents in the whole production process from research to manufacture. • Only use improved E-Factors (kg of waste/ kg of product). 	<ul style="list-style-type: none"> • Educate employees about “Green Chemistry” and the Biotechnology programs and integrate the knowledge in research, discovery, development and manufacture of the products.
Climate change	<ul style="list-style-type: none"> • Follow the UN Global Compact "Caring for Climate: Business Leadership Platform". • Reduce the greenhouse gas emissions. 	<ul style="list-style-type: none"> • Set public goals and internal targets. Use cleaner energy technologies. Understand the climate efforts.
Energy usage	<ul style="list-style-type: none"> • Increase the energy efficiencies across each business by 5 percentages. • Increase the use of the renewable energy technology. • Reducing the negative impact on the climate. 	<ul style="list-style-type: none"> • Support efforts of energy consolidation in operations. • Create a wider knowledge about the energy efficiency improvements.
Sparing natural resources	<ul style="list-style-type: none"> • Reduce the generated waste • Reduce the negative impact on the society. • Use only the service of responsible waste vendors. • The contamination of soil and groundwater will be prohibited. • Fulfil waste management program. • Implement due diligence on sites with transaction 	<ul style="list-style-type: none"> • Use source reduction activities • Find opportunities to recycle and reuse materials. • Create a wider understanding of the waste reduction and recycling efforts. • Sites with clean up obligations should be investigated and restored. • Create a wider understanding of the biodiversity and site clean-up initiatives. • Streamline the manage waste generated.
Water usage	<ul style="list-style-type: none"> • Follow the UN Global Water Mandate through the global Water Sustainability Program. • 2 percentages annually reduction of water usage. • Learn more about the water-related risk and opportunities. • Support community outreach efforts. • Streamline the water recycling and reuse. 	<ul style="list-style-type: none"> • The water use will be quantified and community efforts will be supported. • Create a wider understanding of the water use. • Perform operational controls
Resource information	<ul style="list-style-type: none"> • Reduce the environmental foot print. • Build management and construction by sustainable innovations. • Support healthier, more eco-friendly business environments. • Support the natural resources and streamline the energy consumption. 	<ul style="list-style-type: none"> • Highlight environmental practices at all of our sites. • Create a wider understanding of the Green Workplace program.
Packaging	<ul style="list-style-type: none"> • Reduce the use of materials. • Increase recycled or renewable materials. • Toxic and other harmful materials such as heavy metals, PVC, etc. should be avoided when the levels are dangerous. • Materials will come from certified sources. • The number of products/package will be optimized. 	<ul style="list-style-type: none"> • Introduce a more sustainable packaging. • Create a wider understanding of the sustainable packaging of Pfizer. • Use cost effective systems with functional materials, which are producing less waste.

AstraZeneca

AstraZeneca states that they are consistently trying to work towards minimizing their release of CO₂ gas as well using less natural resources and reducing their disposal waste (AstraZeneca e, 2013). *Table 3* presents the eight goals of AstraZeneca in a four years period until the year 2015, in order to improve their environmental work.

Table 2. The eight goal of AstraZeneca in Sweden, the year 2011 - 2015. Table constructed by the authors based on AstraZeneca e (2013).

Section	Goal	Environmental work
Products environmental impact	<ul style="list-style-type: none"> Understanding the effect of their created products Improving the environmental profile of their products 	<ul style="list-style-type: none"> AstraZeneca are working together both internal and external with other cooperation's, academy and legislation in preventing the environmental effect the pharmaceutical creates AstraZeneca's goal is to integrate the environmental work throughout the entire product life cycle, from discovery to the usage/destruction. This means that the environmental aspect is to follow through the entire process of the creation of medical drugs.
Sustainability	<ul style="list-style-type: none"> To minimize the environmental effects from own processes 	<ul style="list-style-type: none"> Astra Zeneca tries to minimize the foot prints from their processes.
Climate changes	<ul style="list-style-type: none"> 20% decrease in greenhouse gases 	<ul style="list-style-type: none"> AstraZeneca wants to minimize the environmental effect, and is doing this by limiting their CO₂ releases as well improving their energy efficiency
Sparing natural resources	<ul style="list-style-type: none"> 15% decrease in waste, 20% more efficient use of material in processing 	<ul style="list-style-type: none"> AstraZeneca is focusing on using their natural resources in an effective way in order to reach this goal.
Water Usage	<ul style="list-style-type: none"> 25% reduce in water usage 	<ul style="list-style-type: none"> Same as the sparing with the natural resources follows the water usage. AstraZeneca has the goal to reduce its water usage by increasing the efficiency of their current use.
Biological diversity	<ul style="list-style-type: none"> Maintain environment and species where the company is active 	<ul style="list-style-type: none"> AstraZeneca tries to protect the environments they currently active and the environmental areas where they plan to expand.
Contract manufacturing	<ul style="list-style-type: none"> Understand the environmental impact of our external manufacturing and prioritize goals 	<ul style="list-style-type: none"> AstraZeneca has stated goals on their suppliers to work towards keeping their environmental effect to a minimum and demand that their suppliers consistently work on improvements and actively show what they are doing to improve it.

4.4 Community support

Pfizer

Pfizer do not have a standard social responsibility policy applied all over the world, but Pfizer take responsibility in several levels, due to different requirements in different markets and standards of living instead. The Swedish market is a developed market, where innovative pharmaceutical drugs with patent are possible to sell, because there are preparedness of paying for the development costs of new products (10 000 MSEK/product) (Pfizer d, 2013). As a contrast to the developed markets, the third world is not able to pay for the drugs. In these countries, Pfizer is depending on the help from other actors which act in a philanthropic initiative, in order to improve health by donations projects and found an infrastructure of medical care (Pfizer d, 2013). When there is dissimilarity between countries' laws, the strictest laws are to be followed (Pfizer d, 2013).

Pfizer in Sweden support organisations and programs, such as programs of lifestyle changes, which is a proactive way of increase the public health (Pfizer d, 2013). Pfizer is also a sponsor of "blödarsjukans dag", which take place on the seventeenth of April. (Pfizer h, 2013)

AstraZeneca

In Sweden, AstraZeneca focuses on two areas for community support. These are to improving the psychological health of the youth and to encourage the youth interest for science and technology (AstraZeneca f, 2013). This correlates with the questionnaire responded by AstraZeneca with the information responsibilities state that they are focus on the mental health of the youth.

In order to improve the psychological well-being of the youth, AstraZeneca has created a program that's called AstraZeneca's young health program. The purpose of the program is to focus on the improvement of the mental health of the youth and their emotional well-being. Furthermore AstraZeneca want to provide direct support through volunteer work and to be a part of the dialogue regarding the mental health in the community. To be a part of this dialogue AstraZeneca has developed a movie that helps to inform and engage the youth and their parents about the teenage mind. (AstraZeneca f, 2013)

AstraZeneca has several contributions to increase the youth's interest for science and technology. The company provides with their own summer school with around 200 high school students in purpose to stimulate the interest from the youth and to create a meeting point between school and professional work life. (AstraZeneca f, 2013)

4.5 The ethical rules

According to the documents, web sites and questionnaires responded by Pfizer and AstraZeneca there are high similarities between the two pharmaceutical companies' ethical rules. Therefore, this section are not following the earlier framework for this chapter, with the Pfizer's and AstraZeneca's communicated ethical rules visualized separately, but the both are summarised together below several ethical rules instead. AstraZeneca and Pfizer have many ethical rules, but all of them are not presented in this thesis. The ethical rules which regarding CSR is: *patient safety and use; research and development; information about the products; employee conditions; safety, health and environment; data privacy; and suppliers.*

AstraZeneca's global policies and standards of ethics exist in order to give guidance in how their own commitments should be transformed into action. To protect AstraZeneca's reputation the company is practicing due diligence, which means that responsible business decisions is an integrated part of their work when acquiring new external partners (AstraZeneca g, 2013). These candidates for cooperation are scrutinized to review that they are actually living up to the standards or responsibility that AstraZeneca demands. Both AstraZeneca h (2013) and Pfizer d (2013) claim that all employees go through mandatory training in the ethical rules and the company has several ways to report abuse of the ethical rules in an on-going process to eliminate these. The questionnaire responded by AstraZeneca confirms the importance of the ethical rules in their communicated CSR structure.

Patient safety and use

Within both AstraZeneca and Pfizer all employees are to follow the routines regarding product safety, efficiency and quality. Furthermore, they must report when the routines are not followed as well as any side effects or falsified creation of any product. (AstraZeneca h, 2013; Pfizer d, 2013)

Research and development

AstraZeneca states that they follow all international rules regarding good praxis in research and development and they reassure that appropriate routines are followed at clinical research. As well of reassurance regarding the protection of personal information is followed at registration and health information. And to only use animals at clinical trials when there are no other alternatives. (AstraZeneca h, 2013) Pfizer states they are taken an ethical responsibility of research (Pfizer d, 2013). The clinical trials with animals will be evaluating and planned, in order to avoid discomfort and suffering for the animals (Pfizer d, 2013). This is to ensure the health and welfare of all of the animals (Pfizer d, 2013).

Information about the products

It is important to inform stakeholders about the functions and safety of the products to ensure true match of product and patient. (AstraZeneca h, 2013) Pfizer need the stakeholders to take their responsibility and complain if they suspect any flaws in quality or safety of the products. There is a legal obligation for pharmaceutical companies to report complain to the regulators. (Pfizer d, 2013)

Employee conditions

AstraZeneca and Pfizer have the goal to continue to encourage diversity and creativity as well as only promote employees based on their merits. Furthermore, employees are bound to treat everyone with honestly, respect and dignity in order to create a good working environment. (AstraZeneca h, 2013; Pfizer d, 2013) During the year of 2012, Pfizer engage the colleague as owners of the business (Pfizer b, 2013). The intranet, called PfizerWorld, is used for sharing information and keeps the colleagues update about events (Pfizer b, 2013). The organisation has been less hierarchical as the market has change (Pfizer b, 2013). Pfizer believes that a created ownership culture and “a manager mindset at all levels” will gain success to the company and the employees (Pfizer b, 2013). Through engagement and involvement by the employees, knowledge can come to use as a resource to meet future treats and catch future opportunities (Pfizer b, 2013).

Safety, health and environment

All employees, within AstraZeneca, are to take own responsibility for health and environment and to understand how their work can come to affect the environment (AstraZeneca h, 2013). The employees are also to handle risks within their work with responsibility and use the

training they have received (AstraZeneca h, 2013). Furthermore, AstraZeneca is committed to having their employees work towards minimizing the effect on the environment and to actively participate in programs regarding energy saving and waste reduction (AstraZeneca h, 2013). All working members, within Pfizer, have obligation to know the policies and laws, follow them, and report any flaws and abnormalities in behaviour and performance that working against the policies or laws (Pfizer d, 2013). The members of Pfizer are always welcome to the company's Compliance Division if there are any questions about the policies or laws (Pfizer d, 2013). In order to protect and encourage members when reporting problems, Pfizer has the Open-Door-policy for prohibit reprisals (Pfizer d, 2013). Pfizer is aware of the consequences and the risks an abnormality of the policy or the laws will lead into (Pfizer d, 2013). The company encourages the working members not to hesitate to report and in return the managers got time to handle the problem before it becoming a risk of hurting the company (Pfizer d, 2013).

Data privacy

All employees must follow the laws of each region regarding the savings of personal information (AstraZeneca h, 2013). The employees need to get permission from the correct people before sending confidential information to other employees or external people (AstraZeneca h, 2013). Personal information will be kept confidential within Pfizer unless the approval of the concerned is admitted (Pfizer d, 2013). Personal information for legitimate business purposes should be saved only if it is necessary (Pfizer d, 2013).

Suppliers

Pfizer has a close relationship with its suppliers, in order to produce safe products and ensure an appropriately and responsibly executed production (Pfizer e, 2013). The suppliers of Pfizer and agency personal have the same obligation of following the laws and policies as the working members within the company (Pfizer d, 2013). Suppliers or customers that exclude competitors from the market or which unfairly restricts trade are allowed to be contacted or discussed with. (Pfizer d, 2013) Before making any type of agreement with suppliers, the employees at AstraZeneca are forced to perform a proportional risk analysis, as with the usage of due diligence (AstraZeneca i, 2013). This is performed in order to secure that the supplier's reputation and code of conduct is in line as the AstraZeneca ethical norms (AstraZeneca i, 2013).

5. Analysis and discussion

In this chapter we will first use the theory (the Dahrendorf pyramid, the triple bottom line, the stakeholder theory and the corporate sustainability model) to analyse and discuss the empirical results. By analysing the five sections of empirical results we can decide the trustworthy in their communication. In the second section we present our reflective suggestions to improve the CSR structure.

5.1 The CSR structure of AstraZeneca and Pfizer

Both AstraZeneca and Pfizer have a lot of information about laws and policies, which they state to be following. We feel that the communicated information shows that the two pharmaceutical companies have generally well developed CSR structures, due to regulations and laws that must be followed. The pharmaceutical industry has a lot of pressure from stakeholders and therefore they can easily get sued if there will be any appearance of disadvantages from laws and their policies. It seems to be the governance that is the main motive of incorporating sustainability and making the pharmaceutical companies to take responsibility of their actions and footprints. Therefore, we believe the pharmaceutical industry primarily performs what they are forced to do and therefore act within the base of the Dahrendorf pyramid, “must”, presented in *figure 4*.

The big companies in the pharmaceutical industry have global policies, which can be stricter than the policies in the USA or the UK, which are the owners of Pfizer and AstraZeneca respectively, if other governance demands it. This fact will indicate an action within the next level of the Dahrendorf pyramid, “ought to”, where international standards motivates these companies to incorporate CSR. In some cases, the pharmaceutical industry in Sweden also acts in the top of the Dahrendorf pyramid. AstraZeneca and Pfizer have health programs and support research organisations in Sweden, which intends to decrease the risk of diseases.

The business idea of the pharmaceutical industry, as we assume AstraZeneca and Pfizer want to communicate it, is to increase human and pet health. The pharmaceutical industry is doing well for the human kind in a social perspective of sustainability; the products cure diseases, pain, and death. A pharmaceutical company, as compared to a cigarette company, seems to be one of the good guys from a social perspective. The two pharmaceutical companies seem to see themselves as someone who works with responsibility by philanthropic motivation. Thought, the pharmaceutical companies are clear about the taken responsibility for the society

health through their products, the fact is that there will always be a market for pharmaceutical drugs and the request of pharmaceutical will most likely increase during time (Fredholm, 2005). During the years the human has been dependent on pharmaceutical drugs to get through illness (WHPA, 2013). Is it an ethical act by the pharmaceutical industry to increase the need for medications? We do not believe so.

According to our empirical data, both companies display actions within all three parts of the triple bottom line theory. AstraZeneca has stated environmental goals that are applied globally and therefore also in Sweden. Both companies are also committed to minimize their effect on the environment through the production of their product and making the product more environmentally friendly. From a social perspective Pfizer is working with general health programs where they inform the communities on how to increase your health and well-being. AstraZeneca has more specific programs on the Swedish market. They have as our empirical data shows, programs to improve the psychological well-being of the youth as well as programs to encourage the interest for science and technology. We can see that both companies are active within the social and environmental parts. However it is easy to put up long term goals and programs for the environment and the communities. But there is a lack of transparency regarding how these goals are reached and how the progress is going. For example it would be interesting to see what exactly they are releasing into the environment as well as seeing how they are working towards reaching their goals in the Swedish market and not just create them as a display for the public. As the theory explains, to maximize a value of the companies all parts must be taken equally weighted in order to work.

Both AstraZeneca and Pfizer seem to be generally sealed, because of the strict distribution of information, which constitutes a major challenge for the two companies. An openness towards its stakeholders is, however, according to the theory the only approach of maintain its legitimacy (Epstein, 2008). As the stakeholder theory explains, the organization is dependent on the stakeholders willingness to participate in the organization and that the mutual relationship and trade-off between the two actors must be identified and maintained in order to provide better financial viability. As discussed earlier, to fully integrate and gain the benefit of this trade-off is in the ability of identifying the stakeholders. It is also important to mention that different stakeholders contribute with different aspects to the organization; therefore it is also relevant to identify the primary stakeholders since they will have the biggest impact on the organization. Epstein (2008) claims that defining the key stakeholders is important for a sustainable development.

Our collected data, included the questionnaires answered by Pfizer, shows that Pfizer does not define their stakeholders. The questionnaire answered by AstraZeneca state that it is the public legislators, not the company itself, which defines their stakeholder, The company needs to be flexible and quickly change its focus from a few stakeholders to some others and this can only be done through identification. The corporate sustainability model explains how the companies can create an effective CSR which can be viewed in *figure 3*. In this model, one critical part consists of the stakeholders' reactions. Since a good relationship with their stakeholders not only affect the short term profits and long term performance, but also creates a strategic advantage over their competitors, makes it even more critical to identify these stakeholders. Furthermore, according to the theory, if there is a lack of stakeholder reaction results in the long term corporate financial performance becoming unavailable and can be viewed in *figure 3* at the last step. This means that in order to create a lasting CSR model as well as a strong financial performance the stakeholders and preferably the primary stakeholders must be identified (Epstein, 2008).

The two pharmaceutical companies have similar rules of ethic, which are said to take place in Sweden and the rest of the world where the companies are operating. The reason why they have such a developed ethical policy is probably due to the fact that there are many established laws that must be followed. Although, AstraZeneca and Pfizer present a lot of ethical rules in their code of conducts, it does not mean that they always do follow them to the letter. Who checks if they are working within these policies? In some cases, it can be difficult to check if the ethical rules are followed. As an example, perhaps an affected person does not always dare to speak up. Pfizer do talk about protection of worried and affected people in its blue book and this can increase the ability to be frank if any disadvantage will appear. Furthermore, we believe that it can be difficult to measure emotions and well-being. As an example, how to measure job satisfaction, which is an individual feeling? How to measure animal well-being during clinical trials? Further, where do we draw the line of what is ethical and unethical? Perhaps the line is drawn when someone does speak up and state that the work is unethical. Until then it is alright to keep up working as usual.

5.2 Reflection approach to stakeholders – the importance of stakeholders.

We were unable to get information, through the studied documents of AstraZeneca and Pfizer or by the questionnaires, about the companies' worries about the outgoing patent. Pfizer states that it cannot see losing patent as a serious problem. But why would anyone admit that there is a problem? However, the large expiration of patent would affect the company's goals and strategies. As mentioned earlier in section 1.2 *Problem discussions*, the pharmaceutical company either needs new innovative pharmaceutical drugs with patents to quickly take place on the market, or they need to find a way to nurture their relationships with key stakeholders (Unga Aktiesparare, 2013). Pfizer does not even point out its primary stakeholders. We feel that with the outgoing patents and the increased competition on the market that transparency will help the companies to create a larger value to the products. The companies should move away from only viewing it from the financial side and instead integrate their business side with the triple bottom line theory where all parts are equally as important.

From our empirical data we can see that Pfizer lacks an identification of their stakeholders and more importantly their primary stakeholders and that AstraZeneca only defined one of their primary stakeholders. With the analysis we could see that in the creation of a sustainability model there is a need of identification of the stakeholders in order to create a strong corporate financial performance. The research done by Morsing & Schultz (2006) shows that stakeholder involvement has become a lot more important in order to ensure that the company is responding correctly to the changing expectations of the stakeholders (Morsing & Schultz, 2006). This reaction and identification is necessary since CSR is a moving target which makes it a critical necessity to be able to respond and influence their stakeholders in the creation of a successful CSR structure (Morsing & Schultz, 2006). If we are to believe the theory, Pfizer and AstraZeneca need to define and choose primary stakeholders, in order to get stronger relationships, which provide better financial viability.

From our empirical data we can see that both AstraZeneca and Pfizer have goals and projects within the environmental and social sphere. As an example AstraZeneca has several environmental goals that are due to be reached 2015, but there is no information on how they are currently working with it or how they are planning to reach it. We feel, as our analysis is concluding that a lack of transparency makes it hard to see if they are actually fulfilling these goals and projects and most importantly how. An improvement suggestion follows that an increase of transparency might have a positive effect on their financial capabilities. As Lee &

Kohler (2010) argue in their study, that transparency through benchmarking is a tool which has the ability to reveal any shortfalls in the industry standards (Lee & Kohler, 2010). This transparency can affect the socially responsible investors to choose to invest in the best benchmarking companies, which in itself makes a good idea to actively work with CSR (Lee & Kohler, 2010). This type of transparency could have effect on socially responsible investors if they have the ability to follow the environmental and social activities undertaken by the company.

It would be nice if they could say what they are doing, in respect of ethical rules, with authority by present the controls and the results. However, we would like to see examples of how the code of ethics is followed and as an example they could name partners in their annual report, which demonstrates that these partners do follow the ethical rules. Also, description of employee turnover could be interesting to see. Further, the pharmaceutical companies could highlight the ISO certificate more clearly, to demonstrate that companies are doing what the policies say.

We have argued for that transparency and the identification of stakeholders are a necessity in the creation of a successful CSR structure. The connection follows through that with the outgoing patents and the increased competition on the market, CSR can fulfill this extra value that can give the company's product an edge on the market. Researchers, such as Turcsanyi & Sisay (2013), have conducted a study on the link between CSR and the financial performance on the pharmaceutical company Johnson & Johnson. The research of Turcsanyi & Sisay (2013) suggests that there is a connection between Johnson&Johnson's financial performance and their commitment to CSR (Turcsanyi & Sisay, 2013). The empirical data gathered suggests that profitability of the firm in the long run can be ensured if the economic performance is integrated in an effective way. This means that the social and environmental goals are integrated to their business plan, in order to benefit stakeholders, such as shareholders, consumers and the communities (Turcsanyi & Sisay, 2013). By introduce CSR as a separate activity, instead of an incorporated CSR in the corporation, will increase the risk of losing the legitimacy and losing the position on the market (Esteban, 2008). The CSR work as a separate activity will become untrustworthy. We feel that integrated work with transparency and with the stakeholders is an important part in the creation of a successful CSR structure since a successful CSR has the ability to increase the financial performance of the firm.

6. Conclusions

The conclusion of this study and some further works are in this section presented. Even though, the expiring patents are not an admitted problem of Pfizer and AstraZeneca, we argue the pharmaceutical companies have reason to be concerned. Compared with the original pharmaceutical drugs, the generic copy will be cheaper for patients in Sweden, which results in a larger risk of increased consumption and increased burden on the environment, which we believe is not ethical. Further, the two pharmaceutical companies should be concerned, in respect of a value creation perspective, because the theories in this thesis argued for an improved profitability by incorporating the CSR work into their corporation. High quality functional pharmaceutical drugs or new innovative environmental friendly products would be favourable, but it takes time for new innovative pharmaceutical drugs to reach the market. We believe the best alternative approach is to develop the CSR structure by increasing their transparency of the practical approach, defining their key stakeholder, and in a longer extent act within the top level of the Dahrendorf pyramid. The CSR structure of the two pharmaceutical companies is generally well developed, but there are still some flaws, as mention before. We encourage AstraZeneca, Pfizer and other pharmaceutical companies with expiring patents to embrace our statements, with the intention to maintain the high quality functional pharmaceuticals with environmentally friendly substances on the market.

The question remains if AstraZeneca and Pfizer are fulfilling the communicated CSR in practice. This study has shown that the main reason for the incorporation of CSR into the two pharmaceutical companies seems to be the pressure from governance and laws. If the companies' practical approach departs from the theoretical approach the act will not be ethical. Due to the policies of limited distribution of information we were not able to question someone else within the companies than the CSR manager at Pfizer and the communication manager at AstraZeneca. A total understanding of their practical CSR structure approach could possibly be analysed through collaboration with one of the company during confidential terms and interview the costumers (the pharmacies or the doctors) and the consumers (the patients) about their view would be appropriate. The question is if AstraZeneca and Pfizer would be interested of collaboration?

As further research, our study could be a platform for studies of other companies within the pharmaceutical industry. A comparison between the communicated CSR structures of two small pharmaceutical companies or of a small and a large pharmaceutical company would be interesting. Further studies could also be to analyse the CSR structure in other countries than Sweden or to compare the CSR structures between countries. Both AstraZeneca and Pfizer are performing a wider global CSR work, which is not mentioned in the Swedish documents and has been excluded from this thesis. The practical approach of CSR could also be interesting to analyse. Do AstraZeneca and Pfizer actually fulfil their commitments?

Acknowledgement

We would like to thank our supervisor *Ziaeddin Mansouri* for your knowledge, support and good advice during the process. We will also like to extend thanks to *Gabriella Chaad* and to our *seminars groups* for your constructive feedback. Special thanks go to *Bengt Mattson*, CSR management at Pfizer, and *Yvonne Näsström*, information manager at AstraZeneca, for your participation in our study.

References

Litterateur sources

- Arbnor, I. & Bjerke, B. (1994) *Företagsekonomisk metodlära*. Studentlitteratur Lund.
- Black, L. D. & Härtel, C. E. J. (2003) The five capabilities of socially responsible companies. *Journal of Public Affairs*. 4(2): 125-142.
- Borglund T., De Geer H., and Sweet S. (2012). *CSR - En guide till företagets ansvar*. Sanoma Utbildning.
- Bruzelius L. & Skärvad P-H. (2004) *Integrerad organisationslära*. Studentlitteratur, Lund.
- Caves, E.R., Whinston, D.M., and Hurwitz, A.M. (1991), Patent Expiration, Entry, and Competition in the Pharmaceutical Industry, *Brookings papers on economic activity* [0007-2303]: 1-48.
- Clarkson, M. B. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*. 20(1): 92-117.
- Crouch C. & Maclean C. (2011) *The Responsible Corporation in a Global Economy* Oxford Scholarship Online.
- Esteban D. (2008). Recruitment Perspectives Strengthening corporate social responsibility in the pharmaceutical industry, *Journal of Medical Marketing*. 8(1): 77–79.

Esaisson, P., Gilljam, M., Oscarsson, H., and Wängnerud, L. (2009) *Metodpraktikan*, Norstedts Juridik AB.

Fredholm L. (2005) *Är vi sjukare nu? Forsking & Framsteg*.

Freeman, R. E. (1984) *Strategic management: A stakeholder approach*. Pitman, London.

From Nobel Lectures. (1967). *Physiology or Medicine 1901-1921*, Elsevier Publishing Company, Amsterdam.

Grafström, M. , Göthberg, P., and Windell, K., (2008) *CSR: företagsansvar i förändring*. Liber AB, Slovenien.

Jacobsen, I. D. (2002) *Vad, hur och varför? Om metodval i företagsekonomi och andra samhällsvetenskapliga ämnen*. Studentlitteratur AB.

Lash, J. and F. Wellington (2007). *COMPETITIVE ADVANTAGE ON A WARMING PLANET*. Harvard Business Review 85(3): 94-102.

Lee, M. & Kohler, J. (2010). Benchmarking and Transparency: Incentives for the Pharmaceutical Industry's Corporate Social Responsibility. *Journal of business ethics*. 95: 641-658.

Epstein, M. J. (2008). *Making sustainability work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts* . First Edition. Greenleaf Publishing Limited.

Morsing, M. & Schultz, M. (2006). Corporate social responsibility communication: stakeholder information, response and involvement strategies. *Business Ethics: A European Review*. 15(4): 323-338.

Grankvist P. (2012). *CSR i praktiken: hur företag jobbar med hållbarhet för att tjärna pengar*, Liber AB.

Stubbs W. & Cocklin C. (2008) Conceptualizing a Sustainability Business model, *Organization & Environment*. 21(2): 103-127.

Turcsanyi, J. & Sisaye, S. (2013). Corporate social responsibility and its link to financial performance, application to Johnson & Johnson, a pharmaceutical company. *World Journal of Science, Technology and Sustainable Development*. 10: 4-18.

Online sources

AstraZeneca a (2013) - Retriever Business, AstraZeneca annual report 2011 [online]
Available at: <http://ret-web05.int.retriever.no.ezproxy.ub.gu.se/services/businessinfo.html?method=displayBusinessInfo&orgnum=5560117482> [Retrieved 15 April 2013]

AstraZeneca b (2013) - history [online] Available at:
<http://www.astrazeneca.se/om-oss/vr-historia> [Retrieved 15 April 2013]

AstraZeneca c (2013) - *global policies*. [online] Available at:
<http://www.astrazeneca.com/Responsibility/Code-policies-standards/Our-global-policies>
[Retrieved 15 April 2013]

AstraZeneca d (2013) - *Ansvar, Introduktion*. [online] Available at:
<http://www.astrazeneca.se/ansvar/introduktion> [Retrieved 15 April 2013]

AstraZeneca e (2013) - *Miljöarbete*. [online] Available at:
<http://www.astrazeneca.se/ansvar/vrt-miljarbete> [Retrieved 17 April 2013]

AstraZeneca f (2013) - *Samhällsstöd*. [online] Available at:
<http://www.astrazeneca.se/ansvar/samhllsstd> [Retrieved 17 April 2013]

AstraZeneca g (2013) - *Ansvar etiska regler, policyer och standarder*. [online] Available at:
<http://www.astrazeneca.se/ansvar/etiska-regler-policyer-och-standarder>
[Retrieved 15 April 2013]

AstraZeneca h (2012) - *Etiska regler (Code of conduct)* [online] Available at:
<http://www.astrazeneca.se/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobheadername1=Content-Disposition&blobheadername2=MDT-Type&blobheadervalue1=inline%3B+filename%3DEtiska-regler-2012.pdf&blobheadervalue2=abinary%3B+charset%3DUTF-8&blobkey=id&blobtable=MungoBlobs&blobwhere=1285638131241&ssbinary=true>
[Retrieved 15 April 2013]

AstraZeneca i (2013) - ethical interactions [online] Available at:
<http://www.astrazeneca.se/ansvar/etiska-regler-policyer-och-standarder/vra-policies>
[Retrieved 16 April 2013]

European commission (2013) [online] Available at:
http://www.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm [Retrieved April 2013]

Göteborgs Universitet - Två av hundra svenskar får huvudvärk av huvudvärksmediciner [online] Available at:
<http://www.sahlgrenska.gu.se/aktuellt/nyheter/Nyheter+Detalj/tva-av-hundra-svenskar-farhuvudvark-av-huvudvarksmediciner.cid1112272> [Retrieved 18 April 2013]

LIF (2012) de forskande läkemedelsföretagen - Fakta 2012 läkemedelsmarknaden och hälso- och sjukvården (2012) [online] Available at:
http://ww.lif.se/Publik%20webb/Sidnehall/Publik_Bilder/Bilder%20statistik/FAKTA_2012_web.pdf [Retrieved 15 April 2013]

Pfizer a (2012) - history [online] Available at:
<https://www.pfizer.se/historia> [Retrieved 15 April 2013]

Pfizer b (2013) - Retriever Business. Pfizer annual report 2011: [online] Available at:
<http://ret-web05.int.retriever.no.ezproxy.ub.gu.se/services/businessinfo.html?method=displayBusinessInfo&orgnum=5560596255> [Retrieved 15 April 2013]

Pfizer c (2011-11-30) - Green Pharmaceutical [online] Available at:
[https:// www.pfizer.se/en-gron-lakemedelsmarknad](https://www.pfizer.se/en-gron-lakemedelsmarknad) [Retrieved 15 April 2013]

Pfizer d (2012) Code of Conduct- Blue book [online] Available at:
[http:// www.pfizer.com/files/investors/corporate/blue_book_swedish.pdf](http://www.pfizer.com/files/investors/corporate/blue_book_swedish.pdf) [Retrieved 15 April 2013]

Pfizer e (2012-11-27) - CSR [online] Available at:
[https:// www.pfizer.se/77](https://www.pfizer.se/77) [Retrieved 15 April 2013]

Pfizer f (2012-11-27) - responsibility [online] Available at:
[https:// www.pfizer.se/vart-ansvarstagande](https://www.pfizer.se/vart-ansvarstagande) [Retrieved 15 April 2013]

Pfizer g (2011-11-30) - Strängnäs [online] Available at:
<https://www.pfizer.se/pfizers-biotekniska-fabrik-i-strangnas-fick-pris> [Retrieved 15 April 2013]

Pfizer h (2013) - protecting environment [online] Available at:
[http:// www.pfizer.com/responsibility/protecting_environment/green_journey.jsp](http://www.pfizer.com/responsibility/protecting_environment/green_journey.jsp) [Retrieved 16 April 2013]

Pfizer i (2013) - news, [online] Available at: [http:// www.pfizer.se/news](http://www.pfizer.se/news) [Retrieved 21 May 2013]

Sveriges Radio och Television (28 november 2008-00:05) [online] Available at:
[http:// www.svt.se/nyheter/sverige/lakemedelsbranschen-far-eu-kritik](http://www.svt.se/nyheter/sverige/lakemedelsbranschen-far-eu-kritik) [Retrieved 15 April 2013]

Socialstyrelsen (2010) Läkemedelsförsäljningen i Sverige – analys och prognos Maj 2010 [online] Available at: [http:// www.socialstyrelsen.se/publikationer2010/2010-5-7](http://www.socialstyrelsen.se/publikationer2010/2010-5-7) [Retrieved 15 April 2013]

Unga Aktiesparare (2012) [online] Available at:

[http:// www.aktiespararna.se/ungaaktiesparare/Nyheter-och-artiklar/Den-enes-dod-ar-den-andres-brod/](http://www.aktiespararna.se/ungaaktiesparare/Nyheter-och-artiklar/Den-enes-dod-ar-den-andres-brod/) [Retrieved 15 April 2013]

WHPA (2013) World Health Professions Alliance - Patient Safety: Medication Use and the Ageing Population [online] Available at: [http:// www.whpa.org/factptsafetymedsage.htm](http://www.whpa.org/factptsafetymedsage.htm) [Received 18 April 2013]

The questionnaire

Bengt Mattson - CSR management at Pfizer, 2012-04-29

Yvonne Näsström - information manager at AstraZeneca, 2012-05-28

Appendix 1 - The questionnaire

1. När började AstraZeneca AB arbetet med CSR?

Hur har AstraZeneca AB utvecklat arbetet under tidens gång?

Hur arbetar AstraZeneca AB med CSR idag ur ett miljö- och samhällsperspektiv?

2. Hur definierar AstraZeneca AB CSR?

3. Varför har AstraZeneca en CSR-policy?

4. Är ni nöjda med er CSR-policy?

5. Hur ser AstraZeneca AB på CSR som en del av verksamheten?

Vad kostar det AstraZeneca att arbeta med CSR?

Anser ni att det är lönsamt med CSR och i sådana fall på vilket sätt är det lönsamt?

Anser ni att CSR påverkar er sårbarhet, ur ett konkurrensperspektiv, negativt eller positivt? På vilket sätt?

Hur definierar ni era primära intressenter?

6. Hur skiljer sig AstraZenecas CSR-policy från sina konkurrenters?

7. Har AstraZeneca försökt att översätta CSR till ekonomiska värden och redovisat dem i en rapport?

8. Hur ser AstraZeneca på att många patent går ut?

Hur förberedde AstraZeneca sig inför krisen?

Vad gör AstraZeneca i dagsläget för att klara sig ur krisen?

9. Vilka planer inom CSR har AstraZeneca AB i Sverige inför framtiden?

10. Är det något med CSR, som ni har upplevt inte fungerar för ert företag och er bransch?

Tack för din medverkan!