Corporate Social Responsibility: A Survey of the Italian SA8000 Certified Companies

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Abstract

Today's society requires companies to act more and more effectively for the general good, by respecting human rights and the environment. Innovative and enlightened companies try to meet this need through the adoption of several initiatives. Accordingly, the International Standard Organisation is now working on attempts to unify these initiatives and to formulate an internationally recognised standard, providing guidance to companies on social responsibility.

Currently the SA8000 international standard is the most often used tool – based on Corporate Social Responsibility (CSR) philosophy – which guarantees the respect of fundamental workers' rights. Since 2003, Italy holds the world record for its number of SA8000 certified companies.

This paper discusses the findings of a two-stage survey of the Italian SA8000 certified companies carried out over the last two years. The focus of the survey is on both reasons and effects of the implementation of SA8000 standard. In the first stage the rate of response was very high while in the second stage it was satisfactory.

The results provide a clear picture of the companies and their degree of achievement and awareness of the fundamental principles of human resource management. A section of the survey deals with some issues related to the Public Sector.

1. Introduction

Nowadays, Corporate Social Responsibility (CSR) is one of the most often debated issues related to company behaviours and customer needs. Its meaning, applications and effects have become objects of widespread interest.

According to Punter and Gagneux (1998), this is the era of an ethical consumer. In the

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late 70's consumers required that purchased products comply with the stated quality; in the 80's they asked for environmentally friendly products; nowadays, they demand that producers are socially responsible. Furthermore, the main corporate task is to perform its economic function within the parameters of socially acceptable standards of behaviour. As these standards change, corporate conduct must also change, accordingly (Wilson, 2000).

According to Cragg (2000), the tacit contract that emerged after the World War II assigned the responsibility for generating wealth to business whereas the responsibility for ensuring equitable sharing of wealth to governments. Conversely, with the advance of economic globalisation and with the growing influence of multinational corporations, this division of responsibility is no longer viable. Ensuring that business activity is based on respect for human rights and it leads to equitable economic development is a responsibility of both public and private sector.

This work is based on the definition of CSR, from the European Commission Green Paper on Corporate Social Responsibility (2001): [...a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis...]. In that sense several categories of stakeholders potentially benefit from socially responsible actions of any organisation (Marc, 1999; McWilliams and Siegel, 2001).

Our aim is to deal with the category of workers: [...because of the closeness of the relationship between employees and the corporation, ethics plays a more important and diverse role than in any other stakeholder relationship...] (Wilson, 2000).

Even though the figure of the ethical consumer is quite recent, issues such as illegal labour or discriminatory practices have been the centre of several debates and initiatives for long. [...International organisations, trade unions, human rights lobbyists and regulators have long been striving to eliminate the inequities of the workplace...] (Rohitratana, 2002). Quite often these initiatives have been translated into charts and standards on workers' rights.

Among these documents, the Social Accountability 8000 (SA8000) standard is one of the most widespread ones, emanated by Social Accountability International (SAI). SAI is a US-based no-profit organization dedicated to the improvement of the workplaces and to combat the sweatshops through the expansion and further development of SA8000.

SA8000 is aimed at safeguarding workers' rights through the establishment of all widely-accepted rules, based on internationally recognised workplace norms in the ILO conventions, the UN's Universal Declaration of Human Rights, and the Convention on Rights of the Child.

Italy holds the world record for its number of obtained SA8000 certifications since more than one year.

Some published articles deal with results of nationwide surveys on well-established standards, as ISO9000 and ISO14001 (see e.g. Arauz and Suzuki, 2004; Hamschmidt and Dyllick,

2001). At the authors' knowledge no such reports on the SA8000 standard have been published, yet.

This paper discusses the findings of a two-stage survey of the Italian SA8000 certified companies carried out by the authors over the last two years (2003; 2004). The results provide a clear picture of the companies and their degree of achievement and awareness of the fundamental principles of human resources management. A section of the survey deals with some issues related to the Public Sector.

In Section 2 the aims of the survey are briefly explained, and previous research steps of the authors are summarized. Section 3 deals with the main characteristics of the tools that were created for carrying out the survey, the populations and samples that were involved in the survey, and the methods used to evaluate the homogeneity of the data collected and the reliability of the results. In Section 4 summaries of the analysis of the data homogeneity and complete results of the survey are presented. Finally, in Section 5, the most significant conclusions are given and some links to previous results (La Rosa and Lo Franco, 2004) are highlighted.

2. Hypotheses and Research Questions

As an auditable standard, SA8000 represents the main international benchmark tool of workplace practices. In fact, SA8000 involves a third-part intervention in order to audit and certify the implementation of its requirements. Besides, [...it gives detailed information about the management system, and the documentation that company requires from its suppliers...], creating [...a spill-over effect throughout the supply chain...] (Kolk and Van Tulder, 2002).

Companies currently certified in the world are five hundreds seventy-two, and countries represented are totally forty-five (SAI, 31st December, 2004).

The early aim of this research was to understand why a highly developed country like Italy is holding the world record for its number of SA8000 certified companies. The answers to this question did not seem to be obvious since the requirements of the standard had long been fully considered and regulated by the Italian law. Therefore, it was necessary to look into the real purposes of their SA8000 implementation.

An *ad hoc* written questionnaire was aimed to know the company profile and to understand reasons and effects of the SA8000 implementation. Besides, it explored the actual application of the SA8000 principles within the companies.

It is a well known fact that the concept of "pure public good" has two distinctive characteristics: 1) no excludability and 2) joint consumption (Keim, 1978). Consequently, many CSR activities are intended to produce public or partially public goods. After this first survey stage, it was natural to continue the research by exploring theoretical implications of the

application of SA8000 to the Public Sector (La Rosa and Lo Franco, 2004). These studies and some reflections coming out from the analysis of the survey results induced the authors to carry out a second survey stage. Consequently, after about one year from the first survey stage, a second questionnaire was formulated focusing on two new topics: customers of surveyed companies and the applicability of SA8000 to the Public Sector. At the same time, the results related to the contents of the first survey stage were updated.

3. The Adopted Survey Method

3.1 The Measurement Tools

Two questionnaire forms were used to carry out the survey over two years. The first form (called A-form), included twenty-five questions, conceptually grouped into three sections: S1) *Company's profile*; S2) *Purposes and effects of the SA8000 implementation*; S3) *Effectiveness of SA8000.*

At the end of 2003, the A-form was submitted by e-mail to all the Italian companies certified by the SA8000 on that date (25th September 2003, source: SAI). One year later, the same form was e-mailed to the new certified companies according to the SAI official list of August 2004.

The second form (called B-form), included ten questions, conceptually grouped into two sections: S4) *Company's customers*; S5) *Applicability of SA8000 to the Public Sector.* At the end of 2004, the B-form was submitted to all the Italian companies certified by the SA8000 international standard on that date (20th August 2004, source: SAI).

In the first survey stage the questionnaires were e-mailed to the companies only after having contacted them by phone and having identified the right interlocutor (e.g. the quality manager or the general manager). Whereas in the second survey stage the questionnaires were e-mailed directly to the companies, and they were contacted by phone only when their e-mail address had not been found.

For both A- and B-form questionnaires two different response formats were applied (Hayes, 1998). The first format allowed a respondent to tick (select) one of the predefined items for each question. Only in a few questions he/she was allowed to tick more than one item. This option was signalled by a note. The second response format was applied only to four questions. This format is similar to the Likert-type format, allowing him/her to respond to each item in several degrees. The pre-defined items had to be ranked, according to their recognised relevance, with a five-degree scale.

3.2 Populations and Samples

A total of fifty-two A-forms were e-mailed to companies during the period September-

December 2003; forty-seven were returned, representing a return rate of 90.4%. At the end of 2004, the A-forms were distributed to the 82.5% of the companies that were certified between September 2003 and August 2004. They were fifty-seven and obviously were not included in the first survey stage. Twenty-seven questionnaires were returned, representing a return rate of 47.4%.

Besides, a total of ninety-nine B-forms were e-mailed to companies during the period September-December 2004; fifty-one were returned, representing a return rate of 46.8%.

A summary scheme is given in Table 1.

Table 1. Populations and samples in the two-stage survey

Survey stage	Submission date	Form type	Population size	Number of contacted companies (percentage of the population)	Returned questionnaires i.e. sample size (percentage of the population)
I	End of 2003	A-form	52	52(100%)	47(90.4%)
II	End of 2004	A-form	57	47(82.5%)	27(47.4%)
II	End of 2004	B-form	109	99(90.8%)	51(46.8%)

3.3 Statistical Issues in Data Analysis

3.3.1 Homogeneity of the Two-Stage Survey Samples

Since the data of the A-form was collected in two different stages, it was necessary to verify their homogeneity i.e. to verify that they could be considered as extracted from the same population. A Chi-square test (Agresti, 1990) can be applied to the results of all the questions contained in the A-form. For each question, we call O_{1j} the observed frequencies in the item (class) j of the I-stage and O_{2j} the observed frequencies in the item (class) j of the II-stage. Also the "no answer" (n.a.) class was included in the analysis. So for each question we have an m number of classes.

A two-way layout of observed frequencies was built like in Table 2.

The null hypothesis (H_0) expresses the stochastic independence (s-independence) of the distribution of results into the different classes from the belonging to the samples of the two survey stages.

Expected frequencies E_{ij} are evaluated by multiplying the marginal sums, $O_{i\bullet}$ $O_{\bullet j}$, and dividing the result by the total sum $O_{\bullet\bullet}$ for i = 1, 2 and j = 1, ..., m. A two-way layout of expected frequencies E_{ij} can be built, accordingly. A statistic K can be calculated as:

$$K=\sum_{i=1}^{2}\sum_{j=1}^{m}\frac{(O_{ij}-E_{ij})^2}{E_{ij}} \tag{1}$$

It is demonstrated that, under the null hypothesis H_0 the statistic K follows, with a good approximation, a Chi-square distribution with (2-1)(m-1) = m-1 degrees of freedom.

Fixed a I-type risk α, H_0 is accepted if $K \leq \chi^2_{1-\alpha}$, with $\chi^2_{1-\alpha}$ being the $1-\alpha$ percentile of the Chi-square distribution with m-1 degrees of freedom.

Table 2. Two-way layout of observed frequencies

		Item (class)				Sum
		1	2	···	*M*	
Survey stage	I	O_{11}	O_{12}	···	O_{1m}	$O_{1\cdot}$
	II	O_{21}	O_{22}	···	O_{2m}	$O_{2\cdot}$
	sum	$O._1$	$O._2$	···	$O._m$	$O..$

3.3.2 Reliability of Survey Results

If the homogeneity of the two samples is verified, the data can be grouped, considering them as coming from a unique population (of companies) of finite size N. This assumption is based on the following reasoning.

For each question of the questionnaire and for each item (class), it is possible to estimate from sample data the population proportion falling into that class. Most of the questions involve more than two classes; however for the scope of the analysis we can always consider only two classes C and C' (complementary to C) (Cochran, 1997).

For any unit of the population, we define a variable y_i assuming the value 1 if the unit is in C and value 0 if it is in C'. Consequently:

$$\sum_{i=1}^{N} y_i = A \quad \frac{1}{N}\sum_{i=1}^{N} y_i = \frac{A}{N} = P \tag{2}$$

where A is the number of units of the population in class C and P is the proportion of units of the population in class C. The same formulas can be used for the sample:

$$\frac{1}{n}\sum_{1}^{n} y_i = \frac{a}{n} = p \tag{3}$$

where a is the number of units of the sample in class C and p the proportion of units of the sample in class C.

The sample proportion p is an unbiased estimate of P. The number of sample units in class C, $a = np$, follows the Hypergeometric distribution. An unbiased estimate of the standard deviation of p, for known N, n and p, is given by:

$$s(p) = \sqrt{pq\frac{N-n}{(n-1)N}} \tag{4}$$

Confidence limits can also be computed for P (Cochran, 1997, p. 57). The procedure starts by computing confidence limits for A. The upper limit $\hat{A}_U$ is the smallest integral value sat-

isfying:

$$\sum_{j=0}^{a} \frac{\binom{A_U}{j}\binom{N-A_U}{n-j}}{\binom{N}{n}} \leq \alpha_U \tag{5}$$

Similarly, the lower confidence limit $\hat{A}_L$ is the largest integral value such that:

$$\sum_{j=0}^{a} \frac{\binom{A_L}{j}\binom{N-A_L}{n-j}}{\binom{N}{n}} \leq \alpha_L \tag{6}$$

α_U and α_L can be fixed equal and such that $\alpha_U + \alpha_L = \alpha$, being $1-\alpha$ the confidence level.

Upper and lower confidence limits for P can be computed respectively by $\hat{A}_U/N$ and $\hat{A}_L/N$.

4. Results

4.1 Homogeneity of the Two-Stage Survey Data

The analysis of homogeneity concerned the first three sections S1-S3 included in the A-form (see 3.1). For the first section (Company's profile) for only two questions out of nine the Chi-square test rejects the null hypothesis of homogeneity (a common risk α = 0.05 is assumed). The two questions are: "Presence of offices abroad" and "Time passed since the SA8000 certification issuing" (see Appendix 1. In this second case the non-homogeneity of the two samples is obvious. Therefore for eight questions of nine the results confirm the homogeneity. For the second section (Purposes and effects of the SA8000 implementation) the test was performed for each selectable score (from the maximum "score 1" to the minimum "score 5"). The class "n.a." was also considered. For the three questions of this section, the test rejects the null hypothesis in the cases of the classes "score 1" and "n.a.". The rejection in the class "n.a." can be explained mostly by the different return rates of the two survey stages. For the third section (Effectiveness of SA8000) the test accepts the null hypothesis in all cases. The complete results of the Chi-square test are given in Appendix 1.

4.2 Results of the Survey and Their Reliability

S1) *Company's profile*

To get the profile of the Italian SA8000 certified companies nine questions were posed. The results, expressed in percentage, are shown in Table 3.

The companies belong mainly to the service sector (57%) and to the industrial sector (35%). About 70% has only one office (in Italy), and 93% has no offices abroad. In most

cases their age is more than seven years (85%) and 64% of the companies obtained their certification between 6-12 months time. The time since the certification issuing is less than one year for 49% of the companies, and more than one year for 51% of them. Most of the companies obtained ISO9001 certification (88%) and over one-third of them ISO14001 too. The companies are 61% small and medium enterprises (SME) and 32% big businesses. Finally, their predominant typology of work contract is full time (97%). In this last question some companies incorrectly selected more than one item.

Table 3. Company's profiles (percentage data)

Question	Items/Classes									
1. Number of Italian offices	One	*69*	Two or three	*16*	Over three	*15*				
2. Time passed since the SA8000 certification issuing	< 1 year	*49*	1-2 years	*28*	> 2 years	*23*				
3. Presence of offices abroad	Yes	*4*	No	*93*	n.a.	*3*				
4. Time spent for obtaining certification	< 6 months	*27*	6-12 months	*64*	> 1 year	*9*				
5. Enterprise size	SME	*61*	Big business	*32*	n.a.	*7*				
6. Other obtained management systems	ISO9001	*54*	ISO9001 and ISO14001	*34*	None of them	*12*				
7. Company's age	< 2 years	*0*	2-7 years	*14*	> 7 years	*85*	n.a.	*1*		
8. Sector	Industrial	*35*	Handicraft	*5*	Primary	*0*	Service	*57*	n.a.	*3*
9. Predominant typology of work contract	Seasonal	*1*	Part time	*0*	Limited time	*3*	Full time	*97*	n.a.	*3*

S2) *Purposes and effects of the SA8000 implementation*

The results of the three questions in *Purposes and effects of the SA8000 implementation* are shown in Figure 1 (purposes) and Figure 2 (effects).

From Figure 1 it is evident that the growth of the production value, the guarantee of CSR credibility due to the SA8000 certification process, and the knowledge of suppliers ethical behaviour are considered basic factors behind the decision to adopt SA8000 (recall that "score 1" means the maximum importance). In the item "other", companies gave mainly two purposes: 1) sharing the SA8000 principles; 2) the SA8000 certification is a requirement for public tenders.

From Figure 2 it is evident that higher costs and higher investments are considered the main economic effects deriving from the implementation of SA8000. With regard to the social effects, human resource upgrading is considered the main factor. Positive image among users and investors is also recognized as a considerable social effect.

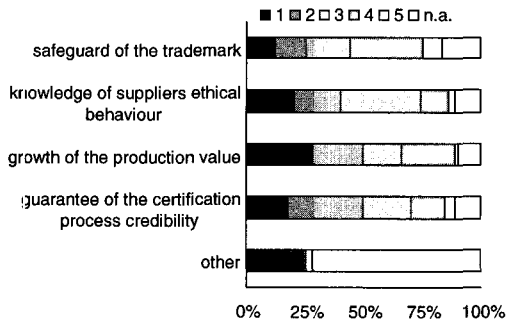

Figure 1. Purposes of the SA8000 implementation (question n.10)

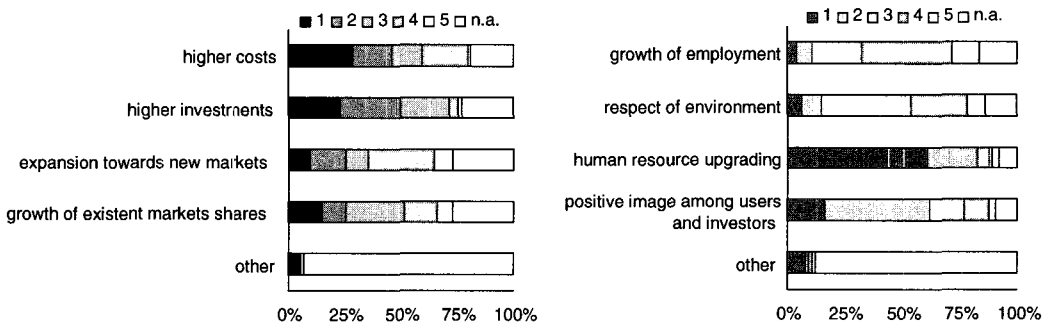

Figure 2. Economic and social effects of SA8000 (questions n.11, 12)

S3) *Effectiveness of SA8000*

The actual application of the SA8000 principles was explored within four areas of interest: 1) Ethnic minorities; 2) Resident Women; 3) Working hours and accidents; 4) Tools and services. The results, expressed in percentage, are shown in Tables 4, 5 and 6 (the asterisks indicate the possibility for respondents of selecting more than one item).

Around 35% of the companies affirm the presence of *Ethnic minorities* among its employees. The percentage of ethnic minorities on workforce total is less than 5% for two-thirds of these companies, and between 5 to 20% for the remaining one-third. The ethnic minorities are from Africa (20%) and East Europe (15%). The predominant work positions they occupy are skilled worker (22%) and hand/office worker (11%). See Table 4.

Besides, the percentage of *Resident women* on workforce total is less than 21% for over 40% of the companies; between 21% to 50% for over one-third of the companies; finally more than 50% for 26% of them. The predominant resident women's job is hand/office worker (84%), only 4% of them has a managerial position. See Table 4.

With regard to the *Working hours and accidents* area, most of the surveyed companies (80%) affirm that the weekly work is between thirty-seven and forty-eight hours. Whereas the annual working hours that are reserved to worker meetings are between one and five

hours for 25% of the companies and more than five hours for 66% of them. After the certification, more than half of the companies (51%) affirm that there were not accidents at work, but in 8% of cases there were more than fifty accidents. Furthermore, after the certification, in 65% of the companies there were less than ten hours of strike; 14% of the companies observed more than fifty hours of strike (see Table 5).

Table 4. Ethnic minorities and resident women (percentage data)

Question	Items/classes											
Ethnic minorities												
13. Presence	Yes	*34*	No	*63*	n.a.	*3*						
14. Percentage	< 5%	*20*	5-20%	*11*	21-50%	*1*	> 50%	*0*	n.a.	*68*		
15. Position at work (*)	External collaborator	*0*	Hand/office worker	*11*	Skilled worker	*22*	Manager	*1*	n.a.	*68*		
16. Origin (*)	East Europe	*15*	Far East	*5*	Middle East	*3*	Africa	*20*	Other	*8*	n.a.	*68*
Resident Women												
17. Percentage	< 5%	*7*	5-20%	*36*	21-50%	*30*	> 50%	*26*	n.a.	*1*		
18. Position at work (*)	External collaborator	*1*	Hand/office worker	*84*	Skilled worker	*15*	Manager	*4*	n.a.	*1*		

Table 5. Working hours and accidents in the workplaces (percentage data)

Question	Items/classes									
19. Weekly working hours	≤ 36 hrs	*18*	37-48 hrs	*80*	> 48 hrs	*1*	n.a.	*1*		
20. Annual working hours for worker meetings	1-2 hrs	*11*	3-5 hrs	*14*	> 5 hrs	*66*	n.a.	*9*		
21. Hours of strike after the certification	< 10 hrs	*65*	10-30 hrs	*12*	31-50 hrs	*0*	> 50 hrs	*14*	n.a.	*9*
22. N. of accidents at work- place after the certification	None	*51*	≤ 10	*15*	11-20	*11*	21-50	*11*	> 50 *8*	n.a. *4*

Table 6. Tools and services (percentage data)

Question	Items/classes							
23. Measures undertaken during the implementation (*)	Security systems	*15*	Fire prevention systems	*23*	Employees training	*89*	None of them	*11*
24. Services at employee disposal (*)	Canteen	*47*	Lodgings and homes	*5*	Meeting and relax rooms	*70*	Other	*5*	None of them	*15*
25. Tools used to communicate ethical policies (*)	Labelling	*30*	Media advertising	*51*	Sponsorships and/or gifts	*27*	Social balance	*32*	External stakeholders' involvement	*66*

With regard to the *Tools and services* area, during SA8000 implementation, 89% of the companies carried out training for its own employees, 23% implemented fire prevention systems and 15% implemented security systems. Meeting/relax rooms (70%) and canteens (47%) are the most widespread services at employees' disposal. Different tools are used to communicate company ethical policies, but the most often used are external stakeholder involvement (66%) and media advertising (51%). The results, expressed in percentage, are presented in Table 6.

S4) *Company's customers*

Around 70% of the companies have big business as customers, 24% have foreign firms and 18% multinationals. The sales to foreign firms and multinationals exceed half of the whole for 47% of the companies. Besides, the companies have a strong relationship with public administrations as both sub-suppliers (37%) and direct suppliers (39%). In both cases the public administrations belong mainly to the transport sector (24% and 20% respectively) and to the consulting sector (6% and 14% respectively). See Table 7.

Table 7. Company's customers (percentage data)

Question	Items/classes								
26. Categories of customers (*)	Big business	*69*	Foreign firm	*24*	Multinational	*18*	n.a.	*31*	
27. Percentage of sales due to previous cat.	< 20%	*14*	≥ 50%	*20*	> 75%	*27*	n.a.	*39*	
28. Sub-suppliers of public administrations	Yes	*37*	No	*63*					
29. Relative categories of public partners	Transport	*24*	Consulting	*6*	Cleaning services	*0*	Social services	*2*	Other *6*
30. Direct suppliers of public administrations	Yes	*59*	No	*41*					
31. Relative categories of public partners	Transport	*20*	Consulting	*14*	Cleaning services	*4*	Social services	*4*	Other *18*

S5) *Applicability to the Public Sector*

Human resources upgrading is considered the first factor that should motivate public organizations to adopt SA8000 ("score 1" was assigned by 49% of the companies and "score 2" by 22%). In that sense, also the knowledge of suppliers ethical behaviour is considered an important key factor ("score 1" was assigned by 35% of the companies and "score 2" by 12%). The results, expressed in percentage, are shown in Figure 3.

The most of the Italian SA8000 certified companies (67%) think that it is advisable to adapt SA8000 in case of the implementation to the Public Sector. Besides, in this case, 55%

of the companies thinks that it is advisable to introduce a specific mobbing requirement. See Table 8.

Finally, three SA8000 requirements should be emphasized. These are: Health and safety; Discrimination; Management systems (see Table 8).

Table 8. Adaptability of SA8000 to the Public Sector (percentage data)

Question	Items/classes					
32. Advisability of adaptation to Public Sector issues	Yes	*67*	No	*25*	n.a.	*8*
33. Advisability of mobbing requirement introduction	Yes	*55*	No	*24*	n.a.	*22*
34. Three requirements to e0mphasize (*)	Child labour	*4*	Forced labour	*2*	Health and safety	*43*
	Freedom of association and right to collective bargaining	*10*	Discrimination	*43*	Disciplinary practices	*8*
	Working hours	*18*	Compensation	*18*	Management systems	*35*

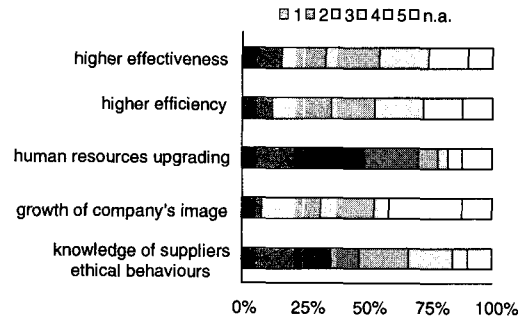

Figure 3. Purposes of public organisations to implement SA8000 (question n.35)

A summary of the results reliability analysis is given here below; while full details are provided in Appendix 2. The standard deviations, computed according to (4), for all the questions and all the classes (253 cases) range from 0-5.2%. The distribution of standard deviations is shown on the left side of Figure 4.

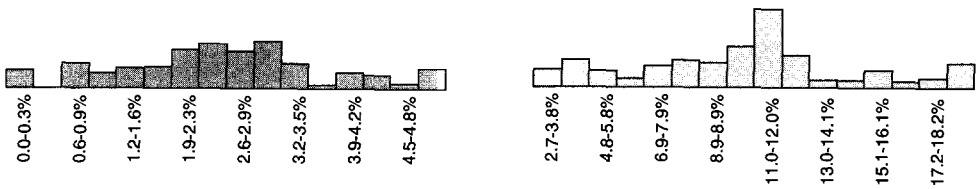

Figure 4. Distribution of standard deviations (left) and confidence interval widths (right)

Confidence intervals for proportions (253 cases), computed by the use of (5) and (6) and the adoption of a confidence level of 0.9, have widths ranging from a minimum of 2.7 to a maximum of 19%. Their distribution is shown on the right side of Figure 4.

5. Conclusions

The survey provides many answers to the basic question of this work: why a highly developed country like Italy is holding the world record for its number of SA8000 certified companies?

Conclusions and emerging issues can be summarized in the following way:

- In Italy the SA8000 certification is commonly obtained in less than one year by companies that are more than seven years old. Besides, most of the companies already had ISO9001 certification, and many of them also have a third quality system certification. Therefore the time spent for obtaining the certification should not be considered an obstacle to the SA8000 implementation. Conversely, young age, could be an obstacle to the implementation process, since too young companies do not have the required maturity in dealing with quality issues. This confirms what emerged in La Rosa and Lo Franco (2004).
- The SA8000 certification is interpreted by the companies as a strategic key factor (Miles and Munilla, 2004). It is linked to the value of production (Rohitratana, 2002), and to their own image towards customers and investors. However, the certification is also an induced effect of the certification of their customers. This is demonstrated by the strong relationships with big businesses, foreign firms and public administrations.
- The companies seem to recognize two relevant elements characterizing SA8000 as a tool of ethical conduct: 1) guarantee of credibility that is offered by the certification process; 2) "spill-over" effect created by SA8000 throughout the supply chain (Kolk and Van Tulder, 2002).
- The entire issue of CSR or corporate social investment is fundamentally a resource allocation question (Keim, 1978). Most of the companies are divided into those considering standard implementation a cost and those considering it an investment (Mc Williams and Siegel, 2001).
- Ethnic minorities and resident women are present in the Italian SA8000 certified companies, but they hold the lowest positions. These findings raise many questions referring to the real causes, and potential responsibilities of those companies in spite of their SA8000 certification.
- It seems that the SA8000 application is not really effective, in particular employees

training on the standard is not spread enough. In fact, since SA8000 requires it, all the companies should have answered positively to this item. On the contrary, it seems that communicating their own ethical policies is an activity spread and differentiated among the surveyed companies.

- It is formally recognised that public officials and public organisations should operate a public service according to liberal democratic principles in order to prevent corruption and to promote more ethical conduct (Mills, 1999). For the Italian certified companies, the process of workforce upgrading is the main motivation of the SA8000 application to the Public Sector. That confirms some conclusions of (La Rosa and Lo Franco, 2004): [...the respect of the workers' fundamental rights represents an essential condition of efficient and effective performances in...] the Public Sector [...where the workforce is the central resource...], and SA8000 exactly meets this need. However the surveyed companies think it is necessary to adapt the standard to the sector's characteristics. For more than a half of respondents it is advisable to introduce a new requirement focused on "mobbing" issues. Besides, three already existing requirements should be emphasized: discrimination; health and safety; management systems.

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Appendix 1. Chi-square Test Results

Section S1 *Company's profile*

Observed frequencies (O_{ij})						Expected frequencies (E_{ij})						$(O_{ij}-E_{ij})^2/E_{ij}$					K	$\chi^2_{1-\alpha}$	(m-1)
question n.1																			
I-stage	31	9	7		47	32.39	7.62	6.99		47		0.06	0.25	0.00			0.85		
II-stage	20	3	4		27	18.61	4.38	4.01		27		0.10	0.43	0.00				5.99	2
	51	12	11		74	51	12	11		74									
question n.2																			
I-stage	20	11	16		47	22.86	13.34	10.80		47		0.36	0.41	2.51			8.98		
II-stage	16	10	1		27	13.14	7.66	6.20		27		0.62	0.71	4.36				5.99	2
	36	21	17		74	36	21	17		74									
question n.3																			
I-stage	0	47	0		47	1.91	43.82	1.27		47		1.91	0.23	1.27			9.33		
II-stage	3	22	2		27	1.09	25.18	0.73		27		3.32	0.40	2.21				5.99	2
	3	69	2		74	3	69	2		74									
question n.4																			
I-stage	14	30	3		47	12.70	29.85	4.45		47		0.13	0.00	0.47			1.65		
II-stage	6	17	4		27	7.30	17.15	2.55		27		0.23	0.00	0.82				5.99	2
	20	47	7		74	20	47	7		74									
question n.5																			
I-stage	25	17	5		47	28.58	15.24	3.18		47		0.45	0.20	1.05			4.66		
II-stage	20	7	0		27	16.42	8.76	1.82		27		0.78	0.35	1.82				5.99	2
	45	24	5		74	45	24	5		74									
question n.6																			
I-stage	41	6			47	41.28	5.72			47		0.00	0.01				0.04		
II-stage	24	3			27	23.72	3.28			27		0.00	0.02					3.84	1
	65	9			74	65	9			74									
question n.7																			
I-stage	0	6	41	0	47	0.00	6.35	40.01	0.64	47		0.00	0.02	0.02	0.64		1.86		
II-stage	0	4	22	1	27	0.00	3.65	22.99	0.36	27		0.00	0.03	0.04	1.11			7.81	3
	0	10	63	1	74	0	10	63	1	74									
question n.8																			
I-stage	17	2	0	28	0	47	16.51	2.54	0.00	26.68	1.27	47	0.01	0.12	0.00	0.07	1.27	4.02	
II-stage	9	2	0	14	2	27	9.49	1.46	0.00	15.32	0.73	27	0.02	0.20	0.00	0.11	2.21		9.49	4
	26	4	0	42	2	74	26	4	0	42	2	74								
question n.9																			
I-stage	0	0	0	46	1	47	0.61	0.00	1.22	43.95	1.22	47	0.61	0.00	1.22	0.10	0.04	5.05	
II-stage	1	0	2	26	1	30	0.39	0.00	0.78	28.05	0.78	30	0.96	0.00	1.91	0.15	0.06		9.49	4
	1	0	2	72	2	77	1	0	2	72	2	77								

Section S2 *Purposes and effects of the SA8000 implementation*

		Observed frequencies (O_{ij})						Expected frequencies (E_{ij})						$(O_{ij}-E_{ij})^2/E_{ij}$					K	$\chi^2_{1-\alpha}$
	question n.10	A	B	C	D	E		A	B	C	D	E								
score 1	I-stage	6	12	13	10	5	46	5.45	9.08	12.71	7.87	10.89	46	0.06	0.94	0.01	0.58	3.19	12.08	
	II-stage	3	3	8	3	13	30	3.55	5.92	8.29	5.13	7.11	30	0.09	1.44	0.01	0.89	4.89		9.49
		9	15	21	13	18	76	9	15	21	13	18	76							
score 2	I-stage	7	13	9	17	0	46	7.08	10.62	11.32	16.98	0.00	46	0.00	0.54	0.48	0.00	0.00	3.47	
	II-stage	3	2	7	7	0	19	2.92	4.38	4.68	7.02	0.00	19	0.00	1.30	1.15	0.00	0.00		9.49
		10	15	16	24	0	65	10	15	16	24	0	65							
score 3	I-stage	11	14	9	12	0	46	9.76	17.42	8.36	10.45	0.00	46	0.16	0.67	0.05	0.23	0.00	3.66	
	II-stage	3	11	3	3	0	20	4.24	7.58	3.64	4.55	0.00	20	0.36	1.55	0.11	0.53	0.00		9.49
		14	25	12	15	0	66	14	25	12	15	0	66							
score 4	I-stage	19	6	15	6	0	46	17.34	6.79	12.82	8.30	0.75	46	0.16	0.09	0.37	0.64	0.75	8.17	
	II-stage	4	3	2	5	1	15	5.66	2.21	4.18	2.70	0.25	15	0.48	0.28	1.14	1.95	2.31		9.49
		23	9	17	11	1	61	23	9	17	11	1	61							
score 5	I-stage	3	1	0	1	0	5	2.14	0.71	0.36	1.07	0.71	5	0.34	0.11	0.36	0.00	0.71	2.39	
	II-stage	3	1	1	2	2	9	3.86	1.29	0.64	1.93	1.29	9	0.19	0.06	0.20	0.00	0.40		9.49
		6	2	1	3	2	14	6	2	1	3	2	14							
n.a.	I-stage	1	1	1	1	42	46	6.27	4.18	3.66	4.18	27.70	46	4.43	2.42	1.93	2.42	7.38	38.94	
	II-stage	11	7	6	7	11	42	5.73	3.82	3.34	3.82	25.30	42	4.85	2.65	2.12	2.65	8.08		9.49
		12	8	7	8	53	88	12	8	7	8	53	88							
	question n.11	A	B	C	D	E		A	B	C	D	E								
score 1	I-stage	14	11	6	10	0	41	14.35	11.62	4.78	7.52	2.73	41	0.01	0.03	0.31	0.82	2.73	12.33	
	II-stage	7	6	1	1	4	19	6.65	5.38	2.22	3.48	1.27	19	0.02	0.07	0.67	1.77	5.90		9.49
		21	17	7	11	4	60	21	17	7	11	4	60							
score 2	I-stage	10	14	10	8	0	42	10.30	15.85	9.51	6.34	0.00	42	0.01	0.22	0.03	0.43	0.00	3.30	
	II-stage	3	6	2	0	0	11	2.70	4.15	2.49	1.66	0.00	11	0.03	0.82	0.10	1.66	0.00		9.49
		13	20	12	8	0	53	13	20	12	8	0	53							
score 3	I-stage	5	15	6	16	0	42	8.08	12.92	5.65	15.35	0.00	42	1.17	0.33	0.02	0.03	0.00	8.09	
	II-stage	5	1	1	3	0	10	1.92	3.08	1.35	3.65	0.00	10	4.92	1.40	0.09	0.12	0.00		9.49
		10	16	7	19	0	52	10	16	7	19	0	52							
score 4	I-stage	13	2	19	8	0	42	12.35	2.47	18.12	9.06	0.00	42	0.03	0.09	0.04	0.12	0.00	1.64	
	II-stage	2	1	3	3	0	9	2.65	0.53	3.88	1.94	0.00	9	0.16	0.42	0.20	0.58	0.00		9.49
		15	3	22	11	0	51	15	3	22	11	0	51							
score 5	I-stage	0	0	1	0	0	1	0.07	0.07	0.43	0.36	0.07	1	0.07	0.07	0.76	0.36	0.07	1.44	
	II-stage	1	1	5	5	1	13	0.93	0.93	5.57	4.64	0.93	13	0.01	0.01	0.06	0.03	0.01		9.49
		1	1	6	5	1	14	1	1	6	5	1	14							
n.a.	I-stage	5	5	5	5	47	67	6.70	8.14	9.57	9.57	33.02	67	0.43	1.21	2.18	2.18	5.92	22.87	
	II-stage	9	12	15	15	22	73	7.30	8.86	10.43	10.43	35.98	73	0.40	1.11	2.00	2.00	5.43		9.49
		14	17	20	20	69	140	14	17	20	20	69	140							
	question n.12	A	B	C	D	E		A	B	C	D	E								
score 1	I-stage	3	2	33	8	0	46	1.94	3.24	29.15	7.77	3.89	46	0.57	0.47	0.51	0.01	3.89	15.48	
	II-stage	0	3	12	4	6	25	1.06	1.76	15.85	4.23	2.11	25	1.06	0.87	0.93	0.01	7.15		9.49
		3	5	45	12	6	71	3	5	45	12	6	71							
score 2	I-stage	5	5	10	25	0	45	3.69	4.43	11.80	25.08	0.00	45	0.47	0.07	0.28	0.00	0.00	3.11	
	II-stage	0	1	6	9	0	16	1.31	1.57	4.20	8.92	0.00	16	1.31	0.21	0.77	0.00	0.00		9.49
		5	6	16	34	0	61	5	6	16	34	0	61							
score 3	I-stage	13	22	2	8	0	45	11.80	21.39	2.95	8.11	0.74	45	0.12	0.02	0.31	0.00	0.74	1.70	
	II-stage	3	7	2	3	1	16	4.20	7.61	1.05	2.89	0.26	16	0.34	0.05	0.86	0.00	2.07		9.49
		16	29	4	11	1	61	16	29	4	11	1	61							
score 4	I-stage	24	16	0	5	0	45	22.89	14.21	0.79	6.32	0.79	45	0.05	0.23	0.79	0.27	0.79	6.38	
	II-stage	5	2	1	3	1	12	6.11	3.79	0.21	1.68	0.21	12	0.20	0.85	2.96	1.03	2.96		9.49
		29	18	1	8	1	57	29	18	1	8	1	57							
score 5	I-stage	0	0	0	0	0	0	0.00	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00		
	II-stage	9	6	2	2	1	20	9.00	6.00	2.00	2.00	1.00	20	0.00	0.00	0.00	0.00	0.00		9.49
		9	6	2	2	1	20	9	6	2	2	1	20							
n.a.	I-stage	2	2	2	1	47	54	6.48	5.40	3.24	3.78	35.10	54	3.10	2.14	0.47	2.04	4.03	25.63	
	II-stage	10	8	4	6	18	46	5.52	4.60	2.76	3.22	29.90	46	3.64	2.51	0.56	2.40	4.74		9.49
		12	10	6	7	65	100	12	10	6	7	65	100							

LEGEND

question n.10
- **A** safeguard of the trademark
- **B** knowledge of suppliers ethical behaviours
- **C** growth of the production value
- **D** guarantee of the certification process credibility
- **E** other

question n.11*
- **A** higher costs
- **B** higher investments
- **C** expansion towards new markets
- **D** growth of existent markets shares
- **E** other

question n.12
- **A** growth of employment
- **B** respect of environment
- **C** human resource upgrading
- **D** positive image among users and investors
- **E** other

Section S3 *Effectiveness of SA8000*

Observed frequencies (O_{ij})							Expected frequencies (E_{ij})							$(O_{ij}-E_{ij})^2/E_{ij}$						K	$\chi^2_{1-\alpha}$	(m-1)
Ethnic minorities and resident women																						
question n.13																						
I-stage	15	31	1	47			15,88	29,85	1,27	47				0,05	0,04	0,06				0,41		
II-stage	10	16	1	27			9,12	17,15	0,73	27				0,08	0,08	0,10					4,61	2
	25	47	2	74			25	47	2	74												
question n.14																						
I-stage	11	3	0	0	33	47	9,53	5,08	0,64	0,00	31,76	47		0,23	0,85	0,64	0,00	0,05		4,83		
II-stage	4	5	1	0	17	27	5,47	2,92	0,36	0,00	18,24	27		0,40	1,48	1,11	0,00	0,08			9,49	4
	15	8	1	0	50	74	15	8	1	0	50	74										
question n.15																						
I-stage	0	2	11	1	33	47	0,00	5,01	10,03	0,63	31,33	47		0,00	1,81	0,09	0,22	0,09		5,94		
II-stage	0	6	5	0	17	28	0,00	2,99	5,97	0,37	18,67	28		0,00	3,04	0,16	0,37	0,15			9,49	4
	0	8	16	1	50	75	0	8	16	1	50	75										
question n.16																						
I-stage	7	3	2	8	3	33	56	7,00	2,55	1,27	9,55	3,82	31,82	56	0,00	0,08	0,42	0,25	0,18	0,04	2,66	
II-stage	4	1	0	7	3	17	32	4,00	1,45	0,73	5,45	2,18	18,18	32	0,00	0,14	0,73	0,44	0,31	0,08		11,1	5
	11	4	2	15	6	50	88	11	4	2	15	6	50	88								
question n.17																						
I-stage	4	15	16	11	1	47		3,18	17,15	13,97	12,07	0,64	47		0,21	0,27	0,29	0,09	0,21		2,96	
II-stage	1	12	6	8	0	27		1,82	9,85	8,03	6,93	0,36	27		0,37	0,47	0,51	0,16	0,36			9,49	4
	5	27	22	19	1	74		5	27	22	19	1	74									
question n.18																						
I-stage	1	39	6	1	1	48		0,62	38,15	6,77	1,85	0,62	48		0,24	0,02	0,09	0,39	0,24		2,53	
II-stage	0	23	5	2	0	30		0,38	23,85	4,23	1,15	0,38	30		0,38	0,03	0,14	0,62	0,38			9,49	4
	1	62	11	3	1	78		1	62	11	3	1	78									
Working hours and accidents in the workplaces																						
question n.19																						
I-stage	8	38	0	1	47			8,26	37,47	0,64	0,64	47			0,01	0,01	0,64	0,21			2,36	
II-stage	5	21	1	0	27			4,74	21,53	0,36	0,36	27			0,01	0,01	1,11	0,36				7,81	3
	13	59	1	1	74			13	59	1	1	74										
question n.20																						
I-stage	6	7	32	2	47			5,08	6,35	31,12	4,45	47			0,17	0,07	0,02	1,35			4,39	
II-stage	2	3	17	5	27			2,92	3,65	17,88	2,55	27			0,29	0,12	0,04	2,34				7,81	3
	8	10	49	7	74			8	10	49	7	74										
question n.21																						
I-stage	33	6	0	3	5	47		30,49	5,72	0,00	6,35	4,45	47		0,21	0,01	0,00	1,77	0,07		5,64	
II-stage	15	3	0	7	2	27		17,51	3,28	0,00	3,65	2,55	27		0,36	0,02	0,00	3,08	0,12			9,49	4
	48	9	0	10	7	74		48	9	0	10	7	74									
question n.22																						
I-stage	27	6	3	5	3	3	47	24,14	6,99	5,08	5,08	3,81	1,91	47	0,34	0,14	0,85	0,00	0,17	0,63	5,85	
II-stage	11	5	5	3	3	0	27	13,86	4,01	2,92	2,92	2,19	1,09	27	0,59	0,24	1,48	0,00	0,30	1,09		11,1	5
	38	11	8	8	6	3	74	38	11	8	8	6	3	74								
Tools and services																						
question n.23																						
I-stage	7	11	40	7	65			7,01	10,83	42,06	5,10	65			0,00	0,00	0,10	0,71			2,24	
II-stage	4	6	26	1	37			3,99	6,17	23,94	2,90	37			0,00	0,00	0,18	1,25				7,81	3
	11	17	66	8	102			11	17	66	8	102										
question n.24																						
I-stage	24	1	34	1	8	68		22,45	2,57	33,36	2,57	7,06	68		0,11	0,96	0,01	0,96	0,13		6,02	
II-stage	11	3	18	3	3	38		12,55	1,43	18,64	1,43	3,94	38		0,19	1,71	0,02	1,71	0,23			9,49	4
	35	4	52	4	11	106		35	4	52	4	11	106									
question n.25																						
I-stage	16	28	12	16	31	103		14,81	25,58	13,46	16,16	32,99	103		0,10	0,23	0,16	0,00	0,12		1,85	
II-stage	6	10	8	8	18	50		7,19	12,42	6,54	7,84	16,01	50		0,20	0,47	0,33	0,00	0,25			9,49	4
	22	38	20	24	49	153		22	38	20	24	49	153									

Appendix 2. Results Reliability Analysis

Section S1 *Company's profile*

	Std. Dev.
question n.1	
one	0,031
two or three	0,024
over three	0,024
question n.2	
less than one year	0,033
between one and two years	0,030
more than two years	0,028
question n.3	
yes	0,013
no	0,017
no answer	0,011
question n.4	
less than six months	0,029
een six months and one year	0,032
more than one year	0,019
question n.5	
SMEs	0,032
big enterprises	0,031
no answer	0,017
question n.6	
ISO9001	0,033
ISO9001 and ISO 14001	0,031
ISO9001 nor ISO 14002	0,022
question n.7	
less than two years	0,000
tween two and seven years	0,023
more than seven years	0,024
no answer	0,008
question n.8	
industrial sector	0,032
handicraft sector	0,015
primary sector	0,000
services sector	0,033
no answer	0,011
question n.9	
seasonal work	0,008
part time	0,000
limited time	0,010
full time	0,010
no answer	0,010

Section S3 *Effectiveness of SA8000*

	Std. Dev.
question n.13	
yes	0,031
no	0,032
no answer	0,011
question n.14	
<5%	0,027
beetween 5 and 20%	0,021
beetween 21 and 50%	0,008
>50%	0,000
no answer	0,031
question n.15	
external collaborator	0,000
hand/office worker	0,021
skilled worker	0,027
manager	0,008
no answer	0,031
question n.16	
East Europe	0,024
Far East	0,015
Middle East	0,011
Africa	0,027
other	0,018
no answer	0,031
question n.17	
<5%	0,017
beetween 5 and 20%	0,032
beetween 21 and 50%	0,030
>50%	0,029
no answer	0,008
question n.18	
external collaborator	0,008
hand/office worker	0,024
skilled worker	0,024
manager	0,013
no answer	0,008
question n.19	
≤36 hours	0,025
beetween 37 and 48 hours	0,027
>48 hours	0,008
no answer	0,008

	Std. Dev.
question n.20	
beetween 1 and 2 hours	0,021
beetween 3 and 5 hours	0,023
> 5 hours	0,031
no answer	0,019
question n.21	
< 10 hours	0,032
beetween 10 and 30 hours	0,022
beetween 31 and 50 hours	0,000
> 50 hours	0,023
no answer	0,019
question n.22	
none	0,033
≤10	0,024
beetween 11 and 20	0,021
beetween 21 and 50	0,021
>50	0,018
no answer	0,013
question n.23	
security sistems	0,024
fire prevention systems	0,026
employees training	0,021
none of them	0,021
question n.24	
canteen	0,033
lodgings and homes	0,015
meeting and relax rooms	0,030
other	0,015
none of them	0,024
question n.25	
labelling	0,030
media advertisement	0,033
sponsorships and/or gifts	0,029
social balance	0,031
external stakeholders' involvement	0,031

Sector S4 *Company's customers*

	Std. Dev.
question n.26	
big business	0,048
foreign firms	0,044
multinational	0,039
no answer	0,048
question n.27	
< 20%	0,035
≥50%	0,041
> 75%	0,046
no answer	0,050
question n.28	
yes	0,050
no	0,050
question n.29	
transport	0,044
consulting	0,024
cleaning services	0,000
social services	0,014
other	0,024
no answer	0,050
question n.30	
yes	0,051
no	0,051
question n.31	
transport	0,041
consulting	0,035
cleaning services	0,020
social services	0,020
other	0,039
no answer	0,051

Section S2 *Purposes and effects of the SA8000 implementation*

question n.10

score	A	B	C	D	E
(max)1	0,022	0,027	0,030	0,025	0,028
2	0,023	0,027	0,027	0,031	0,000
3	0,026	0,031	0,024	0,027	0,000
4	0,031	0,022	0,028	0,024	0,008
(min)5	0,018	0,011	0,008	0,013	0,011
no answer	0,024	0,021	0,019	0,021	0,030

question n.11

score	A	B	C	D	E
(max)1	0,030	0,023	0,019	0,024	0,015
2	0,025	0,023	0,024	0,021	0,000
3	0,023	0,027	0,019	0,029	0,000
4	0,027	0,013	0,030	0,024	0,000
(min)5	0,008	0,003	0,018	0,017	0,008
no answer	0,026	0,023	0,029	0,029	0,017

question n.12

score	A	B	C	D	E
(max)1	0,013	0,017	0,032	0,024	0,018
2	0,017	0,018	0,027	0,033	0,000
3	0,027	0,032	0,015	0,024	0,008
4	0,032	0,028	0,008	0,021	0,008
(min)5	0,022	0,019	0,011	0,011	0,008
no answer	0,024	0,023	0,018	0,019	0,022

Sector S5 *Adaptability of SA8000 to the Public Sector*

	Std. Dev.
question n.32	
yes	0,049
no	0,045
no answer	0,028
question n.33	
yes	0,051
no	0,044
no answer	0,042
question n.34	
child labour	0,020
forced labour	0,014
health and safety	0,051
freedom of assoc. & right to collect.barg.	0,031
discrimination	0,051
disciplinary practices	0,028
working hours	0,039
compensation	0,039
management systems	0,049

question n.35

score	A	B	C	D	E
(max)1	0,049	0,028	0,052	0,033	0,038
2	0,033	0,044	0,042	0,044	0,039
3	0,041	0,042	0,028	0,039	0,042
4	0,039	0,024	0,020	0,041	0,041
(min)5	0,024	0,047	0,024	0,038	0,038
no answer	0,031	0,033	0,033	0,033	0,031

LEGEND

question n.10	question n.11	question n.12	question n.35
A safeguard of the trademark	higher costs	growth of employment	knowledge of suppliers ethic.behav.s
B knowledge of suppliers ethical behaviours	higher investments	respect of environment	*growth of own imagine*
C growth of the production value	expansion towards new markets	human resource upgrading	human resources upgrading
D guarant.of the certificat.process credibility	growth of existent markets shares	positive image among users,investors	higher efficiency
E other	other	other	higher effectiveness

Confidence Intervals

Section S1 *Company's profile*

	$\hat{A}_l$	$\hat{A}$	$\hat{A}_u$	estimate of P_l	estimate of P	estimate of P_u
question n.1						
1	68	75	81	0,62	0,69	0,74
2 or 3	13	18	24	0,12	0,17	0,22
over 3	11	16	22	0,10	0,15	0,20
question n.2						
less than 1 year	46	53	60	0,42	0,49	0,55
between 1 and 2 years	25	31	38	0,23	0,28	0,35
more than 2 years	19	25	32	0,17	0,23	0,29
question n.3						
yes	2	4	9	0,02	0,04	0,08
no	97	102	105	0,89	0,94	0,96
no answer	1	3	7	0,01	0,03	0,06
question n.4						
less than 6 months	23	29	36	0,21	0,27	0,33
between 6 months and 1 year	62	69	76	0,57	0,63	0,70
more than 1 year	6	10	16	0,06	0,09	0,15
question n.5						
SMEs	59	66	73	0,54	0,61	0,67
big enterprises	29	35	42	0,27	0,32	0,39
no answer	4	7	12	0,04	0,06	0,11
question n.6						
ISO9001	52	59	66	0,48	0,54	0,61
ISO9001 and ISO 14001	30	37	44	0,28	0,34	0,40
ISO9001 nor ISO 14002	9	13	19	0,08	0,12	0,17
question n.7						
less than 2 years	0	0	3	0,00	0,00	0,03
between 2 and 7 years	10	15	21	0,09	0,14	0,19
more than 7 years	87	93	98	0,80	0,85	0,90
no answer	0	1	5	0,00	0,01	0,05
question n.8						
industrial sector	32	38	45	0,29	0,35	0,41
handicraft sector	3	6	11	0,03	0,06	0,10
primary sector	0	0	3	0,00	0,00	0,03
services sector	55	62	69	0,50	0,57	0,63
no answer	1	3	7	0,01	0,03	0,06
question n.9						
seasonal work	0	1	5	0,00	0,01	0,05
part time	0	0	3	0,00	0,00	0,03
limited time	1	3	7	0,01	0,03	0,06
full time	102	106	108	0,94	0,97	0,99
no answer	1	3	7	0,01	0,03	0,06

Sector S4 *Company's customers*

	$\hat{A}_l$	$\hat{A}$	$\hat{A}_u$	estimate of P_l	estimate of P	estimate of P_u
question n.26						
big business	64	75	84	0,59	0,69	0,77
foreign firms	17	26	36	0,16	0,24	0,33
multinational	12	19	29	0,11	0,17	0,27
no answer	25	34	45	0,23	0,31	0,41
question n.27						
< 20%	8	15	24	0,07	0,14	0,22
≥50%	14	21	31	0,13	0,19	0,28
> 75%	21	30	40	0,19	0,28	0,37
no answer	33	43	53	0,30	0,39	0,49
question n.28						
yes	31	41	51	0,28	0,38	0,47
no	58	68	78	0,53	0,62	0,72
question n.29						
transport	17	26	36	0,16	0,24	0,33
consulting	2	6	14	0,02	0,06	0,13
cleaning services	0	0	5	0,00	0,00	0,05
social services	0	2	8	0,00	0,02	0,07
other	2	6	14	0,02	0,06	0,13
no answer	58	68	78	0,53	0,62	0,72
question n.30						
yes	53	64	74	0,49	0,59	0,68
no	35	45	56	0,32	0,41	0,51
question n.31						
transport	14	21	31	0,13	0,19	0,28
consulting	8	15	24	0,07	0,14	0,22
cleaning services	1	4	11	0,01	0,04	0,10
social services	1	4	11	0,01	0,04	0,10
other	12	19	29	0,11	0,17	0,27
no answer	35	45	56	0,32	0,41	0,51

Section S3 *Effectiveness of SA8000*

	$\hat{A}_l$	$\hat{A}$	$\hat{A}_u$	estimate of P_l	estimate of P	estimate of P_u
question n.13						
yes	30	37	44	0,28	0,34	0,40
no	62	69	76	0,57	0,63	0,70
no answer	1	3	7	0,01	0,03	0,06
question n.14						
<5%	17	22	29	0,16	0,20	0,27
beetween 5 and 20%	8	12	17	0,07	0,11	0,16
beetween 21 and 50%	0	1	5	0,00	0,01	0,05
>50%	0	0	3	0,00	0,00	0,03
no answer	67	74	80	0,61	0,68	0,73
question n.15						
external collaborator	0	0	3	0,00	0,00	0,03
hand/office worker	8	12	17	0,07	0,11	0,16
skilled worker	18	24	30	0,17	0,22	0,28
manager	0	1	5	0,00	0,01	0,05
no answer	67	74	80	0,61	0,68	0,73
question n.16						
East Europe	11	16	22	0,10	0,15	0,20
Far East	3	6	11	0,03	0,06	0,10
Middle East	1	3	7	0,01	0,03	0,06
Africa	17	22	29	0,16	0,20	0,27
other	5	9	14	0,05	0,08	0,13
no answer	67	74	80	0,61	0,68	0,73
question n.17						
<5%	4	7	12	0,04	0,06	0,11
beetween 5 and 20%	33	40	47	0,30	0,37	0,43
beetween 21 and 50%	26	32	39	0,24	0,29	0,36
>50%	22	28	35	0,20	0,26	0,32
no answer	0	1	5	0,00	0,01	0,05
question n.18						
external collaborator	0	1	5	0,00	0,01	0,05
hand/office worker	85	91	96	0,78	0,83	0,88
skilled worker	11	16	22	0,10	0,15	0,20
manager	2	4	9	0,02	0,04	0,08
no answer	0	1	5	0,00	0,01	0,05
question n.19						
≤36 hours	14	19	25	0,13	0,17	0,23
beetween 37 and 48 hours	80	87	92	0,73	0,80	0,84
>48 hours	0	1	5	0,00	0,01	0,05
no answer	0	1	5	0,00	0,01	0,05
question n.20						
beetween 1 and 2 hours	8	12	17	0,07	0,11	0,16
beetween 3 and 5 hours	10	15	21	0,09	0,14	0,19
> 5 hours	65	72	79	0,60	0,66	0,72
no answer	6	10	16	0,06	0,09	0,15
question n.21						
< 10 hours	64	71	77	0,59	0,65	0,71
beetween 10 and 30 hours	9	13	19	0,08	0,12	0,17
beetween 31 and 50 hours	0	0	3	0,00	0,00	0,03
> 50 hours	10	15	21	0,09	0,14	0,19
no answer	6	10	16	0,06	0,09	0,15
question n.22						
none	49	56	63	0,45	0,51	0,58
≤10	11	16	22	0,10	0,15	0,20
beetween 11 and 20	8	12	17	0,07	0,11	0,16
beetween 21 and 50	8	12	17	0,07	0,11	0,16
>50	5	9	14	0,05	0,08	0,13
no answer	2	4	9	0,02	0,04	0,08
question n.23						
security sistems	11	16	22	0,10	0,15	0,20
fire prevention systems	19	25	32	0,17	0,23	0,29
employees training	92	97	101	0,84	0,89	0,93
none of them	8	12	17	0,07	0,11	0,16
question n.24						
canteen	45	52	59	0,41	0,48	0,54
lodgings and homes	3	6	11	0,03	0,06	0,10
meeting and relax rooms	70	77	83	0,64	0,71	0,76
other	3	6	11	0,03	0,06	0,10
none of them	11	16	22	0,10	0,15	0,20
question n.25						
labelling	26	32	39	0,24	0,29	0,36
media advertisement	49	56	63	0,45	0,51	0,58
sponsorships and/or gifts	23	29	36	0,21	0,27	0,33
social balance	29	35	42	0,27	0,32	0,39
external stakeholders' involvement	65	72	79	0,60	0,66	0,72

Section S2 *Purposes and effects of the SA8000 implementation*

question n.10		$\hat{A}_l$	$\hat{A}$	$\hat{A}_u$	estimate of P_l	estimate of P	estimate of P_u
	A	9	13	19	0,08	0,12	0,17
	B	17	22	29	0,16	0,20	0,27
score 1 (max)	C	25	31	38	0,23	0,28	0,35
	D	14	19	25	0,13	0,17	0,23
	E	21	27	33	0,19	0,25	0,30
	A	10	15	21	0,09	0,14	0,19
	B	17	22	29	0,16	0,20	0,27
score 2	C	18	24	30	0,17	0,22	0,28
	D	29	35	42	0,27	0,32	0,39
	E	0	0	3	0,00	0,00	0,03
	A	15	21	27	0,14	0,19	0,25
	B	30	37	44	0,28	0,34	0,40
score 3	C	13	18	24	0,12	0,17	0,22
	D	17	22	29	0,16	0,20	0,27
	E	0	0	3	0,00	0,00	0,03
	A	26	34	41	0,26	0,31	0,38
	B	9	13	19	0,08	0,12	0,17
score 4	C	19	25	32	0,17	0,23	0,29
	D	11	16	22	0,10	0,15	0,20
	E	0	1	5	0,00	0,01	0,05
	A	5	9	14	0,05	0,08	0,13
	B	1	3	7	0,01	0,03	0,06
score 5 (min)	C	0	1	5	0,00	0,01	0,05
	D	2	4	9	0,02	0,04	0,08
	E	1	3	7	0,01	0,03	0,06
	A	13	18	24	0,12	0,17	0,22
	B	8	12	17	0,07	0,11	0,16
no answer	C	6	10	16	0,06	0,09	0,15
	D	8	12	17	0,07	0,11	0,16
	E	71	78	84	0,65	0,72	0,77

question n.12		$\hat{A}_l$	$\hat{A}$	$\hat{A}_u$	estimate of P_l	estimate of P	estimate of P_u
	A	2	4	9	0,02	0,04	0,08
	B	4	7	12	0,04	0,06	0,11
score 1 (max)	C	59	66	73	0,54	0,61	0,67
	D	13	18	24	0,12	0,17	0,22
	E	5	9	14	0,05	0,08	0,13
	A	4	7	12	0,04	0,06	0,11
	B	5	9	14	0,05	0,08	0,13
score 2	C	18	24	30	0,17	0,22	0,28
	D	43	50	57	0,39	0,46	0,52
	E	0	0	3	0,00	0,00	0,03
	A	18	24	30	0,17	0,22	0,28
	B	36	43	50	0,33	0,39	0,46
score 3	C	3	6	11	0,03	0,06	0,10
	D	11	16	22	0,10	0,15	0,20
	E	0	1	5	0,00	0,01	0,05
	A	36	43	50	0,33	0,39	0,46
	B	21	27	33	0,19	0,25	0,30
score 4	C	0	1	5	0,00	0,01	0,05
	D	8	12	17	0,07	0,11	0,16
	E	0	1	5	0,00	0,01	0,05
	A	9	13	19	0,08	0,12	0,17
	B	5	9	14	0,05	0,08	0,13
score 5 (min)	C	1	3	7	0,01	0,03	0,06
	D	1	3	7	0,01	0,03	0,06
	E	0	1	5	0,00	0,01	0,05
	A	13	18	24	0,12	0,17	0,22
	B	10	15	21	0,09	0,14	0,19
no answer	C	5	9	14	0,05	0,08	0,13
	D	6	10	16	0,06	0,09	0,15
	E	90	96	100	0,83	0,88	0,92

question n.11							
	A	25	31	38	0,23	0,28	0,35
	B	19	25	32	0,17	0,23	0,29
score 1 (max)	C	6	10	16	0,06	0,09	0,15
	D	11	16	22	0,10	0,15	0,20
	E	3	6	11	0,03	0,06	0,10
	A	14	19	25	0,13	0,17	0,23
	B	23	29	36	0,21	0,27	0,33
score 2	C	13	18	24	0,12	0,17	0,22
	D	8	12	17	0,07	0,11	0,16
	E	0	0	3	0,00	0,00	0,03
	A	10	15	21	0,09	0,14	0,19
	B	18	24	30	0,17	0,22	0,28
score 3	C	6	10	16	0,06	0,09	0,15
	D	22	28	35	0,20	0,26	0,32
	E	0	0	3	0,00	0,00	0,03
	A	17	22	29	0,16	0,20	0,27
	B	2	4	9	0,02	0,04	0,08
score 4	C	26	32	39	0,24	0,29	0,36
	D	11	16	22	0,10	0,15	0,20
	E	0	0	3	0,00	0,00	0,03
	A	0	1	5	0,00	0,01	0,05
	B	0	1	5	0,00	0,01	0,05
score 5 (min)	C	5	9	14	0,05	0,08	0,13
	D	4	7	12	0,04	0,06	0,11
	E	0	1	5	0,00	0,01	0,05
	A	15	21	27	0,14	0,19	0,25
	B	19	25	32	0,17	0,23	0,29
no answer	C	23	29	36	0,21	0,27	0,33
	D	23	29	36	0,21	0,27	0,33
	E	97	102	105	0,89	0,94	0,96

LEGEND

question n.10
A safeguard of the trademark
B knowledge of suppliers ethical behaviours
C growth of the production value
D guarant.of the certificat.process credibility
E other

question n.11
higher costs
higher investments
expansion towards new markets
growth of existent markets shares
other

question n.12
A growth of employment
B respect of environment
C human resource upgrading
D positive image among users,investors
E other

question n.35
knowledge of suppliers ethic.behav.s
growth of own imagine
human resources upgrading
higher efficiency
higher effectiveness

Sector S5 *Adaptability of SA8000 to the Public Sector*

question n.32					
yes	62	73	82	0,57	0,67	0,75
no	19	28	38	0,17	0,26	0,35
no answer	4	9	17	0,04	0,08	0,16
question n.33						
yes	49	60	70	0,45	0,55	0,64
no	17	26	36	0,16	0,24	0,33
no answer	15	24	33	0,14	0,22	0,30
question n.34						
child labour	1	4	11	0,01	0,04	0,10
forced labour	0	2	8	0,00	0,02	0,07
health and safety	37	47	58	0,34	0,43	0,53
freedom of assoc.& right to collect.bargain.	5	11	19	0,05	0,10	0,17
discrimination	37	47	58	0,34	0,43	0,53
disciplinary practices	4	9	17	0,04	0,08	0,16
working hours	12	19	29	0,11	0,17	0,27
compensation	12	19	29	0,11	0,17	0,27
management systems	29	38	49	0,27	0,35	0,45
question n.35						
A	29	38	49	0,27	0,35	0,45
B	4	9	17	0,04	0,08	0,16
score 1 (max) C	43	53	64	0,39	0,49	0,59
D	7	13	22	0,06	0,12	0,20
E	10	17	26	0,09	0,16	0,24
A	7	13	22	0,12	0,20	0,00
B	17	26	36	0,24	0,33	0,00
score 2 C	15	24	33	0,22	0,30	0,00
D	17	26	36	0,24	0,33	0,00
E	12	19	29	0,17	0,27	0,00
A	14	21	31	0,13	0,19	0,28
B	15	24	33	0,14	0,22	0,30
score 3 C	4	9	17	0,04	0,08	0,16
D	12	19	29	0,11	0,17	0,27
E	15	24	33	0,14	0,22	0,30
A	12	19	29	0,11	0,17	0,27
B	2	6	14	0,02	0,06	0,13
score 4 C	1	4	11	0,01	0,04	0,10
D	14	21	31	0,13	0,19	0,28
E	14	21	31	0,13	0,19	0,28
A	2	6	14	0,02	0,06	0,13
B	23	32	43	0,21	0,29	0,39
score 5 (min) C	2	6	14	0,02	0,06	0,13
D	10	17	26	0,09	0,16	0,24
E	10	17	26	0,09	0,16	0,24
A	5	11	19	0,05	0,10	0,17
B	7	13	22	0,06	0,12	0,20
no answer C	7	13	22	0,06	0,12	0,20
D	7	13	22	0,06	0,12	0,20
E	5	11	19	0,05	0,10	0,17