



REPORT RESPONSIBLE BUSINESS IN POLAND

2010

English summary

Good practices Report



**RESPONSIBLE
BUSINESS
FORUM**

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"Responsible business in Poland 2010. Good practices" Report is a summary of the activities undertaken by companies, institutions and non-governmental organizations in the domain of corporate social responsibility and sustainable development. Report is an abstract of all the events that took place last year in Poland, in regard to these issues. A core element of the publication are corporate good practices – this year Responsible Business Forum contains 117 good practices from the areas such as Workplace, Market, Environment, Society and Management & Reporting and four general headings based on a total of 48 good practices, devoted to Corporate Volunteering, Preventive Healthcare, Support for Flood Victims and Eco-Office. They are inspiring examples of principles of responsibility application in all sections of business – in the workplace, towards market, society, and environment. In addition, the Report contains articles and experts' statements, analysis, opinions of Internet users and review of last year events, research results review, and press and publications overview.



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Foreword

Dear Sirs/Madams,

The year 2010 will remain in our memories as the year of social and political catastrophes and natural disasters. This could not be without impact on businesses, which spontaneously initiated emergency actions offering help of their staff as well as substantial financial support.

For the 9th edition of the Report entitled "Responsible Business in Poland. Good Practice", we received a record number of entries, out of which we selected 117 good practices from the areas such as Workplace, Market, Environment, Society and Management & Reporting. Showing some trends followed by companies, we also created four general headings based on a total of 48 good practices, devoted to Corporate Volunteering, Preventive Healthcare, Support for Flood Victims and Eco-Office. The report also contains summaries of the year 2010 written by representatives of business, public administration, trade unions and NGOs, as well as by scientists, researchers, and common Internet users. For the second time, we collected the results of scientific studies conducted in 2010.

In 2010, the global economy started its slow recovery from the crisis, but despite President Obama's reforms, the unemployment rate in the US reached 9%. Even the model and recognised CSR strategies and procedures of BP did not prevent the largest eco-disaster in the US history, namely the Gulf of Mexico oil spill. The international community jointly responded to the devastation caused by the earthquakes in China and Haiti, and the flood in Pakistan. As many as 73 million people visited Expo in Shanghai, and Aung San Suu Kyi, long-time political dissident imprisoned in Burma, was finally released by the regime. A cloud of volcanic dust paralysed flight traffic over Europe, hitting the travel and air industry. The public opinion grew excited over the successful attempt to release the trapped miners in Chile, though neglecting to look deeper at the accountability of the mine authorities. Millions of devoted fans of Steve Jobs welcomed iPad, the new baby of the IT giant Apple, which has yet failed to publish a comprehensive social report and seems indifferent to cases of violation of human rights in its production facilities.

Poland hosted a number of meetings and conferences related to the issue of corporate social responsibility. Post-graduate studies in CSR welcomed their first alumni. The Stock Exchange modified the Respect Index, and the Polish Ministry of Economy co-ordinated the work of the Corporate Social Responsibility Team and Workgroups, which developed recommendations to the government strategies.

For the Responsible Business Forum, this was the year of celebrating the 10th anniversary of its existence. During the formal ceremony, we honoured our long-term partners, summed up our achievements and talked about CSR development in Poland in the last decade. We welcomed nine new partner companies. Several hundred of people participated in the discussion on responsible business devoted to fair trade and recycling, and in the conference on CSR 2.0. We had 28 participants share their experience at the 3rd edition of CSR Market Place hosted by the University of Warsaw Library, during which we also presented the results of the research on sustainable chain of supplies, conducted in Poland for the first time. Visitors had the opportunity to listen to John Grant, the author of The Green Marketing Manifesto and participate in a number of seminars. Thanks to the work of our Strategic Partners in Workgroups, the interesariusze.pl vortal was developed, containing practical tools, guidelines and materials related to co-operation with stakeholders. The 6th edition of the Responsible Business League ended giving way to the 7th edition of that student-oriented project. Working with Pomerania Development Agency, IUC Kalmar län – Industrial Development Centre and the Pomeranian Chamber of Handicrafts for Small and Medium Enterprises, we launched the CSR project for SME in the Pomeranian Province. For the fourth time, we co-organised the CSR Ranking and the Social Reports contest. Along with GoodBrand & Company Poland, we conducted a research among Polish managers – the results of the research were published in the report *Managers 500/CSR Leader* as a follow-up to a similar study of 2003. We trained over 150 representatives of non-governmental organisations in 5 cities, sharing with them our experience in co-operation with business. We offered our patronage to many conferences and initiatives, and supported as a professional partner the post-graduate course in the J. Tischner European University and the Warsaw University of Life Sciences (SGGW). In December, we launched a new version of the odpowiedzialnybiznes.pl site, and now with our profile on Facebook and YouTube we are able to reach more and more Internet users.

I wish you a good reading and encourage you to share with us your opinions and comments on the "Responsible Business in Poland 2010. Good Practice" Report.

Mirella Panek-Owsiańska
President of the Responsible Business Forum

2011 - This is the scale of the challenge

The World Economic Forum has just published its Global Risks 2011 report, which suggests that global governance cannot cope with more shocks to the system, but that we should expect that such shocks will nevertheless be delivered. The report suggests that risks of particular concerns focus on crime, corruptions and state fragility, water food and energy, and global financial factors.

One of the speakers on launch said: „If business leaders and decision-makers can overcome the behavioural biases towards ... short-term solutions and switch to longer term thinking, then they will have made significant progress ...”

Indeed – but what we fail to acknowledge is that this teetering-on-the-edge condition is the one that we have chosen for the future. We have a world already suffering from climate stress, water stress, and pollution overload. In the face of that existing stress to the ecosystem (you know, our life support system) we are expecting that major chunks of the population are going to begin consuming a lot more and human numbers are going to increase to a dizzying degree.

In other words, we are going to test the carrying capacity of the planet. Presumably, in the optimistic scenario, we settle into a niche that is just within the limits. We manage to increase food production, develop cleaner energy and recycle materials just enough that we can accommodate all of these wants in a sustainable way.

But the downside of this is that – even if such a state were attainable (because the alternative is more likely, where we go sailing blithely across the threshold and then suffer some fairly brutal corrections imposed upon us by nature) - is that we have chosen to live right on the edge, vulnerable to any new shocks to the system. If you place stress on local ecosystems, they show signs of that stress over time, until you cross a threshold. And then the ecosystem can collapse very quickly. We are proposing to push the stress as far as we think we can get away with it, without really knowing whether - or where - we may find that threshold.

This is the natural consequence of our choice to consume ravenously and increase human numbers without hindrance. Indeed, the recent ‘World in 2050’ report by HSBC said that countries like America and Britain would continue to hold their own in the global economy because of their continuing population growth, whereas those countries with stagnant populations would suffer. This is the scale of our challenge.

No country with people living in poverty will consent to stay frozen into under-development and poverty. No country with people living in affluence will persuade those people to consent to reduce their living standards, as currently defined. No global governance process is going to face up to the logic around human numbers because of the difficult implications of how you would ever introduce public policy to control them.

We have seen in recent times that people can sign up to a short term system believing there is no alternative to the behaviours it requires, regardless of the fact that it is unsustainable.

Take, for instance, the famous quote from then CEO of Citigroup Chuck Prince who said that so long as the music was playing, you had to dance. Even though when the music stopped, there would be a big price to pay. This kind of attitude is the norm, not the exception, if you look at how people behave.

There are many elements of our current situation that are reminiscent of the decline of the Roman Empire. They ignored the obvious signs until it was too late as well.

How will this change? Probably through turmoil and conflict. We may just get the licence we need to change direction if we get more highly visible, painful and alarming shocks that raise the awareness of people everywhere that we need to make major changes. Sad to say, in the absence of such shocks, we lose focus, divide into different sectional interests and start fighting amongst ourselves.

The alternative would be that businesses and governments work together to take the people with them. Don’t get me wrong. That would be my preferred option. But looking at the state of play with some of the most powerful governments in the world at the moment – we are moving backwards not forwards in some very important places.

Those business leaders and other decision makers that do look far enough ahead should be planning for the world where such licence for change is achieved, and should be ready to show leadership when the moment comes again when the potential for change is there. In the mean time, keep chipping away at the obstacles to change.

Mallen Baker

An Article from Business Respect, Issue Number 172, dated 12 Jan 2011

CSR in the Ukraine

The issue of corporate social responsibility is steadily becoming a mainstream in Ukraine. Over the last 5 years, the country has witnessed emergence of a group of CSR lead-ers, i.e. companies taking responsibility towards stakeholders as a systematic issue, not as an ad hoc philanthropy. There is a vibrant field of CSR organizations and networks, including UN Global Compact Ukrainian network, CSR Ukraine Community, CSR Centre, and East Europe Foundation.

Earlier this year CSR Ukraine Community (www.svb.org.ua) has conducted first ever research on non-financial reporting in Ukraine. The research classified and analyzed all social reports, CSR reports, reports on sustainable development, UN Global Compact communications on progress (CoP) published in Ukraine. The aim of the research was to contribute to the improvement of CSR reporting competencies in Ukraine and to make the process of non-financial reporting more relevant to the needs of the stakeholders. As of May 2010, 38 companies engaged in non-financial reporting with 55 reports published, but only 7 of them were GRI-compliant reports. Among the companies that published GRI-compliant reports in Ukraine there are a leading diversified holding directly responsible for over 10% of Ukrainian GDP (SCM, 2 reports), 2 companies from the SCM holding (DTEK, energy, 1 report; Metinvest, metallurgy, 1 report), a leading bank nationalized during the financial crisis (Nadra Bank, 2 reports), and a Ukrainian-owned beer company (Obolon, 1 report). Ukrainian-owned companies constitute the largest share of companies reporting on non-financial issues.

In November 2009 there was a first hearing on CSR in the Parliamentary Committee on Entrepreneurship and Tax Policy in the Ukrainian *Verkhovna Rada* (Parliament). A decision was made to set up a working group enlisted to design a national concept of CSR in Ukraine. For almost a year the group has been working to design such a concept but currently the debate stalled at the issue of the responsible body – whether a Parliament, a Government or a Presidential Administration should be in a driving seat. However, the work of the group per se added to the promotion of CSR in the country.

Large Ukrainian companies have either set up positions of CSR managers and equipped them with the CSR strategy implementation, or looking into developing such strategies. However, a common trend is a lack of competences among managers, especially at the middle-management level. Ability to recognize interests of stakeholders, design and implement partnerships,

develop relevant programs, communicate with boards on relevant social and ecological issues, - all these competences are not mature enough. One of the platforms to tackle the issue is an international conference Developing Responsible Leadership in CEE (December 2-3, Lviv, Ukraine), which will bring together HR, CSR managers from CEE region as well as business school leaders and University professors involved in relevant courses. CSR Ukraine Community and Lviv Business School (www.lvbs.com.ua) are co-organizers of this event.

Volodymyr Vorobey
CSR Ukraine Community

2010: a fine year

Speaking of sustainable development in the context of business, we must not forget that companies do not operate in a vacuum: a significant partner in the development of sustainable economy is the non-governmental sector and the social economy entities. In order to understand better the social and economic context of business, it might be worthwhile to examine the situation of the said environments and sum up what has formed them for the past ten months or so.

For the non-governmental sector, last year was a period of continuation of the current development concept included, for instance, in the Strategy for Support of Civil Society Development; it was also the time of new challenges, especially those concerning the prospects for cooperation between public administration and the civil society structures.

Good law supports the creation of favourable conditions for the development of public policy which fosters the growth of a civil society. Last year, after seven years of functioning and monitoring, and as a result of extensive consultations, the Public Benefit and Volunteer Work Act was amended.

The introduced changes are of fundamental importance for the prospective enhancement of the role of the non-governmental sector in the public life, both in terms of its participation in decision-making processes pertaining to public benefits and in terms of direct execution of public tasks.

This should be made easier by means of, for instance, introduction of an institution of a local initiative, development of the form and consolidation of the process of social consultations (including mandatory consultation of annual programmes of cooperation), creation of the possibility to establish units – centres for the support of civic activity at the local and regional level, the possibility to create public benefit activity councils at all levels of local government, or commissioning of the performance of public tasks in a simplified procedure (so-called small grants) and in special situations, skipping the procedure of an open tender.

The Civic Initiatives Fund Operational Programme (CIF OP) and the Human Capital Operational Programme (HC OP) provide a policy platform and financial support for non-governmental organisations.

The year 2010 was another year of the Civic Initiatives Fund. The CIF OP is a financial instrument which supports the build-

ing process of a civil society and the involvement of non-governmental organisations in the implementation of the public policy. The CIF has become a product of a renowned brand whose structure and forms of support take into consideration the growth dynamics of the citizen sector. This is why one of the priorities of the Fund is to support the growth of social entrepreneurship and to offer preferential terms to small organisations operating in socially neglected environments.

Last year, a significant instrument of support for the non-governmental sector was the funds under the HC OP. Its particularly important element consisted in financing projects aimed at strengthening the ability of the Polish administration to perform its public mission in a modern and partner-like manner. This aspect of support can be seen most clearly in Action 5.4 Strengthening the potential of the third sector, in Priority V Good governance. This is exactly where the organisation potential of the third sector gets its support from. The aim is clear: effective and professional public and social partnership as determinants of growth of an efficient state and civil society.

Among the systemic and competition projects carried out last year, the activities that achieved new dynamics were aimed at creating an on-going monitoring system for the cooperation between the administration and non-governmental organisations, systematisation of the knowledge of the operating standards of non-governmental organisations, supporting NGO examination systems for public statistics, diagnosing and developing the standards of cooperation between public administration and non-governmental organisations, introducing systemic solutions for legal and civic counselling, and strengthening the network and agreements of non-governmental organisations and the social infrastructure.

It is worth mentioning that the year 2010 was also the year of practical execution of systemic projects related to social economy, which in the near future will give rise to the system of legal, institutional, educational and financial support for this kind of social economy activities.

The year 2010 was the period of organising the strategic foundations for the development of the country. It was also an important time to have a new look at the prospect of growth of a civil society. This is why in consequence of the "Growth Strategy Organisational Plan" adopted by the Council of Ministers, basing on the functioning Strategy for Support of the Growth of Civil Society, in the form of partnership in the creation of the programme documentation, the scope of work on the nine

horizontal strategies for the growth in the period of 2011–2020 was expanded by the issues of civil society, non governmental organisations and social economy (with particular emphasis on the Growth Strategy for Social Capital, the National Strategy for Regional Development, the Growth Strategy for Human Capital and the Efficient State).

It should be also noted that in 2010 the sector opened a debate on the issue of self-regulation in the NGO sector. This is an essential milestone in the process of creation of the operating standards for the third sector (the New Bill of Principles).

Last year important decisions were taken in connection with the year 2011 – the European Year of Voluntary Activities promoting active citizenship. Undoubtedly, this matter requires a serious debate leading to the creation of a long-term policy for the support of the growth of voluntary activities in Poland.

Krzysztof Więckiewicz
Ministry of Labour and Social Policy
Department of Public Benefit

Opinions of Internet users on what 2010 was like for CSR in Poland

SYLWIA KASPRZAK For me, CSR became somewhat a fake systemic answer to all possible problems. Does this mean that ad hoc actions are always bad? I'm against giving things away for free and reinforcing claiming attitudes, but if someone is too hungry, give them the fried fish first and then the fishing rod. Let's not just condemn everything that is temporary for the sake of new guidebooks teaching us some vague approaches and attitudes. Sometimes supporting new research, publications and pseudo-educational programmes is just erecting another monument to ourselves. Where in all that are we going to fit notions like human being, environment, community and all the things for which we try to be so responsible?

MONIKA BIELIŃSKA In 2010, we heard even more about CSR, in my view, mostly due to social media. There were more good practices, more research, discussions and conferences. This has been noticed by companies, organisations and consumers – everyone is learning and this is something very positive. The year 2010 definitely gave CSR its speed!

KASIA LORECKA The year 2010 and the floods that afflicted our country revealed a genuine social awareness of companies and their employees in the face of emergency situation of the affected local communities. A lot of social actions undertaken by companies, also as part of corporate volunteering, show that corporate social responsibility is not an empty worn-out notion but something that goes deeper into the structure of the company and employees' awareness.

AGATA KRZYWKA Viewed at a distance from the capital city, on the one hand CSR 2010 seems just another window dressing technique, more and more popular at the top levels of political and corporate establishment. On the other hand, I can see a better understanding of the CSR message among company owners, and not necessarily those seen on the front pages of the tabloids. The growing consumer awareness is really something to be happy about.

PAOLO SHARADOFKY (Paweł Szaradowski, www.obszarcsr.wordpress.com) I became vividly interested in CSR and sustainable development almost two years ago and I'm pleased with the recent growing popularity of those topics. That popularity

is manifested in the mere number of conferences and meetings held in Poland, or the fact that renowned universities, such as Warsaw's SGGW, offer post-graduate studies in CSR. For me, year 2010 was marked by three important publications.

The first one was "CSR Market Institutions in Poland 2010 – Guide to Key Organisations, Media and Initiatives Promoting and Educating CSR in Poland". The title speaks for itself. The man behind that publication is Łukasz Makuch. The PDF file of the document, available in the Internet, was developed as part of the Socially Responsible University project implemented by Pedagogical University (Wyższa Szkoła Pedagogiczna TWP in Warsaw).

Another important publication of 2010 is in my view the one developed by PKPP Lewiatan, NSZZ Solidarność and Deloitte, namely Corporate Social Responsibility Development Model (Model rozwoju społecznej odpowiedzialności przedsiębiorstwa). The model divides activities of a business into 6 areas:

- Management
- Administration
- Employment relations
- Chain of supplies
- Products and services
- Technology

and points out to concrete actions that a company should undertake to be called responsible. The model is quite universal, and so companies of various sizes may adapt it to their individual needs by focusing on the elements that are relevant to them.

An important event for the Polish CSR was the publication of an annual report on CSR in Poland by the Responsible Business Forum (FOB). In the report, FOB presents selected good practices which were reported earlier by companies. The report also includes articles on CSR that were published in the press, and a calendar of important past events, e.g. social campaigns, conferences, competitions, or initiatives. Apart from that, a VERY important event in 2010 was issuing the ISO 26000 standard, which gives on a global scale a systemic answer to the question of what CSR is. Despite good and positive climate created around social responsibility and sustainable development, there are always cases where CSR is misapplied for whitewashing purposes only. CSR is not a method of spending money but the method of earning it.

The opinions were collected from the Responsible Business Forum's fan page on Facebook in January 2011.

Social responsibility of small and medium enterprises: tasks for the future

The idea of social responsibility has just begun to get through to the small business and this direction of its development is not only right, but also promising for the future. This is a little like with spreading the interest in environment protection. It begins at the top: somewhere in big corporations, in the heads of CEOs and a bunch of enthusiasts a trend is created, at first somewhat snobbish and generally not quite understood, and a moment later, purely by chance, many of us take a cotton bag to go shopping, go to a remote store to get ecological eggs, get annoyed at the administration for the absence of waste segregation bins, or intentionally choose a cream in a box made of recycled paper.

While conducting research under the international project called RespEn (Responsible Entrepreneurship), I had the opportunity to take a closer look at how the idea of CSR is received in micro, small and medium enterprises. I interviewed entrepreneurs and asked them whether, how and why they made attempts at being socially responsible or why they were not so.

First of all, the research revealed that the entrepreneurs in the SME sector not only apply many kinds of social responsibility practices, but also are very open to this concept. The longer our conversation lasted, the more visible it became. Many respondents believed that social responsibility applies to big companies, corporations, that they themselves were "too small" for this kind of activities. The barrier that makes it difficult to take the decision to introduce socially responsible solutions to a small company is of psychological nature. This is additionally strengthened by the jargon used in the talks about CSR – the notion of a "socially responsible enterprise" itself is unclear; it suggests influencing the society, i.e. acting on a large scale. Another concept that arouses mistrust are the procedures, the codified rules of conduct, which smaller entrepreneurs associate not only with corporations (the language of corporations), but also with unauthentic activities, taken to show off. And this is where we reach the point when we, ordinary consumers, begin to use cotton shopping bags. The entrepreneurs representing the SME sector apply many CSR solutions without being aware of it, without following any ideology in this respect, much less the desire to gain a competitive advantage by the sheer conviction that this is how it should be. This approach is most visible in the aspects concerning relations with the employees and the customers. It was common among the interviewed group of entrepreneurs to adopt the practice of free information exchange, flexible working time, allowing an employee in certain cases to work from home, or monitoring customer satisfaction (contacting

the customer after the sale or service, openness to customer feedback, and many other behaviours mentioned in the ISO 26000 standard).

I find two conclusions arising from the research particularly interesting.

The first one pertains to communications. The entrepreneurs I have interviewed underestimated the value of the solutions they applied, they did not feel that they were doing something, which – when communicated – could turn into their chief asset, and arouse interest or sympathies among potential customers. There is room here for change and development – I hope that the entrepreneurs' awareness in this respect will be growing and in a couple of years it will be easy for us to see what kind of a boss, manufacturer, contractor or player in the local community are the small companies around us.

The other conclusion refers precisely to participation in the local community. As for now, the entrepreneurs do not think of themselves as a part of a bigger, but at the same time local whole. They are unable to name or define their social surroundings. They do not think about it. But in the process of the research – forced to lie down on "therapist couch", so to speak – this was where they made the biggest discoveries. They began to recognize the importance of this kind of identification, to imagine potential actions they could undertake in their immediate surroundings for the mutual benefit.

I hope, and the research seems to be indicating it, that in the near future we will witness the development of the small, socially aware business.

Monika Probosz
Social Communications Research Laboratory
(Laboratorium Badania Komunikacji Społecznej)

Dialogue as a starting point

Corporate social responsibility is not only the domain of business, but also of the government, employers' organisations and trade unions, which operate in the social sphere and thus play an important part in the development of CSR both in Poland and abroad.

Trade unions' efforts undertaken in the field of social responsibility are of horizontal nature. They include activities related to performing the role of a social partner in creating strategy and sustainable development policy, observing international labour standards in all countries where business operations are conducted, respecting human rights – including employee rights in the whole chain of supplies – and protecting the human rights defenders, promoting the use of pro-social clauses in public procurement, etc. Such efforts are undertaken at all levels: national, European and global.

An example of efforts directly oriented at the development of CSR at the national level was the project *Promotion of Standards of Social Responsibility for Business* (Promocja Standardów Społecznej Odpowiedzialności w Przedsiębiorstwach) implemented from April 2009 to September 2010 in co-operation with PKPP Lewiatan and Deloitte. Just like a number of regional initiatives, the project was not only a fine example of co-operation of employers and trade unions but also a response to the need of increasing involvement of social partners in the development of the CSR concept in Poland.

Moreover, trade unions as employees' representatives – one of the most important group of internal stakeholders – are often the recipients of CSR initiatives.

Dialogue is indispensable in the development of social responsibility. For trade unions, an autonomous social dialogue is the foundation and the starting point for creating the policy and strategy of CSR operations, which should be a result, and not a substitute, of such a dialogue. Observing work standards and respecting trade union rights is a part of CSR policy resulting from the current legislation and the conventions adopted and ratified by Poland. It is assumed that corporate social responsibility goes beyond the mere legal obligation. Still, a number of companies have not met this condition. Every year, NSZZ Solidarność develops a report on violation of trade union rights. It has been observed that cases of discrimination of trade unions and violation of human rights in the workplaces have grown worse and taken various forms. Companies that commit such malpractices should not use the "social quality" sign, but they often do. Cleaning or whitewashing company

image is also quite common and takes the form of selective CSR efforts, like implementing socially responsible projects in one area, while simultaneously violating the law in another. The gap between what is declared and what is actually done has been spreading, thus the proposal to abandon the idea of voluntary CSR. Adherence to the rules of law in countries where a company's business activities are conducted is not a voluntary choice but a legal obligation. It is therefore necessary to implement a more transparent way of conducting business and start treating CSR as a strategy, not as a selective and PR-oriented activity.

NSZZ Solidarność as a social partner continues its efforts towards the development of CSR strategies and solutions that take into consideration respect for human rights, as well as the social dialogue as a tool for creating high-quality sustainable development policy.

Joanna Szymonek
NSZZ Solidarność

Employees above all

Corporate Social Responsibility is a very wide term, which assumes among other things, according to the definition quoted on the website of FOB (Responsible Business Forum), contacts between business and employees. Actually, employees are mentioned in the first place in the group of stakeholders, and I believe it is not accidental. Co-operation with employees, and what follows, co-operation with trade unions as their legal representatives, is the key aspect of CSR for all trade union organisations.

From the perspective of the experiences of Labour Confederation Trade Union (Konfederacja Pracy), such contacts are sometimes completely passed over or provide only a front operation. Employees who attempt to establish a trade union still face unpleasant consequences. Once a representation of employees is formed, it becomes even more problematic to contact the employer as the stereotype of a bloodthirsty trade union, a source of trouble to any employer, is unfortunately doing well in our country. This, in many cases, cripples the talks between the two parties, though after all, they act with the same in mind: the good of the company.

Basing on this observation, we treat the project of "Corporate Social Responsibility (CSR) in the working environment in the Mazowieckie Province", co-financed under the ESF and carried out since September 2010, also as a possibility to present – in our opinion – the most important group of stakeholders. We want to demystify the bad perception of trade unions among employers, and on the other hand, to show clearly that personnel participation is a very important aspect of corporate responsibility. What is more, without this aspect, Corporate Social Responsibility will be purely and simply a short-lived pseudo-strategy.

Certainly, as a trade union we attempt to demonstrate to the employers that corporate responsibility should start from them, from the inside, that is precisely from the employee. We encourage them to become friends with the union, as we are convinced that an institutionalised representation in the form of a trade union is a perfect opportunity to learn about the actual needs of the employees. This opportunity can and should be taken: after all, a satisfied employee is a much more efficient employee.

From the point of view of Labour Confederation Trade Union, each action related to the improvement of employees' situation is received as something positive. This was the case with councils of employees promoted by Confederation, and the

same applies to the strategy of Corporate Social Responsibility. We often differ in this approach from other trade unions – what we see as opportunities for the employees, they see only as a loss in the number of members and weakening of their role. We understand that strengthening of CSR is aimed at enforcement of all the rules of corporate responsibility, with special emphasis on the aspect of participation. Such interpretation of strengthening also means monitoring of the strategy. Considering the fact that one cannot be only partly responsible, I believe that standardization of the rules of corporate responsibility and an external, objective audit of their actual observation is the right direction.

Michał Lewandowski
Labour Confederation Trade Union
(OPZZ Konfederacja Pracy)

Rights for people, rules for business

In “The Promised Land”, Władysław Reymont, a Polish novelist and Nobel laureate, immortalised the working conditions in the textile mills of Łódź during the industrial revolution of the 19th century – poor peasants, including children, working for pennies for more than ten hours a day with no contract, insurance or holiday. Only with time did trade unions secure such privileges. In the place of one of the biggest plants in Łódź now stands the shopping mall named Manufaktura, an example of a successful revitalisation of the post-industrial grounds. Here one can buy trendy clothes made, for instance, in India for big clothing corporations – in conditions resembling the 19th century reality described by Reymont. Examples of corporate abuse have been reported for years by NGOs, including those belonging to the European Coalition for Corporate Justice (ECCJ), which run the campaign known as RIGHTS FOR PEOPLE – RULES FOR BUSINESS. Many problematic companies come from Europe, and that is why we want the European Union to deal with this issue. Among other things, we call for legal responsibility of parent companies for the effects of operations of their subsidiaries, access to justice in Europe for non-Europeans, mandatory reporting of human right risks and criminal liability of managers. To those who for the past 10 years have been repeating that CSR is merely a business management philosophy, a voluntary strategy consisting in voluntary consideration of social interests, etc., I suggest going to the city of Durban, South Africa, and explaining it to the people continuously poisoned by the refinery of one of the members of the European Alliance for CSR. They may also try to cheer up one of the tens of thousands of under-age women who in slave-like conditions sew clothes in Tamil Nadu for the signatories of the Global Compact, in factories certified for compliance with SA8000. An ethical corporation is a bluff. Market mechanisms and “soft” incentives for responsibility might be useful but they will not solve the essential problems. The crisis has revealed that in many areas, regulating the business is in the interest of the society, even if the employers’ lobby will try to ward it off. This is not a new issue but there are several reasons to believe that this is the right time to limit corporate abuse – I consider it the most important challenge CSR is facing in the near future. And it must be emphasised that this is more a political than an ethical challenge or one related to a management philosophy.

The evolution of CSR in Poland is a derivative of worldwide trends. In our country, the processes arrive with a certain delay as we suffer from a late newcomer syndrome. The changes occurring in the business and the society in Poland – though they seem exceptional to us – are in large measure identical with the changes that occurred in the developed countries already

30 years ago. This is described, briefly and deftly, by R. Sennet in “The Culture of the New Capitalism” (which mentions the cult of flexibility and lack of security). The time of blind faith that the growth of private business translates unconditionally into social progress is coming to an end. It is increasingly difficult to make people fall for good practices, or to convince them that a bank is socially responsible because it offers voluntary services, a power plant is ecological because it plants trees, or a hypermarket is socially sensitive because it grants scholarships – these are cheap tricks. Now we will make our opinions on the responsibility of companies basing on the entirety, and not a small section of their operations. Poland is a green island of growth on the map of Europe, which means that Polish business is managed well. CSR management is also becoming more and more popular in Poland – but in a way similar to popularisation of playing polo or golf. Only the citizens can give an impulse for a real change. Our rights are guaranteed better than in poor countries, but they are sometimes violated. I hope that the trade union movement will rise from their knees, because in the new manufacture (i.e. trade and services) trade unions are non-existent. As the class action lawsuit has been introduced to the Polish legislation, we might finally see a big, groundbreaking lawsuit for discrimination or violation of consumer rights.

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Social and anti-social economy

While debating the social responsibility of business, one should be aware that certain legal forms of business favour socially responsible behaviours, while others do the opposite.

The latter will certainly include transnational corporations with dispersed shareholding structures. Their formal owners mostly know neither the economy nor the realities in which “their” companies operate. Mutual relationships are limited to purchase or sale of shares or interests in investment funds and waiting for a dividend payout. Managers of such companies focus therefore on short-term economic indicators, and no wonder that environmental and social costs of their operations are taken into consideration only when they may significantly improve the stock valuation. On the other hand, it is in the case of large corporations and owners of well-known brands that consumer pressure has the highest chance of success.

On the opposite end, there are entities whose ownership structures and/or management methods significantly reduce “irresponsible” behaviours, if only to some extent. Various co-operative initiatives, companies owned (wholly or partly) by employees, or even “regular” businesses with staff representatives such as trade unions or employee councils, are subject to a certain social control. Violation of the labour law or conscious disregard of environment protection principles is, after all, more likely to occur in a factory managed from across the Far East than the one whose operation is actually influenced by employees – members of the local community.

A specific type of a company that is “responsible by nature” is a social co-operative. In Italy or France, social co-operatives represent a noticeable part of the economy. As with other co-operatives, management of such companies is based on the rules of democratic control by their members. What is more, the main purpose of their activity is social re-integration of people facing social exclusion, who have to represent a certain percentage of the workforce, and part of the co-operative revenues is allocated to a fund which supports that purpose.

Another category of the economic player whose activities (so we assume) lead to multiplying the common good, is the public benefit organisations. Here, the profits on any economic activities are not paid out to anonymous shareholders, but appropriated to socially valuable purposes for which the association or foundation has been established. Changes in the legislation have increased transparency of operation of such organisations; moreover, in the case of associations we can

talk about real possibilities of social verification of the activities by general meeting of the members. This does not mean that a public benefit organisation cannot serve individual interests, including those against the wider interests of the society. Yet the business conducted in this form usually has more or less socially-oriented traits.

Finally, building business with the “human face” is fostered by the genuine social ownership. What I mean here is not large state-owned companies, like the Polish refiner ORLEN (although there are important pro-social reasons for maintaining a thriving public sector), but for instance municipal service initiatives known in the rest of Europe. Consider water and sewage plants owned by their employees as well as the network users – there is no need to explain how such organisational form fosters responsibility for employees and the local community.

All of the above groups of entities are part of something that may be generally termed as “social economy”, i.e. aimed at satisfying the social needs, and not being an end in itself. Their current and potential place within the new economic system is described and discussed on the pages of “Nowy Obywatel” quarterly. This is our voice in the discussion about what responsible business really is.

Michał Sobczyk
„Nowy Obywatel”

CSR in the regions

Recently, owing to the availability of EU funds among other things, a number of projects concerning CSR and promoting the CSR concept in the regions have been carried out in Poland. The organisations that undertook these initiatives were first of all associations of employers and employees, which to a considerable degree is the consequence of directing the competitions for EU funds allocated for CSR projects to this group of entities. At the same time, other business supporting institutions have also found their place on the map of projects promoting Corporate Social Responsibility and implemented interesting initiatives.

Some of the most distinctive organisations in Poland that support regional and local business circles are Regional Development Agencies. Their task is to initiate projects and events that will stimulate and support the development of companies and promote corporate behaviours. When defining the directions of their operations, the agencies draw on the development strategies for their regions, the trends indicated as important by the authorities of EU institutions, and on their own experience from co-operation with entrepreneurs.

The fact that follows directly from the above observation is that owing to their everyday close co operation with the companies, the agencies can play the role of the entities that promote new ideas in their regions and indicate new directions of activities, in which tasks are to be performed. One of the most recognizable agencies is the Pomerania Development Agency (Agencja Rozwoju Pomorza S.A.), which among other things conducts cycles of research on the condition of the Pomeranian companies, monitors the needs of the companies through the analyses of the recipients' satisfaction from their activities, and also follows the trends and directions of corporate development observed in Europe.

As a result of the analyses carried out and backed up with the EC communication on competitiveness (2008), Corporate Social Responsibility was selected as one of the directions of support for the corporate sector. The result of this decision is the RespEn – Responsible Entrepreneurship (www.responsiblesme.eu) currently carried out in the regions and promoting Corporate Social Responsibility among Pomeranian small and medium enterprises. The project is conducted in partnership with the Responsible Business Forum (FOB), the Pomeranian Chamber of Handicrafts for Small and Medium Enterprises in Gdańsk (Pomorska Izba Rzemieślnicza Małych i Średnich Przedsiębiorstw) and the Industrial Development Centre from Kalmar, Sweden.

The RespEn project includes research, the purpose of which is to provide answers to the question how the sector of micro, small and medium enterprises understands and implements the CSR concept. The report on the research will be followed by a cycle of practical workshops on the preparation and implementation of Corporate Social Responsibility strategies. The programme of the workshops will be developed adequately to the possibilities of the enterprises participating in the training.

The RespEn project, which is an initiative of the Pomerania Development Agency, gives an example which supports the belief that similar actions can and should be implemented successfully in each and every region. Especially considering the fact that the entrepreneurs' interest in the project is constantly growing.

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RespEn – Responsible Entrepreneurship Project
Pomerania Development Agency

Business and universities: a need for co-operation culture

For business, the academic world has been an important stakeholder. Its capabilities and potential have been acknowledged more and more often. The universities have also started to recognize the benefits of their mutual relationship with businesses.

Mutual co-operation between those sectors usually takes the form of internships and apprenticeships, during which future graduates have an opportunity to learn about the specificity and operations of their potential employer. Another positive example of mutual understanding of the needs and expectations of business and science is the development of university courses tailored to the needs of a business enterprise. However, the majority of diploma theses written every year are still of theoretical nature, even if they refer to the developments in economy, while a large part of them could be solving specific problems of organisations.

Contemporary economy is to a large extent based on modern and innovative solutions. Adequate competences and knowledge that allow for a suitable response to the needs of the market are equally important. It seems that the most effective way for a person to gain competitive advantage in the employment market is to get hands-on knowledge already during the studies.

Business may be motivated to enter into co-operation with universities by their demand for know-how, knowledge, analysis and research. As companies invest more and more in research and development, universities seem natural partners to support the process of searching for innovative solutions. Moreover, in view of their social commitment, businesses may support education projects or activities of students' associations.

On the part of science, a strong argument in favour of establishing relationships with businesses is the opportunity to learn the practical operation and processes of an organisation. Academic achievements, in particular research results and patents, are successfully applied to meet the needs of the contemporary market. Combining theory and practice, for instance by work performed to order, allows the students not only to see their ideas applied in practice, but is also a way of earning a job position.

The biggest problem for both parties is lack of the co-operation culture; building a climate of trust and understanding is

therefore a major challenge. The existing examples of jointly executed projects are only a foretaste of the real opportunity to create a scientific environment oriented at meeting the needs and expectation of the business world. To achieve that aim, we should stop perceiving the academic sphere as being detached from practice and create conditions for optimal use of the existing potential. At the same time, it is important to maintain balance between purely scientific studies and those dedicated to business. It is not only about ensuring freedom for science, but also about securing its future, as current requirements on the part of business may not necessarily contribute to the development of our knowledge about the world. Therefore, the role of basic research should always be emphasised, and business expectations should not govern the strictly scientific activities.

In addition, procedures should be introduced for the universities to prevent "brain-drain" and keep the most valuable employees; otherwise such employees might find better prospects in the private sector and leave the scientific sphere taking away their knowledge and achievements.

Despite doubts or dilemmas, it is worthwhile investing in creating relationships based on partnership between academic and business worlds.

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Future challenges for co-operation between business and NGOs

The essence of corporate social responsibility is voluntary consideration for social, ethical and environmental aspects of operation of an enterprise, which means that they cannot result merely from the rules of law. CSR is not about supporting pro-social activities, but about pro-social activities that are strictly related to the main sphere of business operations. To cut things short, CSR is about a long-term management strategy oriented at achieving the balance between business efficiency and social interest.

The biggest problem or the „original sin” of the Polish version of CSR is the fact that it was introduced in a unilateral, top-down manner. It came about not because of social pressure but as a result of transferring Western management patterns and European Union requirements to the local ground. Even when it is ready to act responsibly, the business needs a social partner. It seems clear that the spokespersons and representatives of the social interest are (or should be) non-governmental organisations, and their collaboration with enterprises should drive the CSR development in Poland.

There are four key challenges that have to be faced to establish proper relationship between both parties to this specific social contract, as the CSR is often termed, namely:

- 1) Creating independent watchdog organisations to monitor activities of businesses¹ at all stages of the process, starting from the way the employees are treated, through checking honest communication with the consumers, to the issue of environment protection and controlling the chain of supplies;
- 2) Education of citizens and consumers. Polish consumers are still unaware that an act of purchase is at the same time a kind of reward for a specific company and rarely do they look at criteria other than the price and usefulness of the product. The awareness of the social, ethical and environmental aspects of the business activity is equally low². With hardly any involvement on the part of citizens and consumers, NGOs will lack the social mandate in their relations with business;
- 3) Partnership and integrity in relations between NGOs and the enterprises. Third sector organisations must not be treated as a weak and dependent partner, endorsing PR or even sales-promoting activities of an enterprise. On the other hand, enterprises should not be treated as a mere source of funding. This requires understanding the essence of CSR operations and competence-based co-operation;
- 4) Social and public advocacy. This is about the active role of NGOs in projects aimed at developing norms and standards

in the area of corporate social responsibility, including responsibility for social and natural environment.

In a nutshell, the primary challenge is to create the social demand for responsible business, and therefore strengthen the mandate of NGOs as the representative of conscious and socially committed consumers.

Anna Giza, Jan Jakub Wygnański

The Unit for Social Innovation and Research – Shipyard (Pracownia Badań i Innowacji Społecznych „Stocznia”)

Partnership with business may offer a very important support in implementing social benefit activities, for which NGOs were established. A bigger challenge, however, is defining the very formula for that partnership. Currently, for a number of companies a co-operation with NGOs is viewed as a kind of philanthropic activity. This formula is clear, it does not require excessive involvement on the part of the workforce and it is rarely connected with the business as such. For think-tanks such as the Sendzimir Foundation (Fundacja Sendzimira), whose purpose is to promote principles of sustainable development, it is important to bring the co-operation to a new level – the level of substantive discussion. The aim is to treat the NGO as an equal partner in the discussion, who does not merely require support, but can offer useful knowledge and experience. So far, the dialogue has not always been bilateral. As part of our Sustainable Business project, we want to include business partners in the discussion, raising topics that are vital for the sustainable development of their companies. However, very often the results of such co-operation, even though developed with a lot of commitment on both parts, exist on paper only because implementing them would require a genuine change in the way the business is conducted. To our understanding, CSR is introducing innovations to the way the business operates, and not operating parallel to the actual business activity. But is the Polish business ready yet?

Karolina Maliszewska

Vice-President of Sendzimir Foundation

Most of managers are familiar with the concept of corporate social responsibility, but they equate the CSR activities mainly with ethical business conduct, ecology and charity. Unfortunately, this leaves little place for art and culture. Yet, almost everybody agrees that culture means a lot. Most of people are eager to declare themselves active users of culture as they read books, go to theatres, or visit museums and galleries. But corporate cultural responsibility (CCR), apart from being a catchy phrase, remains far from practical application. This is a pity, as art and culture have been already successfully permeating the sphere of business. Their characteristic trait is creative potential – something that makes one be a few steps ahead of others. This is of great value for business. Art and culture inspire and develop, making one more sensitive and devoid of prejudices. They influence the operation of the business in the areas of the market, natural environment, work environment and local communities. In this way, art and culture introduce a new quality to marketing, strategic management or personnel development. And as they are the source of inspiration, openness and innovation, they also offer new forms of co-operation. Patronage and sponsorship give way to internal pro-cultural programmes, staff exchanges, corporate voluntary work and cultural philanthropy. New challenges create new trends. Art and culture open up for a dialogue with business seeing the latter as its ally. The essence of that relationship is working together. The key to success is mutual understanding and co-operation.

Kamila Kujawska-Krakowiak

COMMITMENT TO EUROPE arts & business

¹ The only watchdog organisation in Poland is Corporate Responsibility Monitoring Centre (Centrum Monitorowania Odpowiedzialności Biznesu), an organisation established by students which focuses on human rights protection.

² Notions such as “greenwashing” do not exist in the popular awareness or even legislation.

CSR in research in 2010:

– an overview of selected research carried out in 2010 and concerning corporate responsibility and related issues

In 2010, we could observe a further growth of interest in the subject of corporate responsibility, which translated into a number of projects carried out in this area, many of which included an element of research. Below we present a set of selected research carried out last year and directly related to CSR or oscillating around social and economic subjects, which describe the background of corporate operations in Poland and help characterise the current social reality.

POLAND AMONG THE MOST DEVELOPED COUNTRIES

The HDI (Human Development Index) applied since 1990 by the United Nations Development Programme (UNDP) is an alternative, and what is currently believed, a more adequate tool compared to GDP, which allows us to compare the development of particular countries around the world. The classification of countries in terms of the result obtained from the calculation of HDI is included in the Human Development Report, an annual report prepared by the UNDP. In 2010, Poland found itself among the group of 42 states with the highest results – so-called very high HDI countries. The index comprises such categories as average life expectancy, literacy, education and standards of living. Poland's position in the last year's ranking indicates that we have made a huge progress in the past 20 years – a progress unnoticeable for many Poles, who, as other analyses reveal, still perceive themselves as a society relatively less developed than others, especially those in the West. This negative perception of their own situation and standard of living is a frequent theme in the polls conducted among the Poles. This self-perception in the category of a “poor” country, or at least “poorer” than others can also have an effect on the attitude towards initiatives for development support, or for instance, responsible consumption. Poland's rank in the UNDP Report is a sign that it is time to look at our position from a new perspective. Are we ready to assume the responsibility that lies with the leaders? Poles expressed their opinions in this respect in another research presented below concerning the role of Poland in the support offered to the developing countries.

POLES ON THE PROBLEMS OF THE DEVELOPING COUNTRIES

In November 2010, at the request of the Department of Development Cooperation at the Ministry of Foreign Affairs, the opinion-poll agency TNS OBOP conducted research on the Poles' opinions on the role of Poland in the support offered to the economically less developed countries. 79% of the respond-

ents acknowledged that our country should get involved in the support offered to the less developed countries (in 2004, 63% of the Poles believed so, but a year earlier, in 2009, as many as 83%). The dominant view among those who are against such activities from our country is that Poland is too poor to provide such support and that the country should concentrate on solving its internal problems. Among the countries we should help first, the supporters of Poland's involvement indicated African states, then the countries to the east (Ukraine and Belarus). It is also important which entities the Poles perceive as the most competent, or as those that should deal with providing development support: over a half of the respondents pointed to enterprises and non-governmental organisations. The private sector in Poland does not take up the subject of development support, perhaps on the grounds of the supposition that the problems of faraway countries are not important for the domestic consumers. The research conducted by the Ministry of Foreign Affairs, and some other, contradicts this belief. Not only are Poles increasingly more interested in this matter, but they also expect more involvement in solving the problems of less developed countries from business, the government and international organisations.

DEVELOPMENT OF A CIVIL SOCIETY AND POLES' SOCIAL ACTIVITY

An essential indicator of Poles' views on the matter of civil participation and activity is the ability to cooperate and their proneness to get involved in local issues – this is the basis for social capital, so important for the development of Poland. The three research projects conducted in 2010 by the public opinion research centre CBOS provide data on our attitude towards involvement in the common good: “Social Activity of the Poles”, “Poles' Readiness to Cooperate” and “The Activity of the Poles in Civic Organisations in the Period of 1998–2010”. The picture that emerges from the research reveals a society in a peculiar state of “civic stagnation”: 73% of adult Poles do not participate in any civic organisation, and since 2004 the number of people ready to cooperate to the benefit of a local community has been continuously decreasing. At the same time, which is surprising in comparison with the data pertaining to their involvement, Poles' belief in the sense of cooperation has been consistently strengthening, with 66% of the respondents acknowledging that “people like them, acting with others, are able to solve some problems of their environment, housing estate, village, town, or to help those in need”. Thus, there is a discrepancy between the belief in the importance of cooperation and its implementation in practice, since only 36% of the respondents

declare to be actually participating in civic organisations or acting to the benefit of their community or people in need. That is to say, we have the potential to cooperate but we do not use it. Therefore, it seems to be a crucial task for the next years to create a bridge between the readiness and action, between hesitation and involvement. Can the cooperation between business and non-governmental organisations be a catalyst of that change?

FAIR TRADE IN THE CONTEXT OF DEMAND AND SUPPLY

A special research project dedicated to the subject of fair trade, coordinated in 2009 by Consumers International – the world federation of consumer groups, covered analyses of consumers' approach to, demand for and supply of fair trade products. Execution of this research in Poland was entrusted with the Association of Polish Consumers (Stowarzyszenie Konsumentów Polskich, SKP). Just as in the case of the CSR concept, the obstacle in the way of the growth of demand for the products generated in the fair trade system in Poland is the lack of information. 77% of the Polish respondents admitted that they had no knowledge of goods described as “ethical” or “fair”: only 10% of the respondents declared to have such knowledge. The data reveals the scale of the task to provide the consumers with adequate education and access to the knowledge on fair trade products – without that, demand for such products can for a long time remain at a minimum level, incomparable to the countries of the Western Europe, where such products are widely available. Another part of the research analysed the availability of fair trade products in Poland, as they can most frequently be found in retail chains. However, interesting data arises from a mystery shopping test: fair trade products turned out to be unavailable in discount stores, while in big chains they can be found sporadically and in a random combination. An exception here are selected delicatessens and one bigger retail chain, where fair trade products are available in a separate, designated and marked location – such display affects the demand and draws the consumers' attention to a certain group of products. Thus, marketing of activities for fair trade products should not differ from marketing of other goods: visible promotion in points of sales help increase the customers' interest and brand awareness.

A weak link in the promotion of such products occurs to be the sales staff – the test revealed that they are unable to provide reliable information, sometimes they are not aware that such products are offered in the store, or discourage the customers from buying such products, informing them on the high price and worse quality of goods sold under the fair trade brand name. The test pointed out many more contradictions and gaps in the distribution and sales system, and it is worthwhile reading the results to learn what the Polish fair trade market looks like in practice and what stages require remedial actions.

CONSUMERS VERSUS CSR

Poles' opinions on responsible consumption was analysed last year by several organisations, including the Polish Green Network (Polska Zielona Sieć; PZS) [the research conducted by Gemius/IIBR] and the Social Communications Factory (Fabryka Komunikacji Społecznej) [the “CSR Panel” research conducted by the Social Communications Research Laboratory (Laboratorium Badań Komunikacji Społecznej)]. First of all,

both research projects reveal that the so-called responsible consumption is a complex issue and that consumer behaviour and attitudes are diverse: the group of those “responsible”, for instance, includes those who pay more attention to environmental, rather than social issues. The aspect which consumers associate most with responsible buying is ecology (75% of the respondents in the PZS research believe that “responsible” products are those which are produced in observance of environmental standards); social issues, such as observance of human rights in the production process, are ranked second (65% of the responses in the same research). Generally speaking, however, both research projects exposed the low level of the respondents' knowledge of social responsibility – not only do they seldom come across this concept, but also they are not always able to explain precisely what such responsibility consists in. Meanwhile, the “CSR Panel” research points out that the manufacturer's social responsibility can be an essential factor considered in the purchase decision making process if a given product competes with others of similar price and properties. Similarly, absence of such responsibility can be a criterion for rejection of a given product. Consumers admit increasingly more often that they care about the manufacturer's behaviour; so far, however, we have not yet experienced in Poland a real trend for responsible consumption, or a mass boycott. It only remains for us to wait for the promising declarations to turn into actual behaviours.

RESPONSIBILITY VERSUS SUPPLY MANAGEMENT

In the period from April to July 2010, the Responsible Business Forum in cooperation with Gemius/IIBR conducted two research projects under the common title: “Responsible Supply Chain” – a poll on the consumers' opinions and a diagnosis of the knowledge and opinions of the persons in charge of supply management in the companies listed as the 500 biggest enterprises in the ranking of Polityka weekly. Both research projects were of a quantitative character and were conducted in the form of a questionnaire created by a research team appointed for the duration of the project. The purpose of the research was to draw attention to the subject of responsible standards in relations with suppliers, which is seldom raised in the context of social responsibility of business, or entrepreneurship in general. From the 500 biggest Polish companies, only nine agreed to participate in the research. We could say that the subject of responsible supply management is new in Poland and hardly existing in business practice, the same way as the awareness of sustainability remains low. The final number of respondents surprises, however, since among the companies which refused to participate, there were many of those that declare to be applying the principles of CSR in supply management and communicate their activities in this area, for instance in their social reports. The respondents' attitudes towards implementation of the CSR principles in supply management are diverse and indicate that they are aware of certain contradictions that may arise from it. Firstly, almost all respondents admitted that the fact that customers are not interested in this matter does not release the companies from the observance of the principles of social responsibility in their relations with suppliers; thus, the absence of impulses from the market, or a so-called business case, is not the reason to abandon the efforts to maintain adequate standards. On the other hand, eight respondents believe that imposing of such standards on the suppliers will result in increased prices for their goods or services. At the same time,

seven respondents see in this a chance for economic benefits. For this reason, it seems that there is a deep need to educate the entrepreneurs on the methods of effective, and at the same time sustainable supply management, consistent with the CSR principles: to point to the benefits and practical tools that will help achieve them. Meanwhile, the part of the research concerning the consumers' opinion revealed the significance of the disqualifying criteria: a straight majority of the respondents admitted that they would not buy a product generated with the use of child labour or with neglect of environmental standards. For entrepreneurs, it is a sign that the issues the respondents mentioned in this part of research can be connected with a high reputation risk.

CSR IN THE OPINION OF CEOs AND THE MANAGEMENT

In many research projects carried out so far in the area of Corporate Social Responsibility, involvement of the managing staff was named as the factor that could contribute significantly to CSR implementation in the company. The absence of such involvement usually creates one of the main obstacles in the way of introduction of the methods of sustainable management. In 2010, two research projects that complemented each other provided us with some information on the knowledge of CSR among the managing staff of Polish companies. The Polish Confederation of Private Employers Lewiatan (PKPP Lewiatan) and the Deloitte Company conducted research among CEOs and management members of big Polish companies, while the Responsible Business Forum (FOB), in cooperation with GoodBrand CEE tested managerial staff in this respect (research called Managers 500/CSR Leader).

The research prepared by PKPP Lewiatan and Deloitte reveals that as many as 90% of CEOs and management members of big Polish companies believe their company to be socially responsible, but only 1/3 declare to have a strategy in this respect. What is interesting, 67% of the respondents understand CSR as first of all observance of the law, while invariably the biggest benefit from running responsible business is believed to be building of reputation (70% of the responses). Thus, the landscape of Polish CSR remains unchanged – the management, as before, have a rather limited picture of what responsible business is. However, the fact that 70% of them consider this area to be a high priority, is promising.

The Managers 500/CSR Leader research focused on the managers of large enterprises, responsible for CSR, communications and public relations, i.e. those usually entrusted with the matters of social responsibility. Invariably, one of the main reasons for implementation of the CSR principles in a company, in the respondents' view, is the need to build the company's brand and image – such answers were provided by 76% of the respondents, while in 2003 the number was 72% (the research of 2010 was a continuation of a similar analysis carried out by FOB in 2003). However, the biggest motivator in this group was the need to build relations with the local community – this answer was chosen by 74% of the respondents, which is an increase of over one-third since 2003. It is clear that the persons directly involved in the implementation of CSR or employed in operating departments and having a direct contact with the company's environment have a much better understanding of the multidimensional character of the concept of CSR and its significance than the management. What is more, the re-

search demonstrates that in comparison with 2003, there is a stronger belief that a business run according to the principles of social responsibility in a longer perspective is profitable; in 2010 this opinion was shared by 56% of the respondents, as compared to 30% in 2003.

THE OFFICE OF COMPETITION AND CONSUMER PROTECTION AND THE NATIONAL LABOUR INSPECTORATE

CSR does not only consist in opinion polls and declarations. It is very often the case that whatever the respondents declare is not the actual practice. In order to have a more complete and satisfactory picture of the market situation, it is worthwhile reaching for the data arising from a different type of analyses, for example from research and control carried out by supervisory authorities. For instance – in 2010 the Office of Competition and Consumer Protection (Urząd Ochrony Konkurencji i Konsumentów, UOKiK) inspected agreements in the banking sector in terms of their compliance with the regulations and best practices. The Office analysed 280 types of various models: banking card agreements, rules, tables of fees and commissions in 12 leading banks. As a result, a number of irregularities were detected, including: application of unlawful provisions, violation of the customers' interests, avoidance of responsibility, improper consideration of complaints, and other practices controversial from the legal point of view. The banks in this group included those which officially declare to be observing the principles of Corporate Social Responsibility. The question arises: when we focus our attention on the colourful social reports and the attractively elaborated best practices, don't the true colours of the operations and responsibility of the enterprises escape our attention? The data gathered by the Office of Competition and Consumer Protection remind us that regardless of the advancement of a CSR strategy, if there is no transparency in the company's basic areas of operations, in this case in its relations with the customers, it is hard to speak of authentic responsibility.

Similar data arises from the controls carried out by the National Labour Inspectorate (Państwowa Inspekcja Pracy, PIP). According to the information included in the report on the first half of 2010, which summarizes the inspection concerning payment of remuneration in tens of thousands of Polish companies, the number of cases where employees were not paid their salaries increased. The number increased by one-fifth in comparison with an analogous period in the previous year, and the total number of the amounts due but unpaid to the employees increased from PLN 68 to 110 million. Another question arises: how can we talk about a CSR strategy when the most basic issues of legal provisions and employee compensation remain unsettled? Let us hope that 2011 and the successive years will bring more optimistic statistics.

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- CBOS, "Gotowość Polaków do współpracy", 2010
- CBOS, "Aktywność Polaków w organizacjach obywatelskich w latach 1998–2010", 2010
- Deloitte, PKPP Lewiatan, "Czy odpowiedzialny biznes zmieni polskie firmy?", 2010
- Departament Współpracy Rozwojowej Ministerstwa Spraw Zagranicznych, "Polacy o pomocy rozwojowej", 2010
- Forum Odpowiedzialnego Biznesu, GoodBrand CEE, "Menedżerowie 500/Lider CSR", 2010
- Forum Odpowiedzialnego Biznesu, "Odpowiedzialny łańcuch dostaw", 2010
- Fabryka Komunikacji Społecznej, "Panel CSR", 2010
- Państwowa Inspekcja Pracy, raport "Przestrzeganie przepisów w zakresie wypłaty wynagrodzeń: I półrocze '10 r. – I półrocze '09 r.", 2010
- Polska Zielona Sieć, "Odpowiedzialna konsumpcja wśród Polaków", 2010
- Stowarzyszenie Konsumentów Polskich, "Sprawiedliwy handel w Polsce. Stan obecny i perspektywy rozwoju", 2010
- UNDP, "Human Development Report 2010"
- Urząd Ochrony Konkurencji i Konsumentów, "Raport z kontroli umów o wzorce płatnicze", 2010

Good Practices



Business and workplace

On the map of stakeholders of each enterprise, employees take a key position. More and more companies in Poland learn how to create appropriate conditions for development for their employees, how to support them in combining private and professional life and how to include them in decision-making processes. Participation is that very element which makes CSR different from standard tools from the human resources management area. The more dialogue and cooperation, the more openness culture and inclusion of employees in strategic processes, the closer you get to the implementation of corporate social responsibility in practice. Human resources management means also the issue of appropriate leadership – a wise leader understands that the investment in employee trust provides the highest “rate of return”.

12 good practices were described in this area. **Alcatel-Lucent**, **Coca-Cola HBC Polska** and **Diners Club Polska** presented their good practices in the area of employee education, particularly the improvement of their professional skills. **Coca-Cola Poland Services**, on the other hand, undertook educational activities related to the CSR strategy of the company, including in particular ecology.

Practices of **HSBC Bank Polska**, **Prima Sara Lee Coffee and Tea Poland**, **RWE POLSKA** focused on equalisation of opportunities and drawing benefits from the diversity of employees.

The activities of the **Raben Group** and **Ringier Axel Springer Polska** showed how companies manage employees' ideas and include that group in the company management process.

Kompania Piwowarska presented its social networking site for employees, which has an informational and integrating function. The **Lafarge** company executed an information campaign for employees concerning safety at work, especially when driving a car. A company kindergarten is an example of a practice in which the **NIVEA** company created conditions for combining professional and private life.

4 practices were described in a collective account concerning preventive health care for employees. **Bank Gospodarstwa Krajowego**, **Biedronka**, **Pomorska Spółka Gazownictwa** organised free tests for their employees, mainly with a view to detecting cancer. **Lafarge** extended the scope of tests from the point of view of sex, age and work performed.

16 companies: **Alcatel-Lucent**, **Bank Gospodarstwa Krajowego**, **Citi Handlowy**, **Coca-Cola HBC Polska**, **Danone**, **DB Schenker**, **Henkel Polska**, **L'Oréal Polska**, **NUTRICIA**, **Oracle Polska**, **Polkomtel**, **Prima Sara Lee Coffee and Tea Poland**, **ProLogis**, **Spolita PR**, **Tchibo Warszawa**, **Timberland/MIG Group** described their activities in the area of employee volunteering, which were also included in the collective account. The most practices concerned grant competitions for employees, thanks to which they could acquire subsidies for implementing their ideas. Companies also showed how they motivated and encouraged their employees to become involved in volunteer activities, and described how employees personally shared their experience and offered their assistance to various organisations and social groups.

Business and market

In the “Business and market” area we present initiatives which show how companies in Poland shape their relationships with the industry, regulatory and consumer environment. In 2010, the Responsible Business Forum devoted a lot of its attention to the



subject of relationships with suppliers and production standards. It has turned out that – despite the fact that many companies declare practices compliant with the sustained development principles – there is still no discussion about the role of suppliers in that area, whereas this is one of the most important aspects of functioning of enterprises – we cannot talk about responsibility if we pay no attention to what standards are applied by our business partners and what our influence on their situation is. It is worth discussing the matters of market environment, even if it is a difficult discussion and one requiring a new approach to relationships with stakeholders.

In this area, good practices were presented by 20 companies. The practices of **Europ Assistance Polska**, **Polskie Górnictwo Naftowe i Gazownictwo**, **Ringier Axel Springer** were related to undertaking trade initiatives, i.e. joint actions of companies from the same industry – the objective of which in this case was to develop joint standards as well as find savings and undertake pro-ecology activities.

Sustained development innovations is another category of practices in this area. **Partnership for Health – Danone**, **Biedronka** and **Lubella**, and the **Institute of Mother and Child** described their activities related to an innovative socially-useful product, which is the fruit of an inventive partnership of business and a scientific institution. **Ricoh Polska** described the green consulting services in the document management. **RWE POLSKA** offered wind energy to households.

Intermarché, **Pomorska Spółka Gazownictwa**, **Tesco Polska** presented activities related to supply chain management.

Three companies notified practices of educational nature. **Deloitte Polska** published a book concerning fraud and corruption risk management in a corporation. **GlaxoSmith-Kline** implemented an educational programme for its stakeholders in order to increase their knowledge and professional skills. **Uni-logistics** implemented an educational programme addressed to students, employees and the logistic services market.

BRE Bank educated women in entrepreneurship. **MAKRO Cash and Carry** promoted the development of local shops and Polish traditional commerce. **Procter & Gamble Polska** notified a socially involved marketing practice – a purchase of a specific company product paid for the purchase of 1 vaccine for children from African countries.

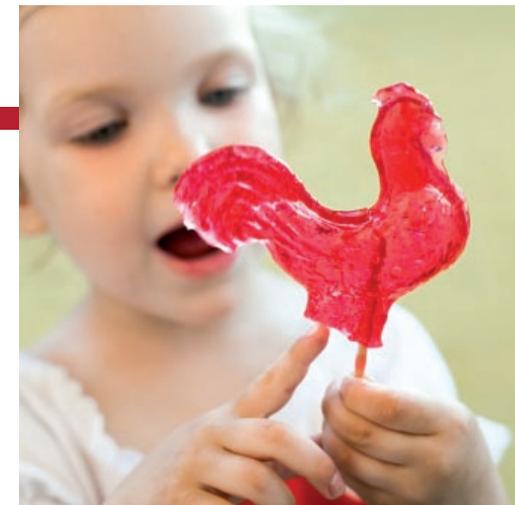
Two companies showed how they used signals from stakeholders in their activities. **mBank** developed its dialogue with customers through their activation for the benefit of the bank's development. **POLPHARMA** developed a new design of medicine packaging to be more patient- and pharmacist-friendly.

Eurobank implemented a financial education programme for consumers, in particular with regard to responsible lending. The only responsible investing practice was presented by **TFI SKOK**. **Bank Zachodni WBK** developed its services and adapted the infrastructure for disabled customers.

Business and society

You often forget that economy is a social science. Economy is created by people and it is people who shape its mechanisms, and the so-called “market” does not function in isolation from values we believe in and our methods of operation. Market processes and political processes are strongly integrated with social reality, which in consequence also conditions the environment in which entrepreneurs operate. Conducting business in accordance with the CSR concept enables companies to better understand and – which is important – add to that context. Numerous examples of good practices in that area show that enterprises in Poland are more and more aware of their social role and responsibility. It is worth having those valuable initiatives supplemented now with social innovations – so not only interesting projects and campaigns supporting local communities are created, but also products and services which will contribute to resolving the most important social problems.

This is the most prolific practice area. 58 were notified. The largest number of practices concerns social involvement. The practices of **Bonarka City Center**, **Fortress**,



Grupa TP, Procter & Gamble Polska and WAWEL were connected with activities for the benefit of equalising the opportunities for children and young people from disadvantaged communities. Danone used a social networking site in order to implement a programme aimed at combating the malnourishment of children in Poland. GIWK undertook a dialogue with inhabitants of regions where it conducts its investments, the Allegro Group became involved in the revitalisation of neglected yards, involving local communities in the activities, the Gdańsk IKEA shop, in cooperation with local non-governmental organisations, handed over furniture to specific families in need. The just causa company published a book, the total income from which will be used to give extra meals to children, McDonald's Polska joined activities against cancer in children, PEKAES became involved in the collection of necessary items and offered its logistic assistance in that respect, PGNiG POOG Gazownia Gdańska – organised cyclical exhibitions of the works of young artists in its customer service office. Ringier Axel Springer Polska organised a fashion show in the "Dziewczyna" magazine, in which models were girls with leukaemia and mucoviscidosis. "SPOŁEM" Poznańska Spółdzielnia Spożyców w Poznań promoted the idea of the cooperative movement among special students, TZMO organised a football tournament for people with mental disabilities. PwC held a contest for law students who want to change existing laws so as to make them more favourable to NGOs. Also, it organised traineeship programs for young people from foster families.

The second largest category of practices in this area was education. In this case, there was a large number of activities aimed at promoting exact sciences. Such practices were notified by: ASTOR, Bayer, Samsung Electronics Polska and WSK Rzeszów. Educational activities in the area of correct nutrition were undertaken by Nestlé Polska and PAMSO. Blue Media conducted workshops for people searching for employment. Gedeon Richter organised an educational campaign on multiple sclerosis. Tesco Polska organised an apprenticeship programme. IBM Polska developed a program for reading in English online.

Janssen-Cilag Polska conducted an educational programme for persons having contact with children with ADHD. Totalizator Sportowy became involved in the prevention of gambling addiction. PKN ORLEN organised trips around its plant. PKP Energetyka taught pre-school children about how to safely use electrical appliances. Polska Grupa Farmaceutyczna presented how it supports the tradition of Polish pharmaceuticals.

The third largest category of practices was health and safety. The LOTOS Group and Skanska focused on the safety of children on roads and around building sites. Lafarge inspected fire equipment and first aid kits at schools and kindergartens making sure to provide missing items. Kompania Piwowarska and Partner Center became involved in educational activities concerning the consumption of alcohol. Polkomtel presented its applications for mobile telephones containing important information on first aid, safety on water or in the mountains. Servier Polska and Żywiec Zdrój addressed their activities promoting healthy lifestyle to children. POLPHARMA started promoting compliance issues, particularly in the medical circles. Whereas Avon continued activities concerning violence against women.

The 'equal opportunities and diversity' category also had a large representation. Accenture implemented an educational programme for female students. ING Real Estate Development and Microsoft, through their practices, improved the participation of disabled persons in everyday activities. UPC Polska undertook fight against digital exclusion of elderly persons.

DB Schenker, Provident undertook a dialogue with stakeholders. Bank BPH, British American Tobacco Polska supported the development of entrepreneurship. Konferencja Przedsiębiorstw Finansowych w Polsce and LUKAS Bank took up the financial education subjects. The activities of Poldanor and Provident activated local communities. IBM Polska became involved in the construction of more intelligent cities, offering for free the knowledge of its experts to the city of Katowice. TelePolska, under socially involved marketing, offered its customers a special telephone subscription from which part of funds provides a financial support for selected non-governmental organisations.

This area was also used to describe collectively the assistance given by companies to people affected by flood. In 2010, a flood took place in Poland, which engulfed

the entire southern region of the country. Companies immediately became involved in activities for the benefit of those in need. The collective account mentions 14 companies: Carrefour Polska, DB Schenker, Europ Assistance Polska, Allegro Group, GRUPA ATLAS, Grupa Novartis, HDI Asekuracja Towarzystwo Ubezpieczeń, METRO GROUP, Microsoft, PKN ORLEN, PwC, Radisson Blu Hotel Kraków, ROSSMANN, Totalizator Sportowy – which using various methods, from material and financial assistance to expert assistance, became involved in helping the people affected by the flood.

Business and environment

For many years the care for natural environment has not been an area reserved solely for activists and ecologists any more – it is a regular element of international policies and regulations, as well as the strategic and operating management in enterprises. Changes which have taken place in the environment as a result of human activity force us to completely redefine our model of life and management. This is not only about waste segregation any more (although this is still a problem in Poland), but about designing goods and services in an innovative way, allowing maximum reduction of negative impact on the environment, both during use and afterwards. Sustained development is a way of thinking we have to assimilate, and which is increasingly visible in the operation of Polish enterprises.

17 practices were described in this area, out of which 8 concerned ecological education. 3M Poland educated their employees. Europ Assistance Polska created a special informational package on shops with organic foods, and places offering ecological holidays, and it presented the ECO Decalogue. Industria24.pl started ecological education on the collection of waste power tools. Radisson Blu Hotel Kraków organised an eco-party for 300 clients of the hotel.

Henkel Polska, PGNiG POOG Gazownia Bydgoska, Tesco Polska and Veolia Usługi dla Środowiska became involved in educational programmes in the area of improving the ecological awareness of children and young people.

Another category of practices was wildlife conservation. Kraft Foods Polska undertook activities for the protection of 3 species of animals to be found in Polish Tatra Mountains. Lafarge described its activities related to the reclamation of post-mining areas, whereas PKN ORLEN undertook activities to protect a peregrine falcon which nested within the premises of the production plant.

Autostrada Wielkopolska II presented activities for environmental protection within the motorway construction site, with particular attention paid to the protection of fauna and flora occurring on the site.

Grupa Żywiec introduced a waste management scheme in one of its breweries. Zespół Uzdrawisk Kłodzkich conducted an educational campaign aimed at making people aware of how to correctly recycle PET bottles.

Ringier Axel Springer Polska replaced printed issues which it previously provided to employees and business partners with e-issues, thanks to which savings were generated on paper and costs of production. Danone implemented a CO2 emissions reduction programme among employees and suppliers. Tchibo Warszawa became involved in an educational programme for African cotton growers with the objective to conduct environmentally and socially sustained production.

12 practices were included in the collective account of Eco-Office: Cemex Polska, Citi Handlowy, Coca-Cola HBC Polska, Danone, Grupa Allegro, Grupa TP (2 practices), LUKAS Bank, Polkomtel, Prima Sara Lee Coffee and Tea Poland, Skanska Property Poland, Tchibo Warszawa. Here, many companies undertook educational activities addressed to employees. Companies implemented green IT and environmental management programmes, including waste recycling, they install energy and water-saving equipment, order ecological office supplies. They introduce e-invoice and e-documents programs – the purpose of which is to reduce the consumption of paper and to reduce costs.



Management and reporting

Social reporting is part of the process during which the company verifies and analyses its approach to the sustained development issue. This process helps organise the approach to the management of the social responsibility sphere, as well as determine CSR strategy priorities. This is a sufficient reason to reach for tested reporting standards, such as GRI, which help adapt tools to the specific nature of the industry and the degree of advancement of the company in the issues of measurement of its impact on the environment. But reporting is also an important element of communication with stakeholders – communication without which management, even allowing for CSR principles – cannot be effective. It is worth mentioning that in some European countries social reporting is a requirement for public companies and significantly contributes to building transparent, sustained markets.

10 good practices were described in this area. 5 companies **Bank Gospodarstwa Krajowego, Danone, Grupa LOTOS, Polskie Górnictwo Naftowe i Gazownictwo** and **Ringier Axel Springer Polska** came forward with social reports which were drawn up according to GRI standards. The report by **Danone** won the Social Reports 2010 competition.

Grupa TP, ENEA, ING Bank Śląski, Polskie Górnictwo Naftowe i Gazownictwo presented their practices of sustainable development management. Grupa TP formed a special Committee for CSR, ENEA a Workgroup of the Strategy Building and CSR implementation, Polskie Górnictwo Naftowe i Gazownictwo a Steering Committee and ING Bank Śląski introduced a system for environmental management. **Henkel** described its activities connected with an international initiative “Responsible Care”.

Good practices and companies index

LP	COMPANY	PRACTICE	CATEGORY
BUSINESS AND WORKPLACE			
1	Alcatel-Lucent	Employee development programmes “Development ALL 2011 and Boot Camp 2.0”	Employee education
2	Coca-Cola HBC Polska	Non-management staff development programme “GO UP”	Employee education
3	Coca-Cola Poland Services	Live Positively Week	Employee education
4	Diners Club Polska	Talent Club – national educational programme for managers	Employee education
5	Grupa Raben	The Idea Generator contest	Employee participation in management
6	HSBC Bank Polska S.A.	Diversity and inclusion strategy as the key factor to develop a value-based culture	Equal opportunity and diversity
7	Kompania Piwowarska	Small Beer social utility of the Kompania Piwowarska’s employees	Internal communication
8	Lafarge	Promotional campaign directed at employees “Fasten Your Life Belt”	Health and safety
9	NIVEA Polska Sp. z o.o.	Company-run kindergarten	Work-life balance
10	Prima Sara Lee Coffee and Tea Poland S.A.	Diversity and Openness	Equal opportunity and diversity
11	Ringier Axel Springer Polska	Looking for sustainable development in daily work	Employee participation in management
12	RWE POLSKA	Women with Energy	Equal opportunity and diversity

* The **Preventive Healthcare for Employees** heading includes the following good practices:

Bank Gospodarstwa Krajowego	Workplace
Biedronka	Let’s Take Care of Our Health Together
Lafarge	Promoting healthy lifestyles among employees through preventive campaigns
Pomorska Spółka Gazownictwa	Get Your Med Check

* The **Corporate Volunteering** heading includes the following good practices:

Alcatel-Lucent	Better Start – Fulfilled at Work – corporate volunteer work to support young women
Bank Gospodarstwa Krajowego	Corporate volunteering at BGK
Citi Handlowy	Corporate volunteering programme of Citi Handlowy
Coca-Cola HBC Polska	Volunteer Worker on the Bright Side of Life – corporate volunteering programme
Danone Sp. z o.o.	Employee involvement in socially oriented programme
DB Schenker	Eco-volunteering of DB Schenker employees
Henkel Polska Sp. z o.o.	Make an Impact on Tomorrow corporate volunteering programme
L’Oréal Polska	Easier Access to Knowledge
NUTRICIA Zakłady Produkcyjne Sp. z o.o.	Supporting Life calendar in Opole
NUTRICIA Zakłady Produkcyjne Sp. z o.o.	HOPE volunteers
Oracle Polska	Renovation of the hospital community centre
Polkomtel S.A.	Grant competition
Prima Sara Lee Coffee and Tea Poland S.A.	Corporate volunteering
ProLogis	Corporate volunteering with the SYNOPSIS Foundation
Spolita PR	LoWorking Locally and Responsibly in Radom
Tchibo Warszawa	Tchibo Volunteer Worker – I want to help!
Timberland/MIG Group	Timberland Earth Day 2010, Pieniny Małe

LP	COMPANY	PRACTICE	CATEGORY
BUSINESS AND MARKET			
13	Bank Zachodni WBK	Service Without Barriers	Market development
14	BRE Bank	Supporting women entrepreneurs	Supporting business development
15	Deloitte Polska	Corporate Resiliency. Managing the Growing Risk of Fraud and Corruption	Education
16	eurobank	Consumer financial education programme and promotion of responsible lending	Business education
17	Europ Assistance Polska Sp. z o.o.	Good practice in assistance services	Industry initiatives
18	GlaxoSmithKline	“Patron” Programme	Education
19	Intermarché	Recommended Supplier	Chain of supply management
20	MAKRO Cash and Carry	Live Here, Buy Here	Supporting business development
21	mBank (Pion Bankowości Detalicznej BRE Bank SA)	mCouncil	Dialogue with stakeholders
22	Partnerstwo dla Zdrowia – Danone, Biedronka i Lubella oraz Instytut Matki i Dziecka	Partnership for Health – a social innovation in business	Sustainable development innovation
23	POLPHARMA	“Communication window” on the Polpharma’s product packaging	Health and safety
24	Polskie Górnictwo Naftowe i Gazownictwo SA	Industry initiatives – meetings of energy sector companies	Industry initiatives
25	Pomorska Spółka Gazownictwa	Present Yourself Responsibly	Chain of supply management
26	Procter & Gamble Polska	Pampers-UNICEF 1 pack = 1 life-saving vaccine	Socially involved marketing
27	Ricoh Polska	PPP Green – “green consulting” for document management	Sustainable development innovation
28	Ringier Axel Springer Polska	Optimising logistics in newspaper distribution	Industry initiatives
29	RWE POLSKA	Windmill energy	Sustainable development innovation
30	Tesco Polska	Regional Suppliers Academy: Tesco Supports Local Suppliers	Chain of supply management
31	TFI SKOK S.A.	Ethical investment	Responsible investment
32	Uni-logistics	Orange Academy of Uni-logistics	Education

BUSINESS AND SOCIETY			
33	Accenture	Female Touch	Equal opportunity and diversity
34	ASTOR Sp. z o.o.	Best diploma thesis contest	Education
35	Avon	Avon Against Violence	Health and safety
36	Bank BPH SA	Woman in the World of Finance campaign	Education for business
37	Bayer Sp. z o.o.	Making Science Make Sense	Education
38	Blue Media S.A.	Direction: Career – workshop for job seekers	Education
39	Bonarka City Center (BCC)	Bonarka is Open for Good	Social involvement
40	British American Tobacco Polska	Augustów Academy supports business development: local consultation point in Augustów	Education for business
41	Danone Sp. z o.o.	Internet users supporting “Share Your Meal!” campaign	Social involvement
42	DB Schenker	DB Schenker Local community research: DB Schenker as a Preferred Neighbour	Dialogue with stakeholders
43	Fortress Sp. z o.o.	Fortress with Angels project	Social involvement
44	Gedeon Richter	I’ve got SM campaign	Education
45	GIWK Sp. z o.o.	Dialogue with the residents	Social involvement
46	Grupa Allegro	Green Backyards 2010 campaign	Social involvement
47	Grupa LOTOS S.A.	LOTOS Academy of Safety	Health and safety
48	Grupa TP	Orange Academy	Social involvement
49	IBM Polska	Executive Service Corps – building more intelligent cities	Social involvement
50	IBM Polska	Reading Companion – learning to read in English online	Education
51	IKEA sklep w Gdańsku	Together We’ll Build a Better World	Social involvement

LP	COMPANY	PRACTICE	CATEGORY
52	ING Real Estate Development	Second edition of the See Wrocław Through Touch campaign	Equal opportunity and diversity
53	Janssen-Cilag Polska Sp. z o.o.	Kids Make Friends with the World	Education
54	just cause	Cook with Your Heart	Social involvement
55	Kompania Piwowarska	Educational site www.abcalkoholu.pl	Health and safety
56	Konferencja Przedsiębiorstw Finansowych w Polsce	Guide for the insolvent	Financial education
57	Lafarge	Promoting safety outside the company	Health and safety
58	LUKAS Bank	Bank with Class. Everything You Should Know about Banking	Financial education
59	McDonald’s Polska Sp. z o.o.	Ronald McDonald Foundation – because CHILDREN and FAMILY matter most	Social involvement
60	Microsoft	Internet and children with hearing impediment – campaign to fight social exclusion by eliminating Internet risks	Equal opportunity and diversity
61	Nestlé Polska S.A.	Wholesome and Delicious – WINIARY’s education programme	Edukacja
62	PAMSO	Education and information program of PAMSO: Pamsos Loves Slow Food and Back To School campaigns	Edukacja
63	Partner Center Sp. z o.o.	Teen and Sober campaign	Health and safety
64	PEKAES SA	Warsaw Raises Funds for Szprotawa: genuine co-operation in response to genuine need for help	Social involvement
65	PGNiG POOG Gazownia Gdańska	One Work Gallery	Social involvement
66	PKN ORLEN S.A.	Open Door – trip to a production plant in Płock	Education
67	PKP Energetyka S.A.	Little Ampere Academy	Education
68	Poldanor SA	Joined Forces contest	Local development
69	Polkomtel S.A.	First Aid application	Health and safety
70	Polkomtel S.A.	Integrated Rescue System	Health and safety
71	POLPHARMA	Promoting the issue of compliance to therapy recommendations by patients	Health and safety
72	Polska Grupa Farmaceutyczna	Continuing the Polish pharmacy traditions	Education
73	Procter & Gamble Polska	P&G. Live, Learn, Develop	Social involvement
74	Provident	Between Neighbours	Local development
75	Provident	Round table talks with the company’s stakeholders	Dialogue with stakeholders
76	PwC	“Student Pro Bono” contest	Social involvement
77	PwC	Safe Start programme	Social involvement
78	Ringier Axel Springer Polska	Socially-oriented fashion session in “Dziewczyna” magazine	Social involvement
79	Samsung Electronics Polska Sp. z o.o.	Technology Academy	Education
80	Servier Polska Sp. z o.o.	Mum, Dad, Let’s Take Care of Our Hearts!	Health and safety
81	Skanska	Safe way to school	Health and safety
82	„SPOŁEM” Poznańska Spółdzielnia Spożyców w Poznaniu	Working for the benefit of the community	Social involvement
83	TelePolska Sp. z o.o.	Social Telecom Operator	Socially involved marketing
84	Tesco Polska	First step in professional career – Tesco’s school training programme	Education
85	Totalizator Sportowy	Safe Game	Education
86	TZMO SA	International Football League for Intellectually Disabled People SENI Cup	Social involvement
87	UPC Polska	Digital inclusion of Generation 50+: M@turity in the Net	Equal opportunity and diversity
88	WAWEL SA	You’ve Got a Chance program of the Wawel with Family Foundation	Social involvement
89	WSK Rzeszów	Comprehensive programme promoting sciences among schoolchildren, academic students, and teachers in the Podkarpackie Region	Education
90	Żywiec Zdrój S.A.	Mum, Dad, I Prefer Water!	Health and safety

LP	COMPANY	PRACTICE	CATEGORY
*	The Support for Flood Victims heading includes the following good practices:		
	Carrefour Polska Sp. z o.o.	Support for flood victims	
	DB Schenker	DB Schenker's logistics for flood victims	
	Europ Assistance Polska Sp. z o.o.	Europe Assistance for flood victims	
	Grupa Allegro	Repairing the school. Join in the repair – special campaign to support the school in Jasło damaged during the flood	
	GRUPA ATLAS	Helping Hand	
	Grupa Novartis	Rebuilding the Occupational Therapy Centre in Proszówki after the flood	
	HDI Asekuracja Towarzystwo Ubezpieczeń S.A.	HDI for Flood Victims national social campaign	
	METRO GROUP	Support for flood victims	
	Microsoft	Microsoft volunteer workers for flood victims	
	PKN ORLEN S.A.	Help in emergency	
	PwC	Support for flood victims	
	PwC	Advisory support of the top management to organisations helping the flood victims	
	Radisson Blu Hotel, Kraków	Support for flood victims	
	ROSSMANN	Support for flood victims	
	Totalizator Sportowy	Establishing the Million Dreams Foundation	

BUSINESS AND ENVIRONMENT

91	3M Poland	Green Week in 3M Poland	Environmental education
92	Autostrada Wielkopolska II SA	Motorway investment for the sake of sustainable development	Environment protection
93	Danone Sp. z o.o.	Danone's Green Actions	Reducing emissions
94	Europ Assistance Polska Sp. z o.o.	EKO Assistance	Environmental education
95	Grupa Żywiec S.A.	Waste Management Programme	Waste management
96	Henkel Polska Sp. z o.o.	Henkel's Green Grant) eco-contest	Environmental education
97	industria24.pl	ekoGRATY.pl	Environmental education
98	Kraft Foods Polska S.A.	Join Milka for the Tatra Mountains	Environment protection
99	Lafarge	Rehabilitation of the Biały Bór mine	Environment protection
100	PGNiG POOG Gazownia Bydgoska	Education and promotion of pro-environmental attitudes	Environmental education
101	PKN ORLEN S.A.	Save the Peregrine Falcon campaign	Environment protection
102	Radisson Blu Hotel, Kraków	"Blu Loves Green" – an unusual lesson in ecology	Environmental education
103	Ringier Axel Springer Polska	E-freebies for employees	Eco-efficiency
104	Tchibo Warszawa	Cotton made in Africa	Fair trade
105	Tesco Polska	Tesco for Schools – an unusual lesson in ecology	Edukacja ekologiczna
106	Veolia Usługi dla Środowiska S.A.	Forests For All	Environmental education
107	Zespół Uzdrawisk Kłodzkich S.A.	Open-Squeeze-Recycle campaign	Waste management

*	The Eco-Office heading includes the following good practices:		
	Cemex Polska	Educational campaign	
	Citi Handlowy	Environment Management Programme at Citi Handlowy	
	Coca-Cola HBC Polska	Green IT	
	Danone Sp. z o.o.	Developing green attitudes among the workforce	
	Grupa Allegro	Environmental Card	
	Grupa TP	E-documents Programme	
	Grupa TP	E-invoice Programme	
	LUKAS Bank	Green Week	
	Polkomtel S.A.	Plus Goes Green	

LP	COMPANY	PRACTICE	CATEGORY
	Prima Sara Lee Coffee and Tea Poland S.A.	Switching Lights Off Pays	
	Skanska Property Poland	Skanska Property Poland's Green Offices	
	Tchibo Warszawa	Green Office	

MANAGEMENT AND REPORTING

108	Bank Gospodarstwa Krajowego	BGK's Corporate Social Responsibility report	Social reporting
109	Danone Sp. z o.o.	Danone's 2006-2009 Corporate Social and Environmental Responsibility Report	Social reporting
110	ENEA S.A.	ENEA Group's Corporate Social Responsibility strategy	CSR management
111	Grupa LOTOS S.A.	Annual report "Sustainable development in the 10+ years' perspective"	Social reporting
112	Grupa TP	CSR Steering Committee	CSR management
113	Henkel Polska Sp. z o.o.	"Responsible Care" Programme	Industry initiatives
114	ING Bank Śląski S.A.	Implementation of the Environment Management System compliant with ISO 14001	Management standards
115	Polskie Górnictwo Naftowe i Gazownictwo SA	2009 CSR report "Responsible Energy"	Social reporting
116	Polskie Górnictwo Naftowe i Gazownictwo SA	Management of Sustainable Development and CSR Strategy in PGNiG Group	CSR management
117	Ringier Axel Springer Polska	New areas of involvement	Social reporting

Press monitoring and CSR events' calendar

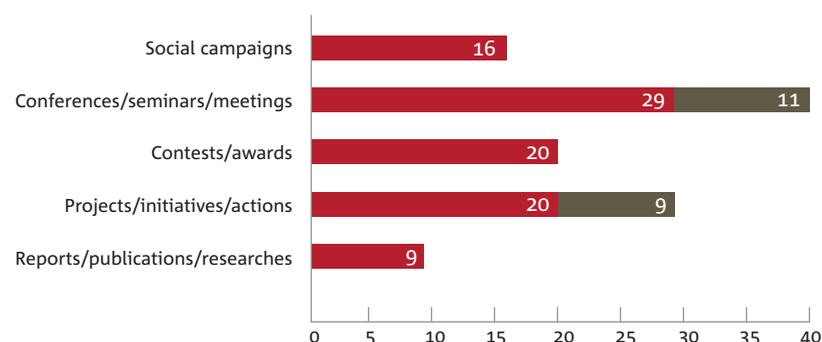
Over 2200 articles regarding corporate social responsibility and related topics were published in 2009. Abstracts of 37 articles, in our opinion the most interesting ones or representing most popular thoughts, are available in the "Overview of selected articles from 2010" section of the Report (pp. 96 – 99).

2248 total number of articles concerning CSR and related topics from 1st January till 31st December 2010

A Calendar (pp. 100 – 113) contains selection of events regarding CSR, and is divided into social campaigns, conferences, seminars, meetings, contests, awards, projects, initiatives, actions, reports, research, and publications. Initiatives with participation or under the auspices of Forum are distinguished with a RBF's logotype. The number of events in the Calendar proves that the topic of responsible business in Poland has become popular and diverse.

CSR initiatives in the Calendar

■ Regional projects promoting CSR



About Responsible Business Forum

The Responsible Business Forum is the oldest and the biggest polish non-profit organization providing in-depth focus on the concept of corporate social responsibility. The association was founded in 2000, received the status of a public benefit organization and became the reference point for CSR in Poland.

The Forum's mission is to make the idea of responsible business widespread as a standard in Poland in order to increase companies' competitiveness, to satisfy society and to improve the state of the natural environment.

TO ACHIEVE THESE GOALS RESPONSIBLE BUSINESS FORUM ACTIVITIES CONCENTRATE ON:

1 Promoting responsible business

- Responsible Business Forum – Annual Responsible Business Forum conference (previously under the name "Responsible business" – „Odpowiedzialny biznes”);
- CSR Market Place (Targi Dobrych Praktyk CSR);
- CSR portal www.odpowiedzialnybiznes.pl;
- Newsletter Respo;
- Publications on responsible business;
- Cooperation with the media (Forbes, Harvard Business Review, Puls Biznesu, Dziennik Gazeta Prawna, Rzeczpospolita, Personel i Zarządzanie and many more).

2 Assisting firms in introducing the principles of CSR

The Forum helps firms to introduce CSR into their everyday work by:

- Partnership Programme (Program Partnerstwa) – a complex cooperation programme for firms which includes a professional debate on corporate social responsibility, workshops, meetings, a newsletter, review and common projects.
- Responsible Business Talks (Rozmowy o odpowiedzialnym biznesie) – series of debates on various aspects of CSR.

3 Working with business to benefit society

In cooperation with business, the Responsible Business Forum has initialized a development program for future managers promoting social responsibility as a standard business approach by:

- Responsible Business League (Liga Odpowiedzialnego Biznesu) – a Polish network of student organizations committed to promoting the idea of corporate social responsibility.

4 Analyzing and developing responsible business

The Forum leads the way in new trends in CSR and builds a favorable social and political climate for the development of responsible business thanks to the following projects:

- Report Responsible Business in Poland. Good Practices. (Raport Odpowiedzialny Biznes w Polsce);

- Research projects – "Social corporate responsibility in Poland. A baseline analysis" („Społeczna odpowiedzialność biznesu w Polsce. Wstępna analiza") for the European Commission and United Nations Development Programme, "Managers 500/ Lider CSR" („Menadżerowie 500/Lider CSR"), "Diversity management in Poland" („Zarządzanie różnorodnością w Polsce") – a part of European CSR/Diversity Project, "Responsible Chain Management" („Odpowiedzialny łańcuch dostaw") and more.
- Publications – "15 Polish examples of CSR" („15 polskich przykładów społecznej odpowiedzialności biznesu"), "CSR in practise" („CSR w praktyce").

RBF ON INTERNATIONAL FIELD



Since 2002 the Forum is the Polish national partner for CSR Europe – a network of organizations focusing on the promotion of responsible business in Europe. Cooperating with CSR Europe has lead the Forum to a higher level of international activity: allowing us to be part of various international projects and taking advantage of the best practices of other European organizations.



In 2008 the Forum joined Global Compact – the United Nations' initiative to promote sustainable development and corporate citizenship. In joining GC our organization has obliged itself to comply with the ten fundamental rules of human rights, work and environmental standards.



In January 2009 the Forum has joined CSR360 Global Partner Network (GPN) – a network of independent organisations that encourage businesses in the field of Corporate Social Responsibility (CSR). Business in the Community (BITC) convenes this network of over 110 partner organisations from around the world.



Since May 2009 the Forum cooperates with World Business Council for Sustainable Development (WBCSD) – a CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. The Forum is the only representative of WBCSD in Poland.



In 2009 the Forum co-organized Globe Award Polish Edition – the first Polish edition of an international sustainability award which aims at encouraging and promoting valuable initiatives in the field of sustainable development and awards organisations that through achievements in this area support sustainable development of the whole society.

www.responsiblebusiness.pl

STRATEGIC PARTNERS



SUPPORTING PARTNERS

