REPORT
RESPONSIBLE BUSINESS
IN POLAND

English summary

10th Anniversary Jubilee Edition of the Report
Development. They are inspiring examples of principles of responsibility application in all sections of business – in the workplace, towards market, society, and standard: Governance, Human rights, Employee Practices/Aspects, Natural Environment, Fair Market Practices, Consumer Issues, Local Community Involvement and to these issues. A core element of the publication are corporate good practices – this year Report contains 209 good practices from areas in according to ISO 26000 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

“Responsible business in Poland 2011. 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 Report contains 209 good practices from areas in according to ISO 26000 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

For more information about Report

www.responsiblebusiness.pl

About Responsible Business Forum
Dear Sirs/Madams,

It is the tenth time that we have the pleasure to present you with Report on Responsible Business in Poland. Good practices. This anniversary offers an opportunity to introduce a new formula. In accordance with ISO 26000, the Report is divided into 7 core subjects (Governance, Human Rights, Employee Practices/Aspects, Natural Environment, Fair Market Practices, Consumer Issues, Local Community Involvement and Development). Over 300 practices were submitted this year for inclusion in the Report. We selected 209 practices and divided them into the above-mentioned categories. Experts contributed articles in which they discussed highlights of the past year and projected trends for 2012. A review of research studies and a selection of press highlights are recommended reading. The Calendar section offers a review of the most important CSR events, meetings, campaigns and conferences that took place in Poland. The Report is also available as an eBook, with an added bonus of multimedia features.

2011 was the first year in which the Responsible Business Forum organised a contest for journalists and awarded “A Pen of Responsibility” (Pióro Odpowiedzialności). Several hundred representatives across all sectors gathered at the international conference organised by the Responsible Business Forum and the Ministry of Economy as part of Poland’s EU Presidency to discuss corporate social responsibility in European enterprises and organisations. We contributed to the events celebrating the European Year of Volunteering: our Strategic Partners prepared educational scripts and videos on responsible business and we started working on the Polish Diversity Charter. We undertook discussions on topics ranging from the responsibility of law firms to responsible tourism and supply chains. We examined the situation of socially responsible investing in Poland, the responsibility of marketers and the CSR challenges for small and medium enterprises in Poland and Sweden. We published the guidebook for teachers: “How to teach social responsibility and sustainable development. A guide for teachers” (Jak uczyć o społecznej odpowiedzialności i zrównoważonym rozwoju. Przewodnik dla nauczycieli). We continued our discussions on CSR 2.0 and social media. The Responsible Business League and its ambassadors provided several thousand students with an opportunity to learn about the sustainable development agenda.

The Corporate Social Responsibility Task Force and the Working Groups continued their work in Poland. The Corporate Responsibility Coalition published the Responsible Business Code and the monthly Forbes granted awards to Sustainable Development Leaders. The Responsible Company Ranking recognised companies that led the field in implementing CSR policies, while the “Social Reports” contest selected leaders in reporting. A dozen or so sessions were organised for Polish managers to discuss business challenges in the context of Vision 2050.

2011 will be remembered as a year of protest. Angry young people occupied Wall Street and took to the streets to demand a new social and economic order. The earthquake in Japan and the failure of the Fukushima nuclear plant rekindled discussions on energy safety and climate change. North Africa was the most explosive region of the globe, with the people in Tunisia, Egypt or Libya staging mass demonstrations to protest against human rights abuses and demand freedom and better lives. For half a year, Poland presided over the Council of the European Union, taking part in efforts to rescue Greece from bankruptcy. The United States said goodbye to Steve Jobs, one of the greatest innovators of the 21st century.

I invite you to enjoy the Report and share your comments and opinions with us.

Mirella Panek-Owsińska
President, Responsible Business Forum
EU Communication on CSR

On 7-8 November 2011, CSR Europe and its National Partner organisations were warmly welcomed by FOB Poland to discuss the latest European policy developments on CSR. Together they explored the best bottom up approach for business and national practice on innovation and how to influence the European policy agenda through our Enterprise 2020 initiative. This article presents an overview of some of the latest EU developments discussed during the meeting and highlights the activities that CSR Europe and its National Partners will be taking in response to these developments.

Policy development plays an important supporting and enabling role in promoting CSR. For this reason, since CSR Europe’s inception in 1995, there has been ongoing interaction between CSR Europe and the European Commission, as well as other EU institutions and stakeholders. In 2000, CSR Europe invited European Heads of States to make an appeal on CSR. Since then, the European Commission has developed three Communications on CSR (2002, 2006 & 25 October 2011) and it has become an important pillar for the Europe 2020 strategy for Smart, Sustainable and Inclusive growth.

The increasing interest in the business opportunities associated with innovative CSR approaches, together with the growing stakeholder expectations for corporate accountability and responsible business practices both within and outside Europe, has continued to push the CSR agenda forward. Through its latest Communication on CSR, the EU hopes to reaffirm its global CSR influence and enhance the EU’s global competitive positioning, especially given the adaptation of new global CSR instruments (e.g. ISO 26000, OECD, UN Framework on Business and Human Rights...). Keeping all of these issues in mind, the new Communication has opted for a mix of smart policy while maximising shared value through the creation of innovative products, services and business models.

Following an evaluation of the impact of current European CSR Policy, the Commission puts forward a new definition of CSR: “the responsibility of enterprises for their impacts on society.” The Communication then states that: “To fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders.” Later in the Communication, the Commission stresses that “Enterprises must be given the flexibility to innovate and to develop an approach to CSR that is appropriate to their circumstances.” In order to help academia, enterprises, governments, investors and other stakeholders achieve this, the renewed Communication puts forward an intensive Agenda for Action with around 30 proposals for CSR commitments. CSR Europe particularly welcomes those proposals in relation to: (1) business and Human Rights; (2) innovative business models at the base of the pyramid; (3) CSR in education, training & research; (4) sustainable public procurement; (5) CSR principles in trade agreements; (6) CSR disclosure; (7) dialogue process for enterprises & EU delegations in countries where state fails to respect Human Rights. CSR Europe will therefore continue to align with the European Commission in order to explore how we can create synergies with these proposals and our activities.

Today, CSR Europe’s involvement with the European Commission takes the form of the EC Expert Group on CSR, where we are actively involved in the preparation for a new legislative proposal on non-financial performance (CSR Reporting). In addition, CSR Europe, together with the European Commission and the European Age Platform, are actively working together for engaging business and stakeholders to co-build age friendly solutions in employment, as well as in the development of products and services. Nonetheless, we have expressed our concerns that the recent Communication places too much emphasis on compliance and that not enough importance was given to the innovation and opportunity dimension of CSR - the need for innovation and practical collaboration is more important than general public commitments. Over the coming months, CSR Europe will therefore help guide the European Commission to take action on the innovation aspects of the Communication.

Furthermore, CSR Europe welcomes the invitation to Member States to develop or update their plans on CSR in cooperation with enterprises and stakeholders and we will work closely with our 35 National Partner organisations, including FOB Poland, to help build stronger bridges with their government representatives. In addition to this, we will also work closely with the National Partners on how they can best be engaged in the newly proposed European CSR Award Scheme.

Through the launch of this new Communication, we are delighted that Enterprise 2020, our flagship initiative, is now officially recognised as a ‘good example of business leadership to support EU 2020 policy objectives’ and welcome the willingness of the European Commission to help in reviewing the results and next steps of the initiative. The Board of CSR Europe and the European Commission has agreed to further expand on our cooperation, building upon the wealth of expertise and solutions from our member companies and National Partners, with a particular focus on the innovation aspects of the Communication. On the 25 October 2012, CSR Europe will host, together with the expected support of the European Commission, a high level meeting to review the initial results and define the next steps of Enterprise 2020.

To conclude, CSR Europe welcomes the adoption of the 3rd renewed strategy on CSR 2011-2014.Its objectives and new definitions mirror the aspirations of many of our corporate members, which are integrating CSR into their long-term strategy with the aim of maximizing the creation of shared value and minimizing adverse impacts. CSR Europe looks forward to continuing the journey towards Enterprise 2020 and working together with the European Commission and our National Partners on the business contribution to a more smart, sustainable and inclusive society.

About CSR Europe

CSR Europe is the leading European business network for Corporate Social Responsibility with around 80 multinational corporations and 35 National Partner organisations as members. Since its launch, CSR Europe has become an inspiring network of business people working at the very forefront of CSR across Europe and globally. Together, the network represents over 3000 companies in Europe. CSR Europe addresses societal challenges through the Enterprise 2020 Initiative, which fosters collaborative action and shapes the business contribution to the European Union’s Europe 2020 strategy for smart, sustainable and inclusive growth.

Jan Noterdaeme
Senior Advisor on External Relations, CSR Europe
A vision of sustainable development of Polish business

In 2010, the World Business Council for Sustainable Development (WBCSD) presented Vision 2050. The new agenda for business – a document that identified key challenges facing the private sector in the process of laying down robust foundations for sustainable development. Recognising differences in conditions and development opportunities between countries, regional WBCSD organisations have initiated work on the Vision at the national level. The project is under way, in among others, Austria, United Kingdom, Netherlands, Australia and South Africa. Poland is another country that has started working on its own Vision. The Ministry of Economy and the Responsible Business Forum have taken the honorary patronage of the project led by PwC, a consultancy firm.

Why do we believe Poland needs a vision of sustainable business development? The sustainable development agenda is increasingly important, particularly now that relations between market players have clearly deteriorated due to the current economic crisis. Global economic changes, including civilizational challenges, underlie the national model of strategic programming, in which a departure can be observed from departmental policymaking in favour of promoting a coherent development concept based on a set of new generation documents. The existing strategic documents must therefore be organised as a matter of priority to optimise their number as a condition for increased transparency and more effective pursuit of national development goals within the budgetary confines. At the same time, the business sector has been increasingly displaying an interest in state affairs while public administration has been increasingly willing to recognise representatives of the private sector and society at large as equal partners in discussion; this can be seen in its efforts to strengthen the dialogue and cooperation with stakeholders. The role that business is to play in the coming decades in determining the prerequisites for fulfilment of developmental aspirations of the present and future generations is a task of primary importance in this respect. The priority areas and challenges identified by representatives of the private sector who participated in the work on the Sustainable Development Vision for Polish Business 2050 are largely consistent with those identified by the government.

How was the document produced? The process of developing the document was carried out concurrently by two teams. On the one hand, PwC carried out an analysis of primary data, including statistics, studies, reports and strategic documents covering the issues relevant to Polish business, from the perspective of both the current situation and the projected trends in the country’s development. Both global trends and directions of key EU policies, particularly priority areas of the Europe 2020 strategy, were taken into consideration. In parallel to this work, the dialogue and broad consultations were undertaken with stakeholders. The Ministry of Economy participated in the project since its inception. In March 2011, it organised an inaugural meeting to present the assumptions underlying the project. The meeting was attended by the representatives of the private sector, industry organisations, academia and public institutions. A further meeting was organised in June 2011 with top managers of the companies involved in the sustainable development agenda. Additionally, with support from the organisations concerned, 14 consultative sessions with over 150 experts were organised.

What are the main conclusions? The document identifies six key thematic areas that indicate priority directions for action: social capital, human capital, sustainable infrastructure development, natural resources, sustainable energy, quality of state and institutions. The main success factors were also identified for inclusion in all areas of action taken by businesses in favour of sustainable development, i.e. education, innovation and collaboration. By identifying long-term goals, the Sustainable Development Vision for Polish Business 2050 will support enterprises in developing their own development strategies. Furthermore, by identifying clear expectations towards the government, the document will assist public administration in creating business support instruments. The lessons learnt in the process of collaboration must also be used to enhance mutual synergies and focus the available resources on pursuing priority actions towards a sustainable economy.

Beata Adamczyk
Head of the Economic Policy Unit, Economic Development Department, Ministry of Economy

Aleksandra Stanek
Manager, Sustainable Development and Responsible Business Team, PwC

Recommendations on implementing the assumptions of the corporate social responsibility concept in Poland

Recommendations on implementing the assumptions of the corporate social responsibility concept in Poland were adopted in May 2011 by the Corporate Social Responsibility Task Force appointment by the President of the Council of Ministers in 2009.

The recommendations are based upon one and a half years of work by representatives of social partners, non-governmental organisations, business and consumer associations, trade unions, investors, academics and researchers, who participated in the working groups formed by the Task Force. Expert discussions focused on four areas: promoting CSR in Poland, responsible investments, supporting sustainable consumption and incorporating the CSR agenda in education processes.

The work included conducting an analysis of experiences and institutional forms of support for CSR development in other Member States. The findings formed a basis for carrying out a SWOT analysis of Polish market conditions for CSR development and defining the government’s vision for further development of the CSR concept. This vision revolves around creating the best possible conditions for Poland’s development as a country friendly for responsible, innovative and competitive business. The Task Force concluded that in order to be implemented, the vision required:

• increasing the responsibility of public administration and involving social and business partners in a debate on public affairs;
• increasing the awareness and responsibility of market players regarding the opportunities and benefits following from the use of the CSR strategy and instruments;
• enhancing clusters and cross-sectoral CSR partnerships.

The Task Force believes that identifying and increasing awareness of social barriers to development and developing instruments to overcome them are the factors that will determine whether or not the CSR concept is successfully promoted in Poland.

The Task Force recommends continuing efforts to enhance the coherence of actions and synergies achieved as a result of the initiatives already put in place. This goal could be achieved mainly by strengthening clusters and creating cross-sectoral CSR partnerships. Other measures worth considering include using flexible financial mechanisms, e.g. within the framework of public-private partnerships (PPP), and encouraging the investor community, both institutional and individual, to take environmental, social and governance (ESG) risks into account when making investment decisions. The Task Force’s recommendations ought also to be taken into consideration in developing operational programmes as part of the new EU financial perspective after 2013.

The Task Force stresses also the importance of implement- ing the CSR concept in public administration, and in particu lar increasing the transparency and verifiability of its actions and creating friendly conditions to encourage higher citizen participation and ownership of the reform process. It is also important to increase market transparency and credibility, including the implementation of CSR standards based on risk management and openness of ESG data, particularly in state and government-owned enterprises.

The recommendations will be carried out within the framework of the Task Force’s annual work plans. Key recommendations are also taken into account in setting out the directions of eco nomic policies, e.g. as part of the process of consultations on the government’s strategic documents, including long- and medium-term strategies or integrated strategies. The 2012 work plan is currently being developed. In line with the European Commission’s communication on a renewed EU strategy 2011– 2014 for Corporate Social Responsibility, the plan will identify the measures which, while supporting CSR development, will contribute to carrying out the goals of the Europe 2020 strategy and will be included in an update to the National Reform Programme.

In 2012, the activities of the Task Force will include assessing the degree of implementation of the CSR agenda in Poland using the tool developed by UNDP as part of the project Enhanc ing Transparency and Credibility of CSR Practices through the Establishment of CSR Performance Assessment and Monitoring Systems in New EU Member States. Poland will also encourage other EU Member States to carry out similar assessments as part of the review process proposed by the European Commis sion on CSR development in the Member States.

Sylwia Wasiniewska
Deputy Head, Economic Development Department, Ministry of Economy, Task Force on Social Corporate Responsibility
All progress is made by people dissatisfied with the way things are (J.P. Sartre)

The events of 2011 stand proof that these are exciting times we are living in. Exciting and increasingly turbulent times for the world and the business. The Indignants movement and the Occupy Wall Street campaign demonstrate to the world that the theory of civic apathy of contemporaries, and particularly young people in developed countries, has lost relevance. As well as demonstrating their ability to stand up for their ideas, protesters have brought to light social effects of the economic crisis: the deepening inequalities, unemployment, the loss of confidence in government and business. The criticism of capitalism and its big financial institutions has become widespread. How did business find its footing in the year that was difficult for all sectors? What was this year like from the viewpoint of the social responsibility concept? Here are a few examples from Poland and the world.

T

he events of 2011 stand proof that these are exciting times we are living in. Exciting and increasingly turbulent times for the world and the business. The Indignants movement and the Occupy Wall Street campaign demonstrate to the world that the theory of civic apathy of contemporaries, and particularly young people in developed countries, has lost relevance. As well as demonstrating their ability to stand up for their ideas, protesters have brought to light social effects of the economic crisis: the deepening inequalities, unemployment, the loss of confidence in government and business. The criticism of capitalism and its big financial institutions has become widespread. How did business find its footing in the year that was difficult for all sectors? What was this year like from the viewpoint of the social responsibility concept? Here are a few examples from Poland and the world.

CRISIS, CAPITALISM, “OVERHAUL OF IDEA”

Dissatisfaction intensified across the board since the financial crisis started, particularly targeting its most important pillar: the financial system. What used to be only that cutting intellectual turmoil was transformed last year into genuine activism that manifested itself in the form of innumerable protests and campaigns by students, activists and all those dissatisfied with the current economic situation, although these protests differed in background and nature between geographic zones. The Time Magazine named “The Protesters” as its person of the year 2011 in recognition of demonstrations in Arab countries (albeit these were fuelled by democratic demands) and in Europe and the United States. Major economists and politicians were debating how to “heal the system.” Public dissatisfaction with the way banks operate became something of an international mantra. In Poland, the Indignants proved to be satisfied with the way banks operate became something of an international mantra. In Poland, the Indignants proved to be proving that they don’t know the remedy but the situation cannot continue as it is), the movement itself plays an invaluable role in stimulating a debate on current social and economic problems. The activists claim that they are fighting back against the corrosive power of major banks and multinational corporations over the democratic process, and the role of Wall Street in creating an economic collapse that has caused the greatest recession in generations. The movement ... aims to fight back against the richest 1% of people that are writing the rules of an unfair global economy that is foreclosing on our future.

The Economist has noted that Wall Street has not really responded to the near-death experience of other words or in action. Managers’ salaries have remained as high as ever, philanthropy spending has not been increased and none of the top financial industry representatives has engaged in a debate with the protesters. On the contrary, the author points out that the industry is arrogant and does not understand the situation. The examples include Goldman Sachs’ decision to withdraw its support of a fund-raiser on suspicions that its organisers were going to honour Occupy Wall Street.

Commentators across the world emphasise that it is in the interest of the financial sector, particularly in the financial sector, to properly address the postulates raised by protesters and thereby justify their existence as part of modern economy. Otherwise they may be subjected to tighter regulation and government intervention, a scenario which is already happening in many of the markets. A need for changing the approach to how banks operate and reviewing the relationship between the economic system is widely felt. Public confidence in shareholder capitalism can only be restored if owners recognise their responsibility to which they must rise up or the opinion-forming British economic daily Financial Times.

Therefore, banks are in the best position to provide a specific agenda for action, they must be recognised for their contribution to initiating such an important discussion.

NEW DECADE – NEW STANDARDS

2010 saw the release of new, or updated standards and guidelines that support socially responsible management of organisations. In 2010, OECD Watch, a body responsible for monitoring the implementation of the OECD Guidelines for Multinational Enterprises, published a report on the occasion of the 10th anniversary of the Guidelines. The picture was not very rosy as it was found that the Guidelines were ineffectively implemented (no mechanisms were in place to enforce compliance), and the concept of responsible business is now known as National Contact Points (in Poland this is the Polish Information and Foreign Investment Agency, which is carrying out the “I implement the OECD Guidelines” ["Wdrażam Wyty-

occupy Wall Street""] programme with support from the Responsible Business Forum). Did not contribute to solving the matters reported to them. In response to the findings of the report, the OECD released in 2011 an update to the Guidelines that included enhanced provisions on the monitoring of human rights and environmental impacts as part of the supply chain.

Similarly as in the previous year, the UN Global Compact principles come under criticism in 2011. The Joint Inspection Unit, an independent body of the United Nations, concluded that the programme of insufficient monitoring of its members (enterprises, organisations) for compliance with human rights and environmental standards. According to the UN, the decision was made possible by the opaque criteria for admission and the absence of mechanisms to keep track of the commitments and standards. The UN Global Compact representatives responded to the JIU report by pointing out that the report omitted the fact that over 2,000 enterprises had been removed from membership for their failure to report on the implementation of GC guidelines. At the same time, Global Compact conducted a rigorous review of its policies and introduced a new membership system divided into three levels consistent with the degree of advancement in implementing and reporting GC principles. Now new members are classified into the following categories: advanced, active or learners.

As the CSR concept becomes increasingly mature, a need naturally arises to review the existing assumptions and programs. Consumers, society, public opinion increasingly more demanding, more conscious, attentive and sensitive to the growing gap between rhetoric and reality as an increasing number of companies formulate strategies and programmes for the near future. It may thus be said that the principles, particularly of international initiatives, such as the OECD Guidelines or Global Compact, must therefore be followed-up by specific actions, such as reviewing assumptions, improving operational mechanisms and introducing new solutions. At the same time, enforcement remains an unsolved problem at the global level: how to ensure that the principles are actually applied on a voluntary basis (and yet which of us intuitively feel should be universally observed) are actually respected? Which issues should be included in the forthcoming recommendations? The lack of binding regulations that would provide the enforcement of certain principles through court action is and will remain a dilemma in the CSR world, providing sceptics with a ready weapon of criticism.

ISO 26000, a new standard published after years of work, will not change much in this respect. Widely commented in 2011, the standard was praised by some for its inclusivity, topicality and relevance, interdisciplinarity and universality (it is intended for all types of organisations, not just businesses) and criticised by others for the absence of the certification mechanism. In other words, it is up to organisations whether or not they comply with the standard. This is the result of ISO’s decision to make this particular standard a set of voluntary guidelines rather than a management system like, for example, ISO 14001. It was also noted that the new guidelines apply to enterprises (which were the only member of the expert group to vote for such solution). Critics also voiced concerns that small and medium enterprises would be discouraged from using the
CONSUMER POWER

In 2011, consumers played a pivotal role in initiating important social and economic changes (or at least in reviving producer-customer communication, as was the case in Poland). Consumer activism went far beyond voicing opinions or co-producing goods as part of the process known as prosumism. The participants of the Bank Transfer Day campaign in the United States withdrew a total of 4.5 billion dollars of savings from big banks and transferred them to alternative credit unions, thus demonstrating the power consumers may wield if they unite around a common idea. Grassroots initiatives have begun to spring up in seeking justice where the arm of law does not reach. The cited OECD Watch report points to this fact, stating that the lack of a sanctioning mechanism makes the whole system inefficient. Yet global solutions are not easy. Professor John Rugge, the Special Representative of the UN Secretary-General on Human Rights and International Corporations and an authority on this subject, spent a few years on developing and championing proposals to improve the operation of international mechanisms for human rights protection as part of trade relations involving international corporations. The mechanism is not yet legally binding and discussions are still on-going on where the border is between self-regulation and external regulation. What seems, however, important is the fact that the subject is still on the agenda, which gives hope for effective solutions, even if in distant future.

HUMAN RIGHTS - ALWAYS A TOPICAL ISSUE

It would appear that respect for human rights, some of which are regulated by law, is a matter of standard in today’s business. Yet this is the area where negligence and abuse occur frequently, particularly as part of global supply chains that pass through developing countries. The role of human rights is addressed in ISO 26000, in which human rights constitute one of the seven social responsibility areas. The problem is complex, as the countries in which legal regulation is scarce or law enforcement non-existent are prone to law violations. As international CSR standards are mostly voluntary, citizens are helpless in seeking justice where the arm of law does not reach. The cited OECD Watch report points to this fact, stating that the lack of a sanctioning mechanism makes the whole system inefficient. Yet global solutions are not easy. Professor John Rugge, the Special Representative of the UN Secretary-General on Human Rights and International Corporations and an authority on this subject, spent a few years on developing and championing proposals to improve the operation of international mechanisms for human rights protection as part of trade relations involving international corporations. The mechanism is not yet legally binding and discussions are still on-going on where the border is between self-regulation and external regulation. What seems, however, important is the fact that the subject is still on the agenda, which gives hope for effective solutions, even if in distant future.

THE WEIGHT OF PROBLEMS DETERMINES THE QUALITY OF WATCHDOGS

Discussions on corporate social responsibility in Poland often revolve around the subject of effective civic monitoring of enterprises. It is argued that there are no watchdogs that would denounce unacceptable practices and keep an eye on companies’ behaviour in the fields of ethics, human rights and environmental protection. In particular, there are no oversight organisations that would be fully independent and actively contribute to public debate. It seems that this simplistic — as it does not take into account the existence of such organisations as the Polish branch of Greenpeace or trade unions — view of the situation is losing relevance.

First of all, there are bloggers, such as Piotr Maczyński (http://super-market.blz.pl), Mariusz Samuk (http://samuk.blz.pl), Trystero (http://blogi.ifin24.pl/trystero) or Grzegorz Piskalski (http://piskalski.blogspot.com) who address social issues related to business ethics. Thanks to their vigilance, consumers learn about malpractices of product or service providers or, conversely, the bloggers publicise the issues reported to them by consumers. 2011 also saw a number of initiatives that were above average in terms of scale and preparation. The NSZZ Solidarity Trade Union has been particularly active as the initiator or co-organiser of campaigns such as: “Is IKEA OK?”, “A Smiling Checkout Assistant”, “Is Deloitte OK?”, “Hyperexploitation. The Social Monitoring of Trade” (the last two initiatives were launched last year). The website hiperywnyzk.pl features a map of supermarkets that reportedly engage in malpractices. The map is drawn up using contributions from Internet users. Interestingly, the website features a mechanism to submit ideas on how to deal with the problems raised by internauts. Thanks to this, everybody may respond to the problems reported by employees of retail chains.

Critics claim that such campaigns are partisan in the sense that they clearly favour one or oppose one of the parties, present facts in a biased way and do not offer all the points of view. Consequently, individuals are often unable, or not inclined, to speak, which makes them unethical. The question then arises: how to defend employee rights, champion community interest and protect the environment if the other party – i.e. business – spends millions on public relations, advertising and all other forms of marketing communications? How to ensure that information about abuses and problems is publicised? Does the method of communication used by protesters differ from that employed by corporate image experts? If we look at the means of monitoring used by watchdogs in Western countries (where watchdogs have a much longer tradition because economies are more mature and social awareness is higher), the campaigns co-organised by the Solidarity Trade Union pale by comparison. But is it really so that the “no holds barred” policy applies in the fight for justice? These and other similar dilemmas are certain to surface as such activities grow more common. One thing is certain: these stakeholders are increasingly loud in claiming their rights while companies are increasingly faced with the need to reorient their approaches to transparency. This is even more true considering that in addition to spectacular and media-savvy campaigns, there are also such technically advanced initiatives as Facing Finance, a campaign initiated in Poland last year by the CentrumCSR.PL Foundation to make investors (both institutional and individual) realise the consequences of their investment decision from the point of view of social and economic results.

We invited experts to elaborate on the subjects raised in this paper. Further in the Report you will find their contributions. Let us then pass the floor to them…

Natalia Ćwik

Knowledge Manager, Responsible Business Forum

"Min eis Yours. The Rise of Collaborative Consumption"

This type of "oppositional" entrepreneurship may not be as widespread in Poland but it is worth noting that consumers are increasingly active in promoting specific services and products. A number of companies have faced strong consumer resistance, mainly on the part of Internet users. Adidas’ idea of setting up a street art on the wall of the Służewiec horse racing course met with immediate reaction from artists and street art experts. Consumers rose to arms when they learned about the content of Gerber’s child food and when it became known that Tymbark, a juice producer, was using labels that were misleading. Adidas, Gerber and Tymbark are just some of the companies that have been under pressure from consumers who want to enable the sharing, swapping, bartering, trading and renting of goods as part of the process known as prosumerism. The phenomenon has been dubbed Collaborative Consumption7. The movement has been codified by the International Social and Entrepreneurial Development Council as one of the "emerging business models that transcend traditional economic categories, including: 1. business – spends millions on public relations, advertising and all other forms of marketing communications? How to ensure that information about abuses and problems is publicised? Does the method of communication used by protesters differ from that employed by corporate image experts? If we look at the means of monitoring used by watchdogs in Western countries (where watchdogs have a much longer tradition because economies are more mature and social awareness is higher), the campaigns co-organised by the Solidarity Trade Union pale by comparison. But is it really so that the “no holds barred” policy applies in the fight for justice? These and other similar dilemmas are certain to surface as such activities grow more common. One thing is certain: these stakeholders are increasingly loud in claiming their rights while companies are increasingly faced with the need to reorient their approaches to transparency. This is even more true considering that in addition to spectacular and media-savvy campaigns, there are also such technically advanced initiatives as Facing Finance, a campaign initiated in Poland last year by the CentrumCSR.PL Foundation to make investors (both institutional and individual) realise the consequences of their investment decision from the point of view of social and economic results.

We invited experts to elaborate on the subjects raised in this paper. Further in the Report you will find their contributions. Let us then pass the floor to them…

Natalia Ćwik

Knowledge Manager, Responsible Business Forum


8. JIU 2011.
n early 2011, the CSR world witnessed the publication of a study by M. Porter and M. Kramer that laid down a new idea of creating shared value (CSV). The concept gained some publicity upon its publication in the Harvard Business Review but, as could be expected, failed to make a lasting impact on CSR.

The question is why? Was it perhaps because the concept was not as innovative as it looked? The same authors proposed some time ago a very similar approach to creating value for both businesses and community by putting forward a concept of strategic approach to social responsibility. What is more, the logic of perceiving relations as partnership (winner–winner) rather than rivalry (winner–loser) has a much longer history. G. Hamel and C.K. Prahalad proposed in 1990s a concept of core competences that may be used to understand the rationale for strategic alliances. This concept is universal and in addition to business-to-business relations, it may be applied to business-to-community relations. Enterprises, including Polish ones, that are genuinely committed to responsible management, adopted this approach long before it was named as such. Intuitiveness and rapid perception are its strengths – and, at the same time, its greatest weaknesses. This is because a catchy concept is a concept that can be easily and cynically exploited for short-term gains – such as improving a company’s image – and as such it is susceptible to erosion. This is the fate that has befallen other valuable ideas. Let us suffice to recall the famous criticism of the Bottom of Pyramid (BoP) concept by Professor A. Karmann, who gave examples of how it was used for unethical purposes. Corporate social responsibility appears prone to such exploitation.

W. Visser divided the history of responsible business into several ages[1] – not necessarily chronological but often simultaneous. Accordingly, there are the ages of greed, philanthropy, marketing (understood more as promotion) and management. Enterprises are increasingly open to dialogue. And since they talk with different groups that often pursue different interests or see things differently, they have to make and communicate decisions.

A report provides an excellent opportunity to adopt such commitments or decisions. As soon as reports are used to describe future promises and how past promises have been fulfilled, they will no longer be similar to each other. They will no longer be boring, as they will be serving as a record of actual changes. Coffee-table brochures will be transformed into a management system tool. They will contribute to making true the CSV concept by discussing benefits and costs for the company and the community. Polish reports are beginning to move in this direction.

As well as being reported, actions need to be measured. A common measure must be applied – let it even be the money measure with all the ethical controversies it evokes. The ability to measure outcomes, particularly social ones, is currently the weak point of both management and economics. As long as no credible measures are in place, there will be a continuing risk that right/concept leaders are used to superficial and short-term ends. Let us hope the age of management arrives before the concept is entirely eroded.

Jacek Dymowski
CSR Advisor, Owner of Abaddon Consulting

CSV – a revolution in CSR?

R esponsible Business Ranking (Ranking Odpowiedzialnych Firm, ROF) is an important CSR benchmark in Poland. A need to construct a CSR evaluation system that would be adapted to the Polish reality became apparent more than a dozen years ago. To address this need, the Responsible Business Forum (FOR) organised in 2001 a special consultative session on CSR measurement systems for the companies operating in Poland. We selected 35 of the best measures selected by the participants of the session. This input was used to formulate Corporate Social Responsibility Index (Indeks Społecznej Odpowiedzialności Firmy, ISO) that comprised 40 questions in the following three areas: strategy, management system and outcomes. The FOR has adopted the simplified version of the index to evaluate its Strategic Partners for the quality of their CSR performance.

In 2004, Malgorzata Gresza, the then FOR president, persuaded a number of people, including Professor Witold Orłowski, Michał Boni, Professor Wojciech Gasparski, Marek Kosycarz and Piotr Machuł, to commence work on a comprehensive Social Responsibility Index (Indeks Odpowiedzialności Społecznej, IOS). A decision was made to base the IOS Index on A. Carroll’s classic concept of four levels of responsibility corresponding to different stakeholder groups. A & B matrix was then produced and we started filling out the resultant 32 fields with questions relating to particular measures. When, after a few months of work, the number of questions exceeded 200, we learned that we would not be able to find a media patron for such an ambitious product.

The project was continued in 2007 when a Good Company Ranking was created in collaboration with Jacek Dymowski and with support from the monthly Manager Magazin in the person of Dorota Goliszewska and Jarosław Horodecki, using the lessons learned from the work on IOS and IDS. Manager Magazin, which disappeared from the Polish market after just two issues had been published, was replaced by the daily Dziennik Gazeta Prawna as the media patron of the third publication of the index, which was also renamed to its current name Responsible Company Index (Ranking Odpowiedzialnych Firm, ROF). The Responsible Business Forum is the project’s partner and PwC – its checker (since the second publication of the Index). Bolesław Rok and Jarosław Horodecki have been involved in the project ever since its inception, working on the index and encouraging participation by companies.

A number of conclusions may be drawn from five years of the Index (the sixth publication is underway). A core group of as few as 14 companies has been systematically participating in ROF since 2007, as other companies have been coming and going, their rationale being: “there is no point in participating if we do not desire to achieve the RoFo badge”. The greatest challenge facing the authors of the Index is to keep track of changes in the understanding of CSR while anticipating market trends and offering the best companies the possibility of verifying their managing systems against a model that is feasible to achieve. While the awards granted to leaders offer value on their own, the primary purpose of ROF is educational. Questions and measures are modified annually, possibly providing many companies with a benchmark for further work.

ROF, of course, is not an ideal instrument. It can be concluded from the last year’s index that CSR systems have achieved a high level of maturity in more than 40 companies. But how to motivate other companies to make rapid progress? Is it possible to create an index that will have a motivational effect not only on leaders? There may be a risk of leaders outpacing the rest if standards are raised too rapidly. Yet there are at least 500 large enterprises in Poland, half of which address social responsibility issues in their practice. To encourage other companies, we have come up this year with a “light” product: a simplified questionnaire for less advanced users.

Differences between industries are a serious challenge. What measures should we propose that would be universal across all industries? Is it really so that social responsibility maturity is the highest in the consumer goods industry and the lowest in industrial production and financial sectors? Or is it the result of adopting certain specific evaluation criteria? An unequivocal interpretation of survey questions is another problem. Answers tend to be sometimes exaggerated, e.g. the CEO’s letter written by a PR specialist may be described as a personal contribution to responsible leadership and the publication of good practices in the FOR report may be presented as evidence of the company’s active participation in a dialogue with stakeholders. Challenges associated with ROF are the subject that could be widely written about! A total of 437 companies have been evaluated to date. Fortunately, the number of repeat participants has been slowly increasing. These are the satisfied clients who are eager to “buy” our product again. The greatest challenge facing the authors of the Index is to keep track of changes in the understanding of CSR while anticipating market trends and offering the best companies the possibility of verifying their managing systems against a model that is feasible to achieve. While the awards granted to leaders offer value on their own, the primary purpose of ROF is educational. Questions and measures are modified annually, possibly providing many companies with a benchmark for further work.

I would, however, be unfair to exaggerate the negative aspects of Polish CSR. Apart from superficial measures, there are many examples of long-term actions that fit perfectly well with the CSV concept. We are also witnessing profound changes in the mentality of Polish CSR leaders. The enterprises that have reached the point of publishing their first CSR report are beginning to understand the risk that subsequent reports will be dangerously similar to each other. They understand that reporting for the sake of reporting does not make sense. Reports have a chance of soon transforming from standalone products to tools in managing social expectations. Enterprises are increasingly open to dialogue. And since they talk with different groups that often pursue different interests or see things differently, they must communicate decisions.


Responsive Business Ranking

Dr Bolesław Rok
Kozminski University
The canon of requirements and compatibility – trends in CSR standardisation

S
pecialists and managers who make an effort of promot-
ing and implementing corporate social responsibility in
their companies are recommended to rely on the stand-
ards available on the market. I believe these standards
provide useful guidance in addressing doubts and problems in
this particular field. They are based on the experiences and so-
lutions adopted in the markets in which the CSR agenda has
had a long history. Transformed into ready-to-use tools, these
standards facilitate the institutionalisation of CSR in a company
and transition from idea to action. They also provide evidence
that corporate social responsibility is being professionalised as
a managerial approach.

The last two years have been particularly interesting from
the viewpoint of standardisation of corporate social responsibility.
I believe the following three issues command particular atten-
tion: a widening choice of standards, review of standards and
their gradual integration.

NEW STANDARDS

Late 2010 saw the introduction of ISO 26000, a standard that
described the responsibility of organisations in a comprehen-
sive manner. It reinforced the existing CSR practices by creating
a universal and internationally acceptable catalogue of social
responsibility requirements. It is definitely a novelty on the
market and the one that facilitates the task of all those involved
in the social responsibility agenda. It is also worth noting that
the work on ISO 26000 was supported by initiatives on detailed
standards relating to particular CSR and sustainable develop-
ment issues, such as BS 8900 for sustainable event manage-
ment.

REVIEW

The record two years have witnessed not only the release of
new standards but also the review and updating of the existing
ones. Global Reporting Initiative updated its Sustainability Re-
porting Guidelines to take account of the changes in reporting
methods and to offer a universal and internationally acceptable
catalogue of social responsibility requirements. It is definitely
a novelty on the market and the one that facilitates the task of all
those involved in the social responsibility agenda. It is also worth
noting that the work on ISO 26000 was supported by initiatives on detailed
standards relating to particular CSR and sustainable develop-
ment issues, such as BS 8900 for sustainable event manage-
ment.

The effects of standard integration have been twofold. On the
one hand, there is a group of standards that increasingly stand-
out on the market and gain a dominant position because of
their mutual links and compatibility. On the other hand, there
are standards that are losing relevance because they have not
been adapted to market changes and stakeholder needs.

Stakeholder dialogue is one of the two fundamental practices
addressed in ISO 26000 and I believe we will soon witness an
increasing interest in the AA 1000SES standard that specifically
relates to that practice. On the other hand, ISO 26000 refers to
the GRI reporting standard and the assurance recommenda-
tions in both these standards have led to the situation where
AA 1000AS is becoming one of the most popular standards for
addressing the need for reliable and comparable non-financial
information. The GRI standard (which is also avail-
able on the market) has been substantially developed to bring it into line with
market practices and user needs. The long-awaited update to
the OECD Guidelines for Multinational Enterprises was released
in May 2011 to address new challenges such as, for example,
climate changes. The review did not, however, address all
stakeholders’ expectations regarding complaint handling pro-
cedures.

INTEGRATION

Integration of standards is the third phenomenon I would like
to address. ISO 26000 provided a bridge between social respon-
sibility management on the one hand and specific standards
and initiatives on the other. The annex to these standards com-
prises a description of recognised initiatives that companies
are encouraged to use as a model. What is more, individual
organisations have signed agreements on the application of standards to facilitate their integration within companies. These include, for example, agreements between GRI and UN
Global Compact or between GRI and ISO.

While social responsibility is most frequently dis-
cussed with reference to companies, it is worth remembering that this particular concept goes
beyond the business context. This is clearly stated
in the general social responsibility standard ISO 26000, in which
all types of organisations are charged with the responsibility
for their impacts on society. As such, this standard refers also,
or perhaps particularly, to non-governmental organisations.

Poland’s third sector has since 1995 been occupied with the
issues of ethics, self-regulation and operational standards. Re-
sponsibility is one of the ten key guidelines featured in Charter
of Non-Governmental Organisations (Karta Zasad Działalności Or-
ganizacji Pożytku Publicznego)3. In the manner consistent with
the spirit of CSR, responsibility is understood as the obligation of
organisations to take into consideration, in all aspects of their
operations, the social effects of their actions and their impacts
on society and environment. Let us examine a few reasons that
suggest that this approach is preferable.

Not-for-profit mission, often in the field of human rights or en-
vironmental protection, is the basic tenet of operation of non-
governmental organisations and their distinctive feature. It
seems obvious that this mission will be pursued while respect-
ing the aspects indicated above. Even more so if we consider
that thanks to its size, the NGO sector has a huge cumulated
economic value. Coupled with its increasing contributions to
social policy-setting, this sector exerts a far greater influence
than would appear from the average small size of non-govern-
mental organisations.

The responsibility of the third sector stems also from the special
role that the NGOs play in society, namely that of exponent
tial of public standards and public opinion. This means that
NGOs not only set standards for private enterprises, but are
also responsible towards a private sponsor and (…) for common good at large (…). Effective use of the re-
sources entrusted to them is a particular way in which NGOs
demonstrate their responsibility.

In 1995, Edwards and Hulme4 saw the ability of NGOs to dem-
strate accountability and effectiveness as a condition to
increase their impact, ability to attract support and legitimacy
as actors in the world’s development. Social reporting is one
of the ways of assuring the transparency of both financial
and non-financial information. The GRI standard (which is also avail-
able in a version specifically designed for NGOs)5 is helpful in
this respect, with effectiveness being recognised as a measure
particularly relevant to the sector. The task of substantiating
the claim of effectiveness – and the related positive impacts on
society and environment – is a difficult one as it requires trans-
lating apparently immeasurable matters into measurable data.

Contrary to appearances, this is feasible and the tools helpful
in completing this task are already available (in Poland too). The
tool developed as part of the “Prove It P! – on measur-
ing impacts and social and economic capital in social enter-
prise” project6 merits particular attention. This tool serves,
among others, to calculate add-value, measure social impacts
and evaluate compliance with legal, quality and management
standards. Based mainly on the concepts of triple bottom line
and social return on investment (SROI), this tool is seen by its
creators as a starting point rather than an end point. Yet even
in its current form it can render an invaluable assistance to
both social enterprises and other organisations7.

This short paper clearly demonstrates that social responsibility,
while associated mainly with business, is not an alien concept
in the NGO sector. Let us hope it will contribute to expanding
cross-sectoral partnerships and increasing shared responsibili-
ity, thus leading to a more rapid and effective achievement of sustainable development goals.

Liliana Anam
CSR Adviser, Head of CSRinfo

1 The Charter was introduced in 1996 and updated in 2010.
2 The abbreviation NGO is widely used in the text due to space constraints.
3 Izdebski K., Kodakę etyzje w organizacjach pożytku publicznego, In „Federala” Issue No. 3, July 2010, p. 42.
5 The GR NGO Sector Supplement is due to be published in Polish in 2012.
6 The project carried out in 2011 by the Foundation for Civic Society Development (FORS).
7 The role and potential of social business initiatives are recognised by the EU in its recent communication on CSR (25 October 2011).

Not only responsible business, i.e. a few words on the responsibility of non-governmental organisations

While social responsibility is most frequently dis-
cussed with reference to companies, it is worth
remembering that this particular concept goes
beyond the business context. This is clearly stated
in the general social responsibility standard ISO 26000, in which
all types of organisations are charged with the responsibility
for their impacts on society. As such, this standard refers also,
or perhaps particularly, to non-governmental organisations.

Poland’s third sector has since 1995 been occupied with the
issues of ethics, self-regulation and operational standards. Re-
sponsibility is one of the ten key guidelines featured in Charter
of Non-Governmental Organisations (Karta Zasad Działalności Or-
ganizacji Pożytku Publicznego)3. In the manner consistent with
the spirit of CSR, responsibility is understood as the obligation of
organisations to take into consideration, in all aspects of their
operations, the social effects of their actions and their impacts
on society and environment. Let us examine a few reasons that
suggest that this approach is preferable.

Not-for-profit mission, often in the field of human rights or en-
vironmental protection, is the basic tenet of operation of non-
governmental organisations and their distinctive feature. It
seems obvious that this mission will be pursued while respect-
ing the aspects indicated above. Even more so if we consider
that thanks to its size, the NGO sector has a huge cumulated
economic value. Coupled with its increasing contributions to
social policy-setting, this sector exerts a far greater influence
than would appear from the average small size of non-govern-
mental organisations.

The responsibility of the third sector stems also from the special
role that the NGOs play in society, namely that of exponent
tial of public standards and public opinion. This means that
NGOs not only set standards for private enterprises, but are
also responsible towards a private sponsor and (…) for common good at large (…). Effective use of the re-
sources entrusted to them is a particular way in which NGOs
demonstrate their responsibility.

In 1995, Edwards and Hulme4 saw the ability of NGOs to dem-
strate accountability and effectiveness as a condition to
increase their impact, ability to attract support and legitimacy
as actors in the world’s development. Social reporting is one
of the ways of assuring the transparency of both financial
and non-financial information. The GRI standard (which is also avail-
able in a version specifically designed for NGOs)5 is helpful in
this respect, with effectiveness being recognised as a measure
particularly relevant to the sector. The task of substantiating
the claim of effectiveness – and the related positive impacts on
society and environment – is a difficult one as it requires trans-
lating apparently immeasurable matters into measurable data.

Contrary to appearances, this is feasible and the tools helpful
in completing this task are already available (in Poland too). The
tool developed as part of the “Prove It P! – on measur-
ing impacts and social and economic capital in social enter-
prise” project6 merits particular attention. This tool serves,
among others, to calculate add-value, measure social impacts
and evaluate compliance with legal, quality and management
standards. Based mainly on the concepts of triple bottom line
and social return on investment (SROI), this tool is seen by its
creators as a starting point rather than an end point. Yet even
in its current form it can render an invaluable assistance to
both social enterprises and other organisations7.

This short paper clearly demonstrates that social responsibility,
while associated mainly with business, is not an alien concept
in the NGO sector. Let us hope it will contribute to expanding
cross-sectoral partnerships and increasing shared responsibili-
ity, thus leading to a more rapid and effective achievement of sustainable development goals.

J Justyna Januszewska
Vice-President, Responsible Business Forum
2011 was a good year for furthering the idea of responsible business in the field of human rights. The UN Human Rights Council endorsed the Guiding Principles on Business and Human Rights, authored by Professor John Ruggie, the Special Representative of the Secretary-General on human rights and transnational corporations and other enterprises. While not legally binding, these principles demonstrate to the International community what measures may be taken by states and businesses to implement the “protect, respect and remedy” policy proposed to the UN by Professor Ruggie already in 2008. The Guiding Principles provide these actors with guidance on measures to protect an individual in relations with corporations. Non-governmental organisations did not particularly welcome the publication of the Guiding Principles. Their representatives claimed that the guidelines were too general and not conducive to ensuring sufficient protection of individuals. The sceptically-minded NGO representatives maintain that the documents produced under the UN aegis must offer actual protection against human rights abuses.

In the follow-up to the work commenced by Professor Ruggie and in response to one of the demands of the NGO community, the Council has recently appointed a working group on human rights and international corporations and other business enterprises. In addition to promoting and supervising the implementation of the Guiding Principles, the group’s tasks also include managing the action taken within the framework of the recently established Business and Human Rights Forum. The activity of UN bodies in the field of business and human rights demonstrates that the UN Member States have recognised the importance of the matter and the need for its global regulation.

The passing year was also important with regard to the development of responsible business standards in enterprises. It was the first year when enterprises were able to use ISO 26000, an international standard on social responsibility that was adopted by the International Organisation for Standardisation (ISO) after a few years of work, and the updated OECD Guidelines for multinational enterprises that were adopted during the fifteenth-anniversary OSCE Ministerial Session.

These achievements stand proof to the importance of the International community in corporate social responsibility. However, regardless of the initiatives taken, states continue to be the only actors responsible for protecting human rights according to international law. If there are no international agreements obligating states to pass their own laws that would determine the obligations of enterprises while ensuring the protection of individual rights, we will be left to rely on the task of proposing guidelines, which only serve as moral directives for enterprises.

We should nevertheless welcome the fact that despite the limited number of legal obligations to protect human rights, there are enterprises that make efforts to comply with the mutually agreed standards. The best comment about the adoption of the Guiding Principles by the most important global organisation came from Professor Ruggie who said: “[U.N. Human Rights] Council endorsement of the Guiding Principles, by itself, will not bring business and human rights challenges to an end. But it will mark the end of the beginning: by establishing a common global platform for action, on which cumulative progress can be built, step-by-step, without foreclosing any other promising longer-term developments”.

In 2012, let us wish that enterprises continue to fulfil their moral obligations in our common interest and that states undertake consistent work on legal regulations to fill the gaps in the human rights protection system.

Zuzanna Kulinska
PHD student, Institute of International Law, Faculty of Law and Administration, Warsaw University, a member of the International Executive Committee of Amnesty International

According to the Ethical Consumerism Report 2011, over half of the British population resigned from buying a product because of concerns about the reputation of the company selling that product. Thanks to the power of community media, boycotts — numbering nearly 40 in 2011 — became a powerful tool in fighting against unethical practices of companies all over the world. The Gazeta Wyborcza daily disclosed in August 2010 that Polish companies were also beginning to fear boycotts. The question arises about both short- and long-term effects of such actions.

The Maspx company engaged in environmentally damaging practices that not even a court could put an end to. While recognising that the practices in question were harmful to the environment and incompatible with EU standards, the court of the second instance ruled that they were nevertheless legal in Poland. The sceptically-minded NGO representatives maintained that the documents produced under the UN aegis must offer actual protection against human rights abuses.

In the follow-up to the work commenced by Professor Ruggie and in response to one of the demands of the NGO community, the Council has recently appointed a working group on human rights and international corporations and other business enterprises. In addition to promoting and supervising the implementation of the Guiding Principles, the group’s tasks also include managing the action taken within the framework of the recently established Business and Human Rights Forum. The activity of UN bodies in the field of business and human rights demonstrates that the UN Member States have recognised the importance of the matter and the need for its global regulation.

The passing year was also important with regard to the development of responsible business standards in enterprises. It was the first year when enterprises were able to use ISO 26000, an international standard on social responsibility that was adopt- ed by the International Organisation for Standardisation (ISO) after a few years of work, and the updated OECD Guidelines for multinational enterprises that were adopted during the fifteenth-anniversary OSCE Ministerial Session.

These achievements stand proof to the importance of the Interna- tional community in corporate social responsibility. However, regardless of the initiatives taken, states continue to be the only actors responsible for protecting human rights according to international law. If there are no international agreements obligating states to pass their own laws that would determine the obligations of enterprises while ensuring the protection of individual rights, we will be left to rely on the task of proposing guidelines, which only serve as moral directives for enterprises.

We should nevertheless welcome the fact that despite the limited number of legal obligations to protect human rights, there are enterprises that make efforts to comply with the mutually agreed standards. The best comment about the adoption of the Guiding Principles by the most important global organisation came from Professor Ruggie who said: “[U.N. Human Rights] Council endorsement of the Guiding Principles, by itself, will not bring business and human rights challenges to an end. But it will mark the end of the beginning: by establishing a common global platform for action, on which cumulative progress can be built, step-by-step, without foreclosing any other promising longer-term developments”.

In 2012, let us wish that enterprises continue to fulfil their moral obligations in our common interest and that states undertake consistent work on legal regulations to fill the gaps in the human rights protection system.

Zuzanna Kulinska
PHD student, Institute of International Law, Faculty of Law and Administration, Warsaw University, a member of the International Executive Committee of Amnesty International

According to the Ethical Consumerism Report 2011, over half of the British population resigned from buying a product because of concerns about the reputation of the company selling that product. Thanks to the power of community media, boycotts — numbering nearly 40 in 2011 — became a powerful tool in fighting against unethical practices of companies all over the world. The Gazeta Wyborcza daily disclosed in August 2010 that Polish companies were also beginning to fear boycotts. The question arises about both short- and long-term effects of such actions.

The Maspx company engaged in environmentally damaging practices that not even a court could put an end to. While recognising that the practices in question were harmful to the environment and incompatible with EU standards, the court of the second instance ruled that they were nevertheless legal in Poland. The sceptically-minded NGO representatives maintained that the documents produced under the UN aegis must offer actual protection against human rights abuses.

In the follow-up to the work commenced by Professor Ruggie and in response to one of the demands of the NGO community, the Council has recently appointed a working group on human rights and international corporations and other business enterprises. In addition to promoting and supervising the implementation of the Guiding Principles, the group’s tasks also include managing the action taken within the framework of the recently established Business and Human Rights Forum. The activity of UN bodies in the field of business and human rights demonstrates that the UN Member States have recognised the importance of the matter and the need for its global regulation.

The passing year was also important with regard to the development of responsible business standards in enterprises. It was the first year when enterprises were able to use ISO 26000, an international standard on social responsibility that was adopted by the International Organisation for Standardisation (ISO) after a few years of work, and the updated OECD Guidelines for multinational enterprises that were adopted during the fifteenth-anniversary OSCE Ministerial Session.

These achievements stand proof to the importance of the Interna- tional community in corporate social responsibility. However, regardless of the initiatives taken, states continue to be the only actors responsible for protecting human rights according to international law. If there are no international agreements obligating states to pass their own laws that would determine the obligations of enterprises while ensuring the protection of individual rights, we will be left to rely on the task of proposing guidelines, which only serve as moral directives for enterprises.

We should nevertheless welcome the fact that despite the limited number of legal obligations to protect human rights, there are enterprises that make efforts to comply with the mutually agreed standards. The best comment about the adoption of the Guiding Principles by the most important global organisation came from Professor Ruggie who said: “[U.N. Human Rights] Council endorsement of the Guiding Principles, by itself, will not bring business and human rights challenges to an end. But it will mark the end of the beginning: by establishing a common global platform for action, on which cumulative progress can be built, step-by-step, without foreclosing any other promising longer-term developments”.

In 2012, let us wish that enterprises continue to fulfil their moral obligations in our common interest and that states undertake consistent work on legal regulations to fill the gaps in the human rights protection system.

Zuzanna Kulinska
PHD student, Institute of International Law, Faculty of Law and Administration, Warsaw University, a member of the International Executive Committee of Amnesty International

According to the Ethical Consumerism Report 2011, over half of the British population resigned from buying a product because of concerns about the reputation of the company selling that product. Thanks to the power of community media, boycotts — numbering nearly 40 in 2011 — became a powerful tool in fighting against unethical practices of companies all over the world. The Gazeta Wyborcza daily disclosed in August 2010 that Polish companies were also beginning to fear boycotts. The question arises about both short- and long-term effects of such actions.

The Maspx company engaged in environmentally damaging practices that not even a court could put an end to. While recognising that the practices in question were harmful to the environment and incompatible with EU standards, the court of the second instance ruled that they were nevertheless legal in Poland. The sceptically-minded NGO representatives maintained that the documents produced under the UN aegis must offer actual protection against human rights abuses.

In the follow-up to the work commenced by Professor Ruggie and in response to one of the demands of the NGO community, the Council has recently appointed a working group on human rights and international corporations and other business enterprises. In addition to promoting and supervising the implementation of the Guiding Principles, the group’s tasks also include managing the action taken within the framework of the recently established Business and Human Rights Forum. The activity of UN bodies in the field of business and human rights demonstrates that the UN Member States have recognised the importance of the matter and the need for its global regulation.

The passing year was also important with regard to the development of responsible business standards in enterprises. It was the first year when enterprises were able to use ISO 26000, an international standard on social responsibility that was adopted by the International Organisation for Standardisation (ISO) after a few years of work, and the updated OECD Guidelines for multinational enterprises that were adopted during the fifteenth-anniversary OSCE Ministerial Session.

These achievements stand proof to the importance of the Interna- tional community in corporate social responsibility. However, regardless of the initiatives taken, states continue to be the only actors responsible for protecting human rights according to international law. If there are no international agreements obligating states to pass their own laws that would determine the obligations of enterprises while ensuring the protection of individual rights, we will be left to rely on the task of proposing guidelines, which only serve as moral directives for enterprises.

We should nevertheless welcome the fact that despite the limited number of legal obligations to protect human rights, there are enterprises that make efforts to comply with the mutually agreed standards. The best comment about the adoption of the Guiding Principles by the most important global organisation came from Professor Ruggie who said: “[U.N. Human Rights] Council endorsement of the Guiding Principles, by itself, will not bring business and human rights challenges to an end. But it will mark the end of the beginning: by establishing a common global platform for action, on which cumulative progress can be built, step-by-step, without foreclosing any other promising longer-term developments”.

In 2012, let us wish that enterprises continue to fulfil their moral obligations in our common interest and that states undertake consistent work on legal regulations to fill the gaps in the human rights protection system.
What will remain of the European Year of Volunteering 2011?

The intensification of research, studies, seminars and debates that took place in Europe in connection with the European Year of Volunteering 2011 (EYV 2011) allowed to identify the following problem: more attention needs to be paid to promoting and supporting volunteering. It remains also to be hoped that the volunteering strategies developed within the framework of EYV 2011 will form part of long-term programmes.

The declaration signed by the participants of the Warsaw conference ending the EYV 2011 and the Policy Agenda for Volunteering, with 9% to 16% (depending on a survey) of society engaging in this type of activism against the European average of 24%

Several qualitative research projects were carried out to analyse trends, benefits, opportunities and barriers to the development of employee volunteering in Poland. The establishment of a coalition of 10 Polish companies as part of the “CEO Volunteers 2011” (Prezesi-wnetrzuszczesie 2011) project merits particular mention.

As regards the impact of EYV 2011 on enterprises, there was a significant increase in the number of new companies interested in carrying out volunteering programmes. Interestingly, it is not only corporations but also Polish companies, state-owned enterprises and public institutions that demonstrate interest in this field. Some action can also be seen in the SME sector.

According to data of the Volunteering Centre in Warsaw, programmes undertaken by employers not only increase in number but also improve in quality with each year. Companies have an increasingly better understanding of the volunteering concept and rather than obligating employees to participate in social campaigns, they encourage them to pursue their own initiatives while providing them with educational, organisational and financial support.

Marta Walkowska-Lipko
Employee Volunteering Programme Coordinator, European Employee Volunteering Awards Coordinator

CSR education

The ability to establish a competitive position while managing one’s impact on society is the core idea behind the social responsibility concept. We are redefining our thinking about the role of an enterprise in society. Knowledge, skills and sensitivity of people who have an actual say in decision-making in an enterprise are prerequisites for the proper understanding and, most importantly, application of social responsibility principles. No wonder then that this subject is and will be addressed in educational curricula.

A guidebook on teaching social responsibility, which was commissioned by the Ministry of Economy and prepared by the Responsible Business Forum and which I had the pleasure of co-editing, was published in December 2011. Entitled “How to teach social responsibility and sustainable development? A guidebook for teachers” (Jak uczyć o społecznej odpowiedzialności i zrównoważonym rozwoju? Przewodnik dla nauczycieli), the book addresses the problems associated with teaching social responsibility subjects from primary school to postgraduate studies. This publication is intended to demonstrate that education in responsibility starts in early childhood along with our cultural education. This education is not only about technicalities on how to carry out specific CSR projects; it is rather about the interiorisation of certain values, of which responsibility is the most important.

On the other hand, we did not want to create an impression that CSR needed to be taught at all times and at all places. The book contains many suggestions on how to explore subjects associated with social responsibility, global education or sustainable development, but it is not intended as a tool to indoctrinate young people. Accordingly, it contains examples of lesson plans or classroom materials for primary school students and suggestions of topics appropriate for graduate students and employees participating in continuous education programmes.

The publication does not address all areas of social responsibility. Education. There is, after all, a whole range of informal and non-formal education programmes provided by different organisations or in-house by companies themselves. These are therefore training courses to increase awareness or general knowledge of certain topics or teach the use of tools and initiatives that facilitate the implementation of a company’s social and environmental policies. Sometimes such training courses are authorised by creators of a given tool. This is the case with the Global Reporting Initiative, which an organisation that trains and certifies other entities to provide full-fledged knowledge on the application of GRI guidelines on reporting economic and non-financial performance.

It is worth noting that the teaching of responsibility must not be limited to a particular profession. Even if we narrow down the discussion to managers, it is obvious that entrepreneurs and managers are people with different backgrounds in education. A look at the labour market shows that managers and firm owners are recruited from among engineers, doctors, lawyers, journalists, social scientists or artists. Therefore, these professions also need to be taught responsibility in the managerial contexts. The other thing is that responsibility concerns not only managers but also employees of an enterprise; they, after all, have a role in shaping the enterprise’s ethical culture and determining whether or not it behaves responsibly.

Let us also remember that a majority of firm owners finish their education at secondary vocational level. This leads to the conclusion that it does not make sense to focus efforts on promoting corporate responsibility among the 10 or 10 per cent of entrepreneurs who have a university degree. CSR education will be increasingly gaining importance within the secondary vocational school context.

The importance of education in social responsibility will increase as the globalisation progresses and the need for standardisation and regulation increases. Passing on the knowledge of these standards and initiatives and teaching how to apply them will play a key role in this context. Public sector employees will also be learning how to use different instruments to promote social responsibility and encourage compliance with standards, including sector-specific standards, e.g. for chemical, construction or financial industries. Specialist knowledge and skills will be gaining relevance as sectoral solutions become increasingly important.

1 Article by M. Dobrowolna-Witka, Wolontariatlan: Największe państwo Europy [Volunteerland, Europe’s largest stage]. http://esoboezneorg/pl/wiadomosci/886280.html
2 http://www.ey2011.eu/about-the-alliance
3 http://wolontariatpracowniczy.pl/?a=newses/show/aktual/538
4 Voluntary work, European Parliament Special Eurobarometer 75.2; Brussels, 27 June 2011.

Dr Janusz Reichel
Assistant Professor, Faculty of Management, University of Łódź, Chair of the Council of the Centre for Strategy and Development, IMPACT

REPORT Responsible Business in Poland 2011
research on corporate social responsibility or sustainable development has been continuously increasing. As it would be impossible to enumerate all significant research projects [particularly those important from the scientific viewpoint] in a short paper like this one, we will only list those that have made a new contribution, explored new or poorly known areas of the CSR reality or contributed to the understanding of the global context in which contemporary business and its environment operate.

PROSPERITY AND DISPARITIES

Published annually by the World Economic Forum, Global Risks reports provide an analysis of the risks that are determining the global environment in a given period. The findings of Global Risks 2011 are not particularly surprising. The report identified economic disparity (economic and – in consequence – social disparities on the one hand, and countries and regions on the other) and global governance failures (weak or inadequate global institutions) as the two most acute areas of risk in 2011, pointing to the weaknesses of structures such as G20 and the inability to reach an international agreement on climate.

Disparities were generally an important topic last year. Perceived at the country level as a growing gap between poor and rich, at the international level, as a result of different goods, services, privileges, this phenomenon is believed to be one of the main reasons for the global financial crisis of 2008.

The increasing popularity of research on corporate social responsibility or sustainable development, together with the need to provide a useful resource for investors, as would further. Is ethics present in the activities of marketing managers and how do they deal with the issue of social responsibility? These were the questions we wanted to answer in our Responsible Marketing survey in 2001. The survey consisted of in-depth interviews with marketing managers in Polish large and medium enterprises. A sample of our respondents represented companies with a high declared level of CSR compliance and demonstrated high knowledge of the CSR agenda, industry characteristics, etc. The CSR concept and trends. The CSR concept was for them a source of inspiration and innovation with reference to their own activities. Ultimately, none of the companies surveyed experienced a CSR boycott and they believed that consumers activism in this field was Poland was virtually non-existent. Yet they also said that the situation would change, with consumer activism emerging as the most important trend in CSR development in Poland. The respondents believed that an increased consumer awareness would contribute to strengthening the ethical standards of marketing itself. The future of corporate social responsibility will depend on the level of relations between market participants, with consumers currently remaining a relatively passive party (although this is changing and becoming more) (as can be read in the article on CSR trends in 2011). The higher their expectations towards companies, the more likely businesses will be to engage in genuine and hence also more reliable CSR activities.

RESPONSIBLE MARKETING AS SEEN BY MANAGERS

According to Philip Kotler, a global marketing guru, we have entered the phase of marketing 3.0, in which success depends on factors such as, among others, the ability to incorporate genuine human values and emotions, including ethical values, into corporate strategies. The move to CSR is also closely related to the increasing attractiveness of investing in Poland. In both cases, the perception of one’s own involvement – is equal to zero. Medium companies are, by contrast, more familiar with the CSR concept and aim higher in their business aspirations. Secondly, the awareness of corporate social responsibility and the perception of one’s own involvement in this area differ by region and line of business (CSR awareness appears to be higher among export businesses, which probably must be attributed to the role of their international partners in popularising the CSR agenda). In 2011, the Responsible Business Forum conducted a survey on a sample of small and medium enterprises in the Pomorze region as part of the Respo- nent (Responsible Enterprise) project in the Pomorskie Voivode- ship. The findings revealed a surprising high level of optimism, with 87.3% of the enterprises surveyed claiming to be socially responsible (although, paradoxically, only one in two respondents said they were familiar with the CSR concept). Only 27.8% thought their business operations had an impact on the environment. Does it perhaps mean that Polish entrepreneurs er- roneously understand their social responsibility credentials? It seems that education is needed also in this area. Even more so if it is considered that in accordance with the new approach adopted by the European Commission (further regulation), corporate social responsibility consists first of all in taking responsibility for the impact one has on society. Can you genuinely claim to be responsible if you do not understand that impact?

CSR AND INVESTMENTS

The Responsible Stock Exchange Index of Responsible Companies in the ESG (Environment, Society, Governance) and SRI (Socially Responsible Investment) categories is becoming increasingly popular. A year after its launch, the survey con- ducted in 2011 by Deloitte and the Warsaw Stock Exchange revealed that despite an increasing recognition of the social responsibility agenda among Polish analysts and investors, an overwhelming majority did not take ESG factors into account in their investment decisions or recommendations. A study undertaken by the Responsible Business Forum yielded similar conclusions: environmental and social concerns were not among the criteria that counted when it came to assessing the attractiveness of investing in Poland. In both cases, the per- sons surveyed admitted that while the current practice was to consider those factors, they could actually have an impact on the value of investments. However, they still believed that CSR issues are not a key challenge to the development of the CSR agenda in the area of social responsibility and investing. Reliable social reporting would provide a useful resource for investors, as would further education of capital market representatives on how to factor in ESG concerns.

REPORTING

The number of companies that declare to be implementing the CSR agenda and of different types of initiatives in this area has been increasing in recent years. However, this has not translated into “hard” action, such as impact measuring and reporting? Do companies that publish CSR-supplement their activities with other CSR responsibilities or are they content with publicising their philanthropic achievements or publishing provisional data on their social or environmental activities on their websites? In September 2011, CSRinfo, a communication and education platform, published CSR Reporting in Poland 2010, from which it followed that as few as 12 of the 29 companies that had published CSR reports in 2010 (twice as many as in 2009) relied on the Global Reporting Initiative guidelines (mainly at the C level). A further analysis demonstrated that apart from better transparency and reliability of data, there were many shortcomings, such as the tendency to exaggerate success and overlook challenges or problems, incomplete information, irregular reporting and poor advertising of reports. In summary, social reporting is developing in Poland but has a long way to go. We must not be deluded by the dizzying pace in which good practices have been increasing. John Grant said: Sustainability is about how a company deals with its strongest weaknesses, marketing is about communicating its biggest strengths. Reliable reporting cannot be replaced by marketing.

RESPONSIBLE BUSINESS IN SMALL AND MEDIUM ENTERPRISES

Research projects measuring social responsibility awareness among small and medium enterprises have been carried out in Poland for around two years, mainly with financial support from the European Union. The CSR mapping exercise is under- taken at regional and provincial (voivodeship) level. The picture that emerges from this exercise is mixed. Small and micro- enterprises often differ significantly from medium enterprises on the corporate social responsibility measure. They have minimal awareness of the impact they exert on their surroundings or even believe that the small scale of their operation [flexible business, etc.], their impact on their surroundings – understood as community and environment – is equal to zero. Medium companies are, by contrast, more familiar with the CSR concept and aim higher in their business aspirations. Secondly, the awareness of corporate social responsibility and the perception of one’s own involvement in this area differ by region and line of business (CSR awareness appears to be higher among export businesses, which probably must be attributed to the role of their international partners in popularising the CSR agenda). In 2011, the Responsible Business Forum conducted a survey on a sample of small and medium enterprises in the Pomorze region as part of the Resp- nent (Responsible Enterprise) project in the Pomorskie Voivode- ship. The findings revealed a surprising high level of optimism, with 87.3% of the enterprises surveyed claiming to be socially responsible (although, paradoxically, only one in two respondents said they were familiar with the CSR concept). Only 27.8% thought their business operations had an impact on the environ- ment. Does it perhaps mean that Polish entrepreneurs er- roneously understand their social responsibility credentials? It seems that education is needed also in this area. Even more so if it is considered that in accordance with the new approach adopted by the European Commission (further regulation), corporate social responsibility consists first of all in taking responsibility for the impact one has on society. Can you genuinely claim to be responsible if you do not understand that impact?

FINANCERS’ SALARY

An ingenious survey was conducted in the second half of 2011 among London City workers (including stock brokers and bank heads), asking them how they perceived their pay in the broad- ly understood context of social justice. Three-fourths of those surveyed admitted that the income gap between poor and rich was too large and 66% thought their income was too high compared to other professions. Over half of the respondents said that financial market deregulation was to blame for this state of affairs, but they also admitted that bonuses and exces- sive salaries were what most motivated them at work. The au- thors of the survey report note that this surprising self-criticism both supports the recently popular understood as “critical proverbs”. The study found that 100 bankers “and debunks it by demonstrating that bankers are aware of the effects of deregulation and realise how this affects the ethics of their profession. Apparently, to profess certain values is one thing and to live by them is another. City financiers ap- pear to have no problem in separating the two.

DIFFERENT FACES OF VOLUNTEERING

Last year’s report discussed a survey on the social activity of Pole. As defined for acting as organisations or in collaboration with external organisations, the level of this activity was very low. In 2011, which was the European Year of Volunteering, the subject was addressed in more depth. CBOS, a public opinion pollster, looked into the social activity of Poles in an individual sense, i.e. towards family and friends. The survey brought en- tirely different results, with 80% of those surveyed engaging in volunteering in the last three years. What is more, people in this group were the most likely to engage in indirect volunteering (through institutions and organisations) - 11% of respondents declared that they performed indirect volunteering in 2011. A person eager to help friends and family is more likely to engage in volunteering and – as the survey shows – has more faith in the effectiveness of collective action. It was also found that many people did not consider their actions to be volunteering (although they took active part in the community life) or, conversely, do not understand the idea of volunteering and think that actions such as sending a short text message for charity fall under this category. These findings demonstrate that while interest in volunteering has been rising, much is still left to be done to educate and acti- vate Poles in the social field. The increasing popularity of em- ployee volunteering in Polish companies is worthy of note here as they not only demonstrate companies’ commitment to social matters but also familiarise employees with the idea of social activism.
Rio+20:
Setting the course – and changing the pace – for sustainable development

The Rio+20 Conference will set the course of sustainable development for the next 20 years – either by action or by default – and our individual and collective prosperity hangs in the balance.

As outlined in the World Business Council for Sustainable Development’s Vision 2050, current trends in population growth, material consumption, water usage, and greenhouse gas emissions indicate a need to address long-term sustainability challenges now to avoid disruptive, destructive change. As businesses, we have a vested interest in a stable economy, a stable society, and a healthy environment as the basis for earning long-term returns. The transition to a more sustainable existence also offers tremendous opportunities for new products and new business models.

Rio+20 presents an opportunity to set a practical, market-based course for sustainable development – to help minimize the disruptiveness and destructiveness of the sustainability challenges we are confronting. This includes policy frameworks to change the pace of sustainable development activities and governance mechanisms to increase international collaboration. The participation of the private sector in this process, and in the solutions to come, will determine the success or failure of the Rio+20 process, the long-term success of our businesses, and potentially the viability of our planet.

The role of the major players in society is clear. Business is there to innovate and implement change – and do it for the right reason. Governments’ job is to create the framework for business to achieve these ends, and the role of NGOs is to deliver trust. As a group, the goal is to support the broader solutions necessary to drive sustainability. As business leaders, we must accept our role as leaders in this process, especially in the absence of more coherent international leadership, to establish the ‘long view’ needed to address the long-term challenges of sustainability.

What specifically can we accomplish with Rio+20 to put us on a path to sustainability – and to change the pace of efforts overall?

We can drive awareness of sustainability issues with a new generation, help fill the gap in international leadership, and begin to address the ‘system solutions’ necessary to achieve sustainable development.

First, if there is any lesson from Rio in 1992, it is that thinking can change. Both for the public at large, and for business in general, attitudes toward sustainable development have changed dramatically since Rio 1992. While the Summit itself and the processes it launched have had limited results, the change in awareness is impressive. In particular, business has emerged as a champion of sustainability since 1992, and must use its economic and marketing influence to drive awareness not only among the business community but with the public at large.

Second, with many of the world’s largest economies facing turmoil, the long-term challenges of sustainable development hardly register on the list of priorities. At the same time, the investment horizons of many businesses, big and small, are being impacted by sustainable development issues – among them water scarcity, access to energy, social unrest, availability of materials, and ecosystem protections. Businesses must consider both the costs and the risks of our collective failure to address sustainability over the longer term, and assume a leadership role to address them sooner rather than later.

Third, we need to promote system solutions. The prognosis for the planet is not getting any better. We already consume more resources than our planet can sustainably support, without addressing the basic needs of at least 1 billion people. With another 2 billion expected to join us over the next 40 years, the competition for resources will be tremendous and the risk of making our planet unliveable only will increase. As business, we must work to minimize the potential for conflict, to stimulate competition in our markets, and to provide sustainable solutions before we face an irreversible crisis. Rio+20 provides the opportunity to present the complex, system solutions that only business can provide. The business community around the world must accept a leadership role in sustainable development, and must ensure that our national governments accept their leadership role.

Rio+20 is our opportunity to demonstrate that the private sector will act for global sustainability, and will address the long-term challenges that our planet it facing. The prosperity of our businesses depends on it.

Chris Turner
Director, Rio+20, WBCSD
Social activities in the context of Euro 2012

A majority of non-government organisations in Poland deal with sports. Sports drives emotions high and may unleash dissent, as the recent history of sports organisations is the slowest developing of all NGOs, are reluctant in absorbing new knowledge and have difficulty in adapting to new social developments. Euro 2012, the world’s third biggest sports event, is fast approaching. To benefit from the advantage of our role as organisers of the tournament, we commenced work as early as 2008 to identify the areas we believed needed our attention. The social aspects of operation of facilities such as Orlik (general-access, free of charge sports fields), sports volunteering and football fans were selected as the most important priorities. In the last mentioned field, the priority was to urgently and permanently improve relations within football fans’ community to eliminate hostile behaviours. This task was undertaken by Dariusz Lapinski, PhD, a football fan himself (today he coordinates the project of collaboration with football fans at PL 2012, a company responsible for the organisation of Euro 2012), who adopted the German formula of collaboration with the fans’ community that had been tested by the Bremen University in 1980s and is now used by clubs in all German football leagues. Apart from Germany, this system is used in around 30 European countries and is recommended by the European Commission in its White paper on sport as a method of fan coaching. This method consists in countering negative group dynamics (from stereotyping to violence) through the classical approach of gap bridging. In this particular case, the opposing groups are football fans and society.

Based on the idea of fan coaching, the “Fans Together” (Kibice razem) project has got off the ground despite many difficulties. The project’s success depends on the involvement of fans themselves – and, interestingly, they have exhibited lots of interest in the project! In collaboration with non-governmental organisations and municipal authorities of Gdansk, Wrocław, Gdynia and Warsaw, we have established four centres that are manned by social workers with good knowledge of football fans’ community. The centres support fans in carrying out positive actions (such as preparing a photo-contest, meetings with famous footballers, football tournaments, charity campaigns) and help the communities to reach a common agreement. The project also provides an additional incentive to face up to the challenges even more acute, while the fact that 2012 is the European Year of Active Aging and Solidarity between Generations provides an additional incentive to face up to them. The examples of companies adopting solutions friendly for employees aged 50+, such as Volkswagen Poznań, TP Emittel and Jumapolo, or of district labour offices in Poznań, Głogów, Nysa and Tarnów that are pursuing effective programmes of occupational activation of mature and older persons, may serve as a source of inspiration in this field. The Academy for the Development of Philanthropy in Poland, responsible for the “Benefits of Maturity” project under the “Wolontariat w sporcie. Sport dla wolontariatu” (2011) that identified barriers to the development of sports volunteering and ideas on how to address them. Our primary goal is to professionalise the job of volunteer coordinator, introduce a targeted approach to volunteer management in all sports organisations and use volunteering as a means of activating the unemployed. “Volunteering – join in!” (”Wolontariat – włącz się!”) is one of the project we have got off the ground. The idea is to provide 450 unemployed with an opportunity to gain experience and competencies by working for half a year in sports organisations (in volunteering and paid internship positions) under the supervision of mentors recruited from among the employees of these organisations. These measures are supported by individual job guidance and training. Members of sports organisations thus realise the potential of their organisations to exert social impacts while we hope that as many people as possible will become attracted to this particular type of activity.

This paper is only a general discussion of the topic. One needs also to mention matters such as disabled fans or the community use of Orlik sports fields. A network of several hundred organisations has been developed and several thousand people have demonstrated a determination to adopt the methods of collaboration, activate the community and have these successfully tested abroad. The question, however, remains how effective we are in securing the future of projects that go beyond 2012?

Monika Chabior
Social Project Coordinator, PL 2012

Mature labour market

occupational activity and employment of people above 50 years of age are emerging as one of the most important challenges facing Poland today. As elsewhere in Europe, Polish society is ageing, with older people accounting for an increasing share in population. Currently, every third Pole is at least 50 years old and every second will be that age in 25 years’ time. The other reason for concern is that Poland has one of the European Union’s lowest employment rates for people aged 50+. In 2010, Poland’s employment rate in the 55 to 64 years’ old category was 31% against over 70% in Sweden, nearly 60% in Denmark and Germany and over 47% in the Czech Republic and Lithuania. Measured against the whole Polish population, the employment rate of people aged 50+ is even lower, standing at 20.2%. This means that more than 8 million Poles over 50 years of age are not permanently employed and the economy does not benefit from their capacities, skills and knowledge.

Unless the rate of employment of people aged 50+ improves, the progressing aging process will have negative impacts. A drop in the number of employed and an increase in the number of pensioners will result in a crisis of the social security system that will seriously endanger the stability of the public finance system. The lower productivity will, moreover, make Polish economy less competitive. A decline in the number of consumers will, in its turn, have a dampering effect on economic growth. Poverty and social exclusion will also become worse widespread among mature and older people.

The examples of countries which, despite the aging of their populations, have succeeded in significantly increasing and maintaining employment among people aged 50+, such as Finland, United Kingdom or United States, stand to prove that the success is made possible by, among others, the concept of silver economy that takes advantage of the strengths of people aged 50+ in social and professional contexts and promotes the use of age management policies among employers to ensure friendly conditions of work for employees aged 50+ and create opportunities for companies to explore their potential.

In Poland, occupational activation and employment of people aged 50+ are primarily a challenge for the state government. Similarly as in Western countries, the state must lead and consistently implement changes while encouraging collaboration from employers, trade unions, social organisations and the media. It is necessary to develop and implement government programmes that will improve the employment situation of people aged 50+ through a variety of measures in different fields.

Society, and hence also those above 50 years of age, must change their understanding of occupational activity in general and of employment of people aged 50+ in particular. Unlike in countries such as Sweden, where work is perceived as a privilege, Poles mostly continue to see work as an obligation and the reaching of retirement age marks the dividing line between being professionally active and inactive. This attitude needs to change.

Occupational activation of people aged 50+ must be the task of labour market institutions, particularly public employment services, and they need to be prepared to face up to this task. In addition to strengthening the activation tools available to them, they need to be provided with the knowledge on how to effectively address the needs of people aged 50+. Key role is, of course, played by employers, as it is within their discretion who they employ and who they lay off. It is therefore important to overcome negative stereotypes towards people aged 50+ that are often prevalent among employers. They must also realise the strengths of older employees and understand that they will be forced to increasingly rely on the older labour force. Employers must also begin to embrace age management solutions that are designed to increase employment among people aged 50+ while providing firms with opportunities to explore the strengths of more mature employees.

The plan announced by the Polish Prime Minister to increase and equalise retirement age between men and women makes these challenges even more acute, while the fact that 2012 is the European Year of Active Aging and Solidarity between Generations provides an additional incentive to face up to them. The examples of companies adopting solutions friendly for employees aged 50+, such as Volkswagen Poznań, TP Emittel and Jumapolo, or of district labour offices in Poznań, Głogów, Nysa and Tarnów that are pursuing effective programmes of occupational activation of mature and older persons, may serve as a source of inspiration in this field. The Academy for the Development of Philanthropy in Poland, responsible for the “Benefits of Maturity” project under the “Wolontariat w sporcie. Sport dla wolontariatu” (2011) that identified barriers to the development of sports volunteering and ideas on how to address them. Our primary goal is to professionalise the job of volunteer coordinator, introduce a targeted approach to volunteer management in all sports organisations and use volunteering as a means of activating the unemployed. “Volunteering – join in!” (”Wolontariat – włącz się!”) is one of the project we have got off the ground. The idea is to provide 450 unemployed with an opportunity to gain experience and competencies by working for half a year in sports organisations (in volunteering and paid internship positions) under the supervision of mentors recruited from among the employees of these organisations. These measures are supported by individual job guidance and training. Members of sports organisations thus realise the potential of their organisations to exert social impacts while we hope that as many people as possible will become attracted to this particular type of activity.

This paper is only a general discussion of the topic. One needs also to mention matters such as disabled fans or the community use of Orlik sports fields. A network of several hundred organisations has been developed and several thousand people have demonstrated a determination to adopt the methods of collaboration, activate the community and have these successfully tested abroad. The question, however, remains how effective we are in securing the future of projects that go beyond 2012?

Monika Chabior
Social Project Coordinator, PL 2012

Tomasz Schimanek
Expert of the Academy for the Development of Philanthropy in Poland, responsible for the “Benefits of Maturity” project
Established over 150 years ago, co-operatives have today nearly billion members around the world. In the European Union, 253,000 co-operatives employ 9,5 million workers and have an influence on the life of their 140 million members. Co-operatives form therefore an important element of the global social and economic system that is designed to serve material, social and cultural needs of its members. In their activities, they are guided by their own principles that distinguish them from commercial for-profit enterprises.

In accordance with the Statement of the Co-operative Identity, co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity, while co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others. This system of values is clearly consistent with the concept of corporate social responsibility. A set of International Co-operative Principles is also in place to support the implementation of these values, namely the principles of voluntary and open membership, democratic control, member economic participation, autonomy and independence, education, training and information, cooperation among co-operatives and concern for community.

Contrary to common beliefs, co-operatives in Poland also offer a significant financial and social potential. There are nearly 10,000 co-operatives that have over 8 million members and employ over 300,000 people.

Unfortunately, Poland has followed neoliberal policies ever since the process of political transformation started. Under the strong influence of these policies but also because of political considerations and the desire to move forward from the past, a decision was made to resign from supporting communal and collective forms of entrepreneurship in favour of individualism and loyalty programmes. The marginalization of all forms of co-operatives in today's "advanced" capitalism. This decision is intended to increase public awareness about co-operatives and their role in providing people with opportunities to look for a sense in life.

The benefits of the co-operative system have become particularly pronounced in the face of another financial and economic crisis, as has been so painfully felt by societies across the globe. The fact that the United Nations have declared 2012 as the International Year of Co-operatives stands proof to the recognition of the role played by co-operatives in today's "advanced" capitalism. This decision is intended to increase public awareness about co-operatives and their role in providing people with opportunities to participate in the economic system according to their qualifications and capacities.

The International Year of Co-operatives puts an obligation on the co-operative community to stand up and defend itself. The co-operative idea must be defended both against mistaken policies and against its own weaknesses. It is necessary to defend the system that both people and states need. The higher the number of co-operatives that operate according to international standards, the higher the number of people who are independent from state welfare. The higher number of well-functioning co-operatives translates into more people who actively participate in and contribute to the social and economic development.

The whole co-operative community is responsible for carrying out the objectives set by the United Nations by increasing public awareness about cooperatives and their contributions to socio-economic development.
Corporate Governance

<table>
<thead>
<tr>
<th>no</th>
<th>company</th>
<th>practice</th>
<th>category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CEMEX Polska Sp. z o.o.</td>
<td>Sustainable Development Report for CEMEX Polska 2010</td>
<td>reporting</td>
</tr>
<tr>
<td>2</td>
<td>Credit Agricole Bank Polska S.A.</td>
<td>Code of Conduct</td>
<td>ethics</td>
</tr>
<tr>
<td>3</td>
<td>Elektrociepłownia Nowa Sarzyna Sp. z o.o.</td>
<td>System of management and control in an organization of several dozen</td>
<td>management</td>
</tr>
<tr>
<td>4</td>
<td>ENEA Operator Sp. z o.o.</td>
<td>Code of Good Practice</td>
<td>ethics</td>
</tr>
<tr>
<td>5</td>
<td>Grupa LOTOS Spółka Akcyjna</td>
<td>Day with CSR</td>
<td>management</td>
</tr>
<tr>
<td>6</td>
<td>Grupa Żywiec Spółka Akcyjna</td>
<td>Social Dialogue</td>
<td>stakeholder dialogue</td>
</tr>
<tr>
<td>7</td>
<td>Henkel Polska Sp. z o.o.</td>
<td>Energy Management System compliant with ISO 50001 standard</td>
<td>management</td>
</tr>
<tr>
<td>8</td>
<td>Kompania Piwowarska SA</td>
<td>Kompania Piwowarska Stakeholder Panels</td>
<td>stakeholder dialogue</td>
</tr>
<tr>
<td>9</td>
<td>Kompania Piwowarska SA</td>
<td>Sustainable Development Report for Kompania Piwowarska – 2010</td>
<td>reporting</td>
</tr>
<tr>
<td>10</td>
<td>Michelin Polska S.A.</td>
<td>Elements of Michelin Manufacturing Way</td>
<td>management</td>
</tr>
<tr>
<td>11</td>
<td>Polski Koncern Naftowy ORLEN Spółka Akcyjna</td>
<td>Analysis of effectiveness and efficacy of CSR activities at PKN ORLEN</td>
<td>stakeholder dialogue</td>
</tr>
<tr>
<td>12</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Appointment of an Ethics Representative and introduction of the Ethical Programme Management System at PGNiG SA</td>
<td>ethics</td>
</tr>
<tr>
<td>13</td>
<td>Schenker Sp. z o.o.</td>
<td>Preparation and publication of the 2010 Social Report</td>
<td>reporting</td>
</tr>
<tr>
<td>14</td>
<td>Tchibo Warszawa Sp. z o.o.</td>
<td>Process of developing a strategy for corporate social responsibility and sustainable development at Tchibo Warszawa</td>
<td>management</td>
</tr>
<tr>
<td>15</td>
<td>Telekomunikacja Polska S.A./Grupa TP</td>
<td>Dialogue with stakeholders</td>
<td>stakeholder dialogue</td>
</tr>
<tr>
<td>16</td>
<td>Telekomunikacja Polska S.A./Grupa TP</td>
<td>INDICIA – CSR Database</td>
<td>reporting</td>
</tr>
<tr>
<td>17</td>
<td>TRI (Poland) Sp. z o.o.</td>
<td>Code of Conduct, or how to be a responsible employee</td>
<td>ethics</td>
</tr>
<tr>
<td>18</td>
<td>Unilever Polska Sp. z o.o.</td>
<td>Unilever Plan: “Living the sustainable way”</td>
<td>management</td>
</tr>
</tbody>
</table>

Governance

To operate effectively, a company needs to develop a backbone of procedures, systems and policies that will support effective management. Such system is a driving force behind effective decision-making in matters relating to both internal and external stakeholders. As stated in ISO 26000, Governance is an all-around CSR concept that comprises organizational culture (building a social responsibility culture within a company), employee-targeted measures (employee engagement in the CSR agenda activities), CSR strategy development and stakeholder relations (communications, taking account of expectations). Evaluation – relating to how a company checks its structures and processes for effectiveness and efficiency – forms another important element of the governance concept.
Human Rights

Human Rights are the cornerstone of all social responsibility standards. Without them, other more advanced aspects would no make sense. Yet proper measures and surveillance are necessary even in this seemingly fundamental and universal field. Where a company has an extensive network of suppliers, it is necessary to ensure that human rights are respected throughout the supply chain. Freedoms of expression and association and prohibition of all discrimination (on grounds of age, sex, origin etc.) also fall under the remit of human rights. While practices are few in this area, human rights remain an important topic in the CSR community, as evidenced by the continuing discussion on how to enforce observance of human rights by international companies.
## Employee Practices/Aspects

Employees are without doubt the most important stakeholders in each and every company. Human capital and related intellectual capital are among the most important resources in modern enterprises. Employee Practices/Aspects comprise all issues related to the performance of work for a company, both in-house and by subcontractors. The compliance with CSR principles must be embedded in the recruitment, employment, compensation and promotion policies. This particular field comprises also all practices that have an impact on working conditions, such as occupational health and safety, working time, work-life balance and employee development and training. A social dialogue that takes into account employees’ needs and demands also ranks among good workplace practices.

### Human Rights

<table>
<thead>
<tr>
<th>no</th>
<th>company</th>
<th>practice</th>
<th>category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ATERIMA Sp. z o.o. Sp. k.</td>
<td>Safe Work Abroad</td>
<td>education</td>
</tr>
<tr>
<td>2</td>
<td>Deloitte</td>
<td>Women in Business</td>
<td>equal rights</td>
</tr>
<tr>
<td>3</td>
<td>Job Impulse Polska (Grupa Job)</td>
<td>TAKpełnosprawni – Ability in Disability</td>
<td>diversity</td>
</tr>
<tr>
<td>4</td>
<td>Telekomunikacja Polska S.A./Grupa TP</td>
<td>European Professional Women’s Network</td>
<td>equal rights</td>
</tr>
<tr>
<td>5</td>
<td>Tesco Polska sp. z o.o.</td>
<td>Power of Diversity</td>
<td>diversity</td>
</tr>
</tbody>
</table>

### DIVERSITY

Tesco Polska launched a project aimed at creating a diversified workplace and multidimensional organizational culture that would be free of any discrimination on grounds of sex, age, race, origin, ability, lifestyle, nationality, education, experience, sexual orientation or form of employment. As part of its TAKpełnosprawni – Ability in Disability project, Job Impulse Polska (JOB Group) promotes employment of disabled persons among its clients and partners.

### EQUAL RIGHTS

Deloitte developed the Women in Business programme as part of its Inclusion and Diversity Strategy. The programme had many different dimensions. The company also conducted a survey entitled “SheFo – Finance in High Heels. Women’s Careers in Finance Management”. The TP Group became involved in promoting women’s occupational activity by initiating the European Professional Women’s Network project.

### EDUCATION

ATERIMA undertook measures to promote safe employment abroad by focusing on the protection of rights of Polish citizens moving abroad in search of job opportunities.
<table>
<thead>
<tr>
<th>no</th>
<th>company</th>
<th>practice</th>
<th>category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Autostrada Eksplotacj A.S.A.</td>
<td>Employee training on the safety of A2 toll motorway</td>
<td>workplace safety</td>
</tr>
<tr>
<td>2</td>
<td>Bank BPM S.A.</td>
<td>“Back to School” voluntary action</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>3</td>
<td>Bank Gospodarstwa Krajowego</td>
<td>Sports activity at BGK</td>
<td>staying fit and active</td>
</tr>
<tr>
<td>4</td>
<td>Blue Media S.A.</td>
<td>Health Academy</td>
<td>staying fit and active</td>
</tr>
<tr>
<td>5</td>
<td>British American Tobacco Polska Trading Sp. z o.o.</td>
<td>“Caring for the Environment – employee program”</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>6</td>
<td>Capgemini Sp. z o.o.</td>
<td>CLIC Continuous Language Improvement Cycle</td>
<td>adaptation and integration</td>
</tr>
<tr>
<td>7</td>
<td>Capgemini Sp. z o.o.</td>
<td>WELCOME PL</td>
<td>adaptation and integration</td>
</tr>
<tr>
<td>8</td>
<td>CEMEX Polska Sp. z o.o.</td>
<td>CEMEX Corporate Volunteering Programme</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>9</td>
<td>Coca-Cola HBC Polska Sp. z o.o.</td>
<td>Safe Driving Campaign, 24–28 October 2011</td>
<td>workplace safety</td>
</tr>
<tr>
<td>10</td>
<td>Credit Agricole Bank Polska S.A.</td>
<td>“Sharing Knowledge” programme</td>
<td>training and development</td>
</tr>
<tr>
<td>11</td>
<td>DGA S.A.</td>
<td>Corporate Volunteering Programme</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>12</td>
<td>ENEA Operator Sp. z o.a.</td>
<td>Live Work</td>
<td>workplace safety</td>
</tr>
<tr>
<td>13</td>
<td>ENEA Operator Sp. z o.a.</td>
<td>Basic Life Support</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>14</td>
<td>GlaxoSmithKline Pharmaceuticals SA</td>
<td>Safe Work Culture</td>
<td>workplace safety</td>
</tr>
<tr>
<td>15</td>
<td>Grupa Allegro Sp. z o.o.</td>
<td>Starter – New Employee Handbook</td>
<td>adaptation and integration</td>
</tr>
<tr>
<td>16</td>
<td>Grupa Kapitalowa T2MO</td>
<td>Sports Olympics for the employees of Grupa Kapitalowa T2MO</td>
<td>staying fit and active</td>
</tr>
<tr>
<td>17</td>
<td>Grupa VELUX w Polsce</td>
<td>Safety Excellence – Programme for reducing accidents at work</td>
<td>workplace safety</td>
</tr>
<tr>
<td>18</td>
<td>IBM</td>
<td>Celebration of Service – Support for knowledge-based volunteering services</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>19</td>
<td>ING Bank Słaski S.A.</td>
<td>“Life is a Gift. First Aid” – training programme for employees</td>
<td>workplace safety</td>
</tr>
<tr>
<td>20</td>
<td>Kraft Foods Polska</td>
<td>Voluntary Service Week – Delicious Difference Week</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>21</td>
<td>Lafarge Cement S.A.</td>
<td>E-learning and exchange of good experiences</td>
<td>training and development</td>
</tr>
<tr>
<td>22</td>
<td>McDonald’s Polska Sp. z o.o.</td>
<td>McDonald’s supports voluntary service</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>23</td>
<td>Michelin Polska S.A.</td>
<td>Initial training and new employee integration</td>
<td>staying fit and active</td>
</tr>
<tr>
<td>24</td>
<td>Michelin Polska S.A.</td>
<td>“Proposals for Progress” – developing employee innovativeness</td>
<td>employee engagement</td>
</tr>
<tr>
<td>25</td>
<td>Michelin Polska S.A.</td>
<td>Preventive medical programmes – “Healthy Backbone Campaign”</td>
<td>adaptation and integration</td>
</tr>
<tr>
<td>26</td>
<td>Microsoft Sp. z o.o.</td>
<td>“Good wind@w” – Microsoft corporate volunteering programme</td>
<td>employee volunteering</td>
</tr>
<tr>
<td>27</td>
<td>Nestlé Polska S.A.</td>
<td>SUISA Programme</td>
<td>workplace safety</td>
</tr>
<tr>
<td>28</td>
<td>NSG Group w Polsce</td>
<td>“Safety Day” at NSG Group facilities in Poland</td>
<td>workplace safety</td>
</tr>
<tr>
<td>29</td>
<td>NUTRICIA Polska Sp. z o.o.</td>
<td>Catch The Wind!</td>
<td>employee engagement</td>
</tr>
<tr>
<td>30</td>
<td>NUTRICIA Zakłady Produkcyjne Sp. z o.o.</td>
<td>Programme for Mothers</td>
<td>parent-friendly company</td>
</tr>
<tr>
<td>31</td>
<td>Pekaes SA</td>
<td>Safest Drivers Team according to International Road Union</td>
<td>employee volunteering</td>
</tr>
</tbody>
</table>
EMPLOYEE PRACTICES/ASPECTS

<table>
<thead>
<tr>
<th>no</th>
<th>company</th>
<th>practice</th>
<th>category</th>
</tr>
</thead>
<tbody>
<tr>
<td>61</td>
<td>Volkswagen Poznań Sp. z o.o.</td>
<td>Continuous Improvement Process (PCU)</td>
<td>employee engagement</td>
</tr>
<tr>
<td>62</td>
<td>Volkswagen Poznań Sp. z o.o.</td>
<td>Mum-to-be Programme</td>
<td>parent-friendly company</td>
</tr>
<tr>
<td>63</td>
<td>Wyborowa S.A. Oddział w Warszawie/Pernod Ricard Polska</td>
<td>Responsib ALL Day – Internal CSR Day</td>
<td>workplace safety</td>
</tr>
<tr>
<td>64</td>
<td>Żabka Polska sp. z o.o.</td>
<td>Sharing Experience</td>
<td>training and development</td>
</tr>
<tr>
<td>65</td>
<td>Żywiec Zdrój S.A.</td>
<td>Wise Days</td>
<td>workplace safety</td>
</tr>
<tr>
<td>66</td>
<td>Żywiec Zdrój S.A.</td>
<td>Parent Friendly Company</td>
<td>parent-friendly company</td>
</tr>
</tbody>
</table>

ADAPTATION AND INTEGRATION

Capgemini, an outsourcing company, offered a French language course to enable those with poorer command of the language to take up employment in return for the obligation to attend company-organised classes. The Allegro Group prepared a new employee manual to provide new employees with orientation about the company in a way that was easy to grasp. Michelin Polska introduced an extensive integration system to facilitate transition through the adaptation process. Tebodin Polska was another company to prepare an adaptation programme for employees. As part of this programme, all employees hired in a given period of time are invited to participate in an orientation event at the Company’s head office. Capgemini designed a programme for its expatriate employees to address the most important needs and expectations of foreigners in finding their footing in a new reality.

INTERNAL COMMUNICATIONS

Teskol Polska improved information flows by using new media and new mojetesco.pl, a website for employees that provides facilitated access to company news, opportunities for employees and corporate communications, thereby increasing the awareness of business needs among employees, fostering integration and developing the company’s culture.

WORKPLACE SAFETY

Nestlé Polska introduced the SUSA programme (Safe and Unsafe Acts) with the primary aim of involving employees in the assessment of workplace safety. All plant and machinery at the GlaeaxsmithKline production facility are designed, assembled, handled and maintained in accordance with the Lock Out/Tag Out (LOTO) system that does not allow employees to come into contact with dangerous machinery parts, including when performing emergency checks. Skanska Property Poland introduced a system of mandatory occupational health and safety checks performed by top management. PKN Orlen is particularly committed to subcontractor safety as demonstrated by the inclusion of Occupational Safety clauses in the company’s agreements with contractors concerning repair, research and development works. Autostrada Eksploatacja prepared a comic book for employees to familiarise them with OHS issues. PKN Orlen launched a dedicated OHS portal for employees. ENEA Operator implemented “Live Wire Works”, a cutting-edge programme intended to promote safe operation of power grids and devices. TRI (Poland) offered a set of hands-on activities, including a competition, to identify and eliminate potential workplace threats. PKN Orlen and Sandvik also organised an OHS competition for employees. Skanska Property Poland introduced a programme of training courses and competitions to promote occupational safety. The Vestas Group is implementing tools and procedures which, in addition to improving occupational safety, are intended to change the company’s workplace culture and attitudes towards OHS issues. Road safety is an important element of the occupational safety agenda. PZU is targeting many of its prevention programmes at the vehicle fleet sector. The Dolnośląski Gas Trade Branch of PGNiG launched a programme to improve driving skills of the employees authorised to drive company cars. Coca-Cola HBC Polska carried out a campaign to promote safe driving. As part of its commitment to Don’t Drink and Drive initiatives, Pernod Ricard Polska organised Responsib ALL Day to promote road safety. The NSG Group held the Safety Day to promote road safety. Pekaes has obtained two certificates attesting that its vehicles conform to additional safe use requirements in terms of both roadworthiness and equipment. A special multi-language Emergency Call card has also been prepared for drivers with details of around-the-clock emergency phone numbers operated by Pekaes. ING Bank Śląski organised first-aid training for employees so that they could assist clients and colleagues in emergency situations before medical help is available. Żywiec Zdrój offered training in a combination of fields such as safe driving, first aid, safety at home and work and healthy diet as part of its WISE Day campaign that puts stress on safety as a priority in everyday life and promotes individual involvement of employees in safety improvement through preventative actions.

TRAINING AND DEVELOPMENT

The TP Group launched the Professional School programme to provide employees with incentives and opportunities to develop their careers and improve competencies. The programme is intended to bring tangible benefits to particular business areas. The Ergo Hestia Group also developed an in-house talent training programme targeted at employees who demonstrate outstanding commitment to their work, are creative in performing their tasks, dedicated to their own and team success and demonstrate managerial predispositions. Credit Agricole Bank Polska commenced a programme of in-house training sessions and workshops facilitated by other employees acting in the capacity of experts. DB Schenker operates a programme to improve managerial qualifications and skills among junior management. Michelin with a high development potential. Orange Campus is a comprehensive development programme for all managers of the Orange – France Telecom Group, which is based mostly on the model of development through experience sharing. The Piotr I Pawel Group has in place a training and consultancy programme to improve managerial competencies and interpersonal skills of its personnel. Interpersonal skills are also the focus of the programme offered by Pomorska Spółka Gazownictwa for its top technical personnel. The Lafarge Group is also committed to employee development and offers its personnel a choice of in-house and external training courses, e-learning opportunities and good practices sharing. Żabka Polska is engaged in projects that promote the development of knowledge and professional qualifications. The company is investing in the intellectual capital of its agents by offering a package of training courses that are conducted by both its head office specialists and university lecturers.

PARENT-FRIENDLY COMPANY

NUTRICIA Zakłady Produkcyjne expanded the types of standard medical care services offered by the company to include additional elements, such as epidural anaesthesia during labor, single-room maternity care, or extra medical care by doctors and nurses. As part of the program called "Parent at Work", Polish Oil and Gas Company (PGNiG) introduced the possibility of teleworking and flextime. Volkswagen Poznań introduced favourable working arrangements with respect to working time. The company also designed special rooms for pregnant women, and allows the future moms to take advantage of free antenatal appointments at the on-site Ambulatory Care Centre. At Żywiec Zdrój, they care about the life-work balance. After maternity leave, a woman can opt for flexible working arrangement. She can also work at home once a week or work part-time if she so chooses.
EMPLOYEE ENGAGEMENT
At Michelin Poland, they are open to the ideas of their employees. The employees can share their suggestions in the following categories: safety and security, product and services quality, savings (cost and time savings), working conditions, environmental care and protection.

Nutricia was able to get their senior management staff involved during the “Catch the Wind!” Campaign. Consequently, they were able to build a culture of dialogue and cooperation. At Tebodin Poland, a suggestion box was created in response to the need for sharing ideas and remedial actions aimed at increasing sales, improving processes and internal communication. The Continuous Improvement Process is a philosophy aimed at optimizing processes and products through the innovative ideas generated by the employees of Volkswagen Poznań during weekly workshops.

STAYING FIT AND ACTIVE
Nearly 6,000 employees took part in educational meetings and events concerning health care. Several thousands of employees started to take more care about their health and fitness as part of the program run by Tesco under the theme “We Encourage You to Live Healthy.”

As part of the campaign “Healthy Backbone”, Michelin Poland took an effort to minimize the risk of muscle and skeleton problems by preventative exercise at workplace. The main objective of Blue Media is to draw the attention of the employees to healthy lifestyle. Some actions taken as part of the program is dedicated to women only, such as breast self-examination workshops, whereas others are addressed to men only, such as a meeting with the urologist. The Healthcare Section at Volkswagen Poznań determined the main health problems among the employees. With such a database, the company was able to devise a preventative calendar to raise health awareness among the employees. A sports Olympiad for the employees of TŻMO Group is an example of a campaign addressed to a broad target group and aimed primarily at promoting physical activity and integration. UPC Poland pursued a project aimed at promoting healthy lifestyle at workplace and in personal life. Bank Gospodarstwa Krajowego supports sport and physical activity of the employees through the sporting fraternities: skiing, volleyball, football, athletics, motor riding, yachting with a diving section, and cycling.

EMPLOYEE VOLUNTEERING
2011 was named the European Year of Volunteering by the European Commission. It is therefore no wonder that companies, too, undertook many initiatives in that respect. Microsoft developed a grant competition – each quarter, the employees had a chance to receive a grant to fund their original charitable projects. TRI (Poland) also supports employee initiatives by way of a grant program. When awarding grants, the company promotes projects related to education, social aid, promotion of healthy lifestyle, sport and culture. Social benefits of the project, co-operation with local institutions and involving as many employees as possible are also important. Totalizator Sportowy applies similar criteria for its grant program. A winning project can receive up to PLN 4,000 worth of subsidy.

As part of an employee volunteering program, PKN ORLEN supports primarily children from children’s homes and from disadvantaged families. In many companies grant funds are offered at an international level. As part of its Celebration of Service program, IBM supports volunteering projects that take advantage of professional skills of the employees (competence volunteering). British American Tobacco has a program addressed to the employees of all its subsidiaries. The program involves them in ecological projects. For the past three years, Kraft Foods Poland has been celebrating early October with a global initiative called Delicious Difference Week. The initiative is to help eliminate hunger and food wasting, and promote healthy lifestyle. CEMEX gets its staff involved in the life and problems of local communities. The company appointed ambassadors – the employees of local cement works who promote the grant program and encourage employees to get involved. Bank BPH designed a campaign called “Bark to School”. The idea behind that campaign was to involve employees from as many branches as possible from all over the country to prepare 3,000 school starter kits for the kids. The volunteers from McDonald’s get involved in initiatives taken by the company’s foundation, which focuses on supporting healthcare for children. ENEA Operator developed an employee volunteering program among pre-hospital medical rescue work-
## Natural Environment

The domain of Natural Environment includes, within the meaning of the ISO 26000 standard and according to the current sustainable development standards, a very broad spectrum of issues. It refers to the stages of design (decisions regarding the selection of raw materials), packing, and distribution, as well as waste disposal, regardless of the location of a given process. A company should take responsibility for environmental impact at all stages of production and supply chain as well as promote an eco-friendly attitude among the stakeholders, including suppliers, consumers and all entities involved in the product life cycle. In this domain, proactive awareness raising on the principles of respecting the environment is as important as the implementation of relevant norms and standards, since the fact that this domain constantly evolves and currently constitutes one of the greatest sources of inspiration for innovation in the fields of services, products and processes results from the increased knowledge and greater sensitivity to environmental issues.

**Table: Natural Environment**

<table>
<thead>
<tr>
<th>No</th>
<th>Company</th>
<th>Practice</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3 Wings Sp. z o.o.</td>
<td>Environment</td>
<td>eco-office</td>
</tr>
<tr>
<td>2</td>
<td>AEGIS MEDIA CENTRAL SERVICES SP. Z O.O.</td>
<td>Green Office</td>
<td>eco-office</td>
</tr>
<tr>
<td>3</td>
<td>Antalis Poland</td>
<td>Responsible natural resources management</td>
<td>environmental education</td>
</tr>
<tr>
<td>4</td>
<td>Bank Gospodarstwa Krajowego</td>
<td>Green October – programme of environmental education at work</td>
<td>eco-office</td>
</tr>
<tr>
<td>5</td>
<td>Bank Ochrony Środowiska S.A.</td>
<td>“BOS Green Office” Initiative</td>
<td>eco-office</td>
</tr>
<tr>
<td>6</td>
<td>Carlsberg Polska</td>
<td>Be FAIR to the environment. Trash the garbage.</td>
<td>environmental education</td>
</tr>
<tr>
<td>7</td>
<td>Coca-Cola HBC Polska Sp. z o.o.</td>
<td>Rising environmental awareness in Poland as regard recycling of packaging waste</td>
<td>environmental education, eco-efficiency</td>
</tr>
<tr>
<td>8</td>
<td>Danone Sp. z o.o.</td>
<td>Ecology at the farms</td>
<td>environmental education</td>
</tr>
<tr>
<td>9</td>
<td>Danone Sp. z o.o.</td>
<td>Ecoresponsible employees of Danone</td>
<td>environmental education</td>
</tr>
<tr>
<td>10</td>
<td>e+ Sp. z o.o.</td>
<td>Climate Neutral Car Fleet</td>
<td>eco-transport</td>
</tr>
<tr>
<td>11</td>
<td>ENEA Spółka Akcyjna</td>
<td>“In contact with nature” project</td>
<td>environmental education</td>
</tr>
<tr>
<td>12</td>
<td>Frito Lay Poland Sp. z o.o.</td>
<td>Collecting cardboard boxes from the market by suppliers – “Collect boxes, save trees” programme</td>
<td>waste management</td>
</tr>
<tr>
<td>13</td>
<td>Grupa LOTOS Spółka Akcyjna</td>
<td>Maritime Education Programme</td>
<td>environmental education</td>
</tr>
<tr>
<td>14</td>
<td>Henkel Polska Sp. z o.o.</td>
<td>Compacting washing powders</td>
<td>eco-efficiency</td>
</tr>
<tr>
<td>15</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>EDUeco for Cracow kindergartens</td>
<td>environmental education</td>
</tr>
<tr>
<td>16</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>Better glitter than litter</td>
<td>environmental education</td>
</tr>
<tr>
<td>17</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>Garbage to the bin, Christmas trees to the forest</td>
<td>environmental education</td>
</tr>
<tr>
<td>18</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>Waste paper collection at schools in mazowieckie province</td>
<td>environmental education</td>
</tr>
<tr>
<td>19</td>
<td>Jastrzębski Zakład Wodociągow i Kanalizacji S.A.</td>
<td>Positive Ecological Education</td>
<td>environmental education</td>
</tr>
<tr>
<td>20</td>
<td>Kompania Piwowarska SA</td>
<td>“Green Wardrobe” Eco-events</td>
<td>environmental education</td>
</tr>
<tr>
<td>21</td>
<td>Kraft Foods Polska</td>
<td>Kraft Foods supports ecology</td>
<td>environmental education</td>
</tr>
<tr>
<td>22</td>
<td>Lafarge Cement S.A.</td>
<td>Biodiversity – Lubień mine example</td>
<td>biodiversity</td>
</tr>
<tr>
<td>23</td>
<td>Lafarge Cement S.A.</td>
<td>Green Office</td>
<td>eco-office</td>
</tr>
<tr>
<td>24</td>
<td>LOTTE Wedel sp. z o.o.</td>
<td>Green Audit Programme</td>
<td>eco-office</td>
</tr>
<tr>
<td>25</td>
<td>Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.</td>
<td>Natural Energy Fund grant competition</td>
<td>environmental education</td>
</tr>
</tbody>
</table>
WASTE MANAGEMENT

Frito Lay has introduced a programme for improving the return of cardboard boxes. It turned out that the amount of time it takes for a supplier to collect one cardboard box is only 20 seconds, and that every batch of 294 reclaimed cardboard boxes (less than 1.5 hours of work) equals 1 tree saved.

ECO-TRANSPORT

Each subsequent car trade fair shows that the rapid technological development and an increase in production of electric cars are among important development trends. RWE Polska has provided its customers with an e-mobility offer, namely 13 electric car charging points in Warsaw. The company has gone a step further and offers its customers a fleet of eco-friendly electric vehicles.

ENVIRONMENTAL EDUCATION

Antalis has built a team for the promotion of recycled paper. The company organises meetings, lectures, exhibitions and information campaigns aimed at promoting the concept of using recycled paper. The idea behind the company Pilkington Polska’s educational programme is to show both the construction market participants and the general public how the use of glass and glazing systems may increase the energy efficiency of a building. An IKEA store in Katowice has collected Christmas trees from its customers, which have subsequently been converted to biomass and sold to energy producers. Zakłady Tłuszczowe “Kruszwica”, a producer of oil made from rapeseed plants pollinated by bees, has launched an educational campaign on saving and protecting bees. Carlsberg Polska calls for not littering green areas. During various events sponsored by breweries, the company instructs in proper packaging sorting and promotes recycling. Similarly, Coca-Cola HBC Polska supports ideas and campaigns that promote recycling among the youth during mass events.

Danone has conducted a segregated waste collection in its plants and offices as part of the “Green Week” campaign. Once a year, the company Kraft Foods also organises a “Green Week” in its manufacturing facilities; its objective is to promote a “green” lifestyle both at work and at home.

For years, the Kompania Piwowarska has been consistently involved in protecting the environment. A series of events named “Green Wardrobe” is among the more popular initiatives; it is aimed at promoting secondary circulation of clothing and accessories. Totalizator Sportowy regularly organises pro-environmental campaigns in all its branches: collection of electronic waste as well as car-free days along with tips on how to drive in an “eco-friendly” manner; moreover, the company employees participate in tree planting projects. An IKEA store in Krakow rewards the employees who are involved, as private persons, in appropriate waste management.

The TP Group instructs its employees in driving a car in an “eco-friendly” manner. Similar, but slightly broader measures have been initiated by the company DB Schenker which, as a logistics operator, co-operates with numerous carriers. The company has introduced training in eco-driving. Measures relating to environmental education, not only for its employees but also for the suppliers, have been introduced by the company Danone. It turned out that obtaining milk is responsible for more than half of total emissions of CO2 to the atmosphere. This is why Danone has organised an environmental contest for the farmers cooperating with the company.

Within the framework of an ongoing project, the Regional Water Supply and Sewage Works in Jastrzębie has established the Centre for Environmental Education, whose objective is to develop environmental awareness among the children and the youth from the region. Tymbark implements a programme for nursery school pupils throughout Poland, and encourages children to care for the natural environment. An IKEA store in Janik has organised a waste paper collection campaign targeted at the schools in the region of Mazonów which has applied to the company for providing funds for furniture. The furniture needed by the schools was purchased for the funds from selling waste paper. On the other hand, an IKEA store in Krakow has organised a contest for nursery schools in Kraków, named EDUeko, in order to draw attention to environmental issues. The main idea behind the Maritime Education Programme supported by the LOTOS Group is to educate young Gdansk dwellers.

ECO-OFFICE

Taking measures aimed at reducing environmental impact in the workplace is a trend which has been developing among companies for a couple of years now. PPG promotes signing agreements on delivering invoices by electronic means with all customers and suppliers, and minimises the amount of paper correspondence being sent. AEGIS MEDIA, when selecting a new bigger office, was to a large extent guided by the environmental and economic considerations. Profes has for many years been implementing and developing a system of continuous improvement, based on a Japanese philosophical concept of KAIZEN, namely consistent elimination of wastage. Creation of an “eco-friendly” office in the company’s headquarters, and application of simple pro-environmental solutions, have also resulted in significant savings for the Bank Ochrony Środowiska (BOS), LOTTE Wedel and the Lafarge Group, all of which have been awarded a Green Office Certificate. In order to further improve pro-environmental measures in the workplace, LOTTE Wedel has introduced a Programme of Green Audits under which employees from various departments perform monthly environmental audits. Bank Gospodarstwa Krajowego has led an environmental campaign under the banner of “Green October” – its employees have been asked to build green teams of volunteers and take pro-environmental measures in their own workplace.

ECO-CONSTRUCTION

As a developer, Skanska Property Poland has a significant effect on the condition of natural environment, therefore the buildings built by the company use natural resources to a minimum extent.
Fair Market Practices

Fair Market Practices refer to important relations between a company and its business environment, especially with other organisations, such as public establishments, social partners (including nongovernmental organisations), suppliers, customers, as well as competitors. These practices may refer to formal procedures for cooperation – taking care that they comply with ethical standards – as well as systems facilitating monitoring and compliance with the standards. They include anti-corruption policies, codes of conduct, whistle-blower protection system that is actions involving, e.g., employees, management staff, leaders and trade partners. Observable of agreement provisions, delivery dates and settlement of payments as well as ensuring fair prices are essential elements of fair market practices. This area also includes education practices.
Consumer Issues

This area concerns the relations between a company and a consumer in the broad meaning of the term, i.e. a recipient of the company’s products or services. The practices contained in this area relate, among other things, to responsible marketing, including compliance with the ethical principles in communication with consumers, as well as basic issues, such as taking care for health and safety. The Consumer Issues include also the problem of data protection and privacy. Taking into account the needs of socially vulnerable customers, the disabled and the poor, is also an important element of the socially responsible marketing – there is still a high potential for development of social innovations in this sphere. Practices related to educating purchasers on the sustainable consumption and meeting their increasing requirements are yet another element of this area. The demand for sustainable products and services continues to grow, spurring manufacturers to develop this sphere of activity.

### Fair Market Practices

<table>
<thead>
<tr>
<th>No</th>
<th>Company</th>
<th>Practice</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3 Wings Sp. z o.o.</td>
<td>Fair market practices and relations with contract partners</td>
<td>agreements with stakeholders</td>
</tr>
<tr>
<td>2</td>
<td>CSRinfo</td>
<td>“CSR Reporting in Poland” Study</td>
<td>market education</td>
</tr>
<tr>
<td>3</td>
<td>GlaxoSmithKline Pharmaceuticals SA</td>
<td>ABAC – Comprehensive Anti-Bribery and Corruption Programme</td>
<td>anti-corruption measures</td>
</tr>
<tr>
<td>4</td>
<td>GoodBrand &amp; Company</td>
<td>CR Navigator – promoting CSR awareness</td>
<td>market education</td>
</tr>
<tr>
<td>5</td>
<td>Polski Koncern Naftowy ORLEN Spółka Akcyjna</td>
<td>Dialogue with key suppliers</td>
<td>relationships with suppliers</td>
</tr>
<tr>
<td>6</td>
<td>PwC Polska Sp. z o.o.</td>
<td>Sustainable Development Leaders Competition</td>
<td>market education</td>
</tr>
<tr>
<td>7</td>
<td>RWE Polska SA</td>
<td>Good contract</td>
<td>agreements with stakeholders</td>
</tr>
<tr>
<td>8</td>
<td>Volkswagen Poznań Sp. z o.o.</td>
<td>Cooperation with suppliers within the Critical Supplier programme</td>
<td>relationships with suppliers</td>
</tr>
</tbody>
</table>

### Anti-Corruption Measures

GlaxoSmithKline has implemented the ABAC programme (Anti-Bribery and Corruption). Its main objective is to manage risk consciously at every stage of business contact. The first part of the programme sets out the rules applicable to the employees’ relations and cooperation with the external environment. The second part is to monitor these relations and improve their quality.

### Relationships with Suppliers

Volkswagen Poznań supports its business partners. All suppliers of the company are audited. These entities receive the company’s support to achieve a higher rating. PKN ORLEN’s activities, based on the dialogue with key suppliers, are focused on informing about the terms of cooperation between the company and its business partners.

### Agreements with Stakeholders

RWE Polska, as the first company in Poland, received the Good Agreement certificate issued by the Association of Polish Consumers. Also 3 Wings attaches significance to the quality of its agreements. The agreements are consistent with the recommendations of the European Union and the Energy Regulatory Office.

### Market Education

Since 2007 CSRinfo has conducted an annual survey – CSR Reporting in Poland. The purpose of the survey is to track trends and changes in Polish CSR reporting and to identify the strengths and weaknesses of the Polish reports. PwC has organised the Sustainable Development Leaders competition in order to select companies strategically approaching and aware of the issue of sustainable development and CSR. Since its establishment, GoodBrand has been propagating integration of CSR and business strategy of companies and brands. Since 2008, it has been offering the CR Navigator educational platform, consisting of a quarterly magazine and an Internet portal.
Local Community Involvement and Development

This topic focuses on the relationship between companies and the local community in the surrounding area. The term “local community” may refer in general to the residents of a given area, or to the local labour market resources. From the point of view of CSR, it is crucial that companies take account of the needs of the community and use their positive leverage to influence their surroundings, working for the development of the local community, e.g. by creating new jobs, supporting local social initiatives, cooperating with administration bodies and becoming socially involved. As far as possible, companies should also contribute to the growth of the local economy by choosing the right suppliers and facilitating knowledge and technology transfer in the region. Companies may also demonstrate their civic attitude by taking care of their surroundings and getting involved in activities meant to develop infrastructure, foster education or prevent threats to health and safety.

### Consumer issues

<table>
<thead>
<tr>
<th>No</th>
<th>Company</th>
<th>Practice</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Workshops: “I can’t see, I can’t hear – how can we find a common language?”</td>
<td>availability of products and services</td>
</tr>
<tr>
<td>2</td>
<td>Sopockie Towarzystwo Ubezpieczeń Ergo Hestia SA</td>
<td>Assistance Centre for Claimants</td>
<td>protection and safety</td>
</tr>
<tr>
<td>3</td>
<td>Telekomunikacja Polska S.A./Grupa TP</td>
<td>“Asystent NN” – assistance application for the blind, partially sighted and elderly</td>
<td>availability of products and services</td>
</tr>
<tr>
<td>4</td>
<td>Tesco Polska sp. z o.o.</td>
<td>Rewarding pro-environmental choices – green Clubcard points</td>
<td>sustainable consumption</td>
</tr>
</tbody>
</table>

### PROTECTION AND SAFETY

The Assistance Centre for Accident Victims at Sopockie Towarzystwo Ubezpieczeń Ergo Hestia takes care of selected, the most injured customers, i.e. those with injuries resulting in permanent disability. Without waiting for a victim’s notification, the Insurance Company itself gets into contact with the victim, assesses the situation and provides rehabilitation in the best clinics in Poland.

### AVAILABILITY OF PRODUCTS AND SERVICES

The TP Group has created Asystent NN – a special application for blind, visually impaired and elderly people, facilitating the use of mobile phones. To improve disabled customer service, Polskie Górnictwo Naftowe i Gazownictwo organised the workshop on providing service to deaf-blind customers.

### SUSTAINABLE CONSUMPTION

Tesco Polska encourages its customers to be „eco-friendly” by awarding green points under the Clubcard loyalty programme. The points awarded for the purchase of environmentally friendly products are added every quarter to the standard points for the purchase and converted into shopping vouchers to Tesco stores.
### Corporate community involvement and development

#### LOCAL COMMUNITY INVOLVEMENT AND DEVELOPMENT

<table>
<thead>
<tr>
<th>no</th>
<th>company</th>
<th>practice</th>
<th>category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adecco Poland Sp. z o.o.</td>
<td>Integration Association</td>
<td>socially involved marketing</td>
</tr>
<tr>
<td>2</td>
<td>Alcatel-Lucent Polska Sp. z o.o.</td>
<td>Voluntary Fire Service Brigade at Alcatel-Lucent Polska</td>
<td>a good neighbour</td>
</tr>
<tr>
<td>3</td>
<td>Aviva w Polsce</td>
<td>Street to School</td>
<td>social involvement</td>
</tr>
<tr>
<td>4</td>
<td>Bank Gospodarki Żywnościowej Spółka Akcyjna</td>
<td>Bank without secrets for everyone</td>
<td>working with universities</td>
</tr>
<tr>
<td>5</td>
<td>Bank Handlowy w Warszawie S.A./Citi Handlowy</td>
<td>From one grosz to one zloty</td>
<td>education for children and the youth</td>
</tr>
<tr>
<td>6</td>
<td>Bank Ochrony Środowiska S.A.</td>
<td>&quot;Active Way to Health&quot; Programme</td>
<td>healthy lifestyle for children</td>
</tr>
<tr>
<td>7</td>
<td>Bank Zachodni WBK</td>
<td>BZ – Business Zone</td>
<td>education for children and the youth</td>
</tr>
<tr>
<td>8</td>
<td>Bayer Sp. z o.o.</td>
<td>Making Science Make Sense</td>
<td>education for children and the youth</td>
</tr>
<tr>
<td>9</td>
<td>Budimex SA</td>
<td>ICE Entry Phone</td>
<td>safety of children and the youth</td>
</tr>
<tr>
<td>10</td>
<td>Capgemini Sp. z o.o.</td>
<td>Theatre Project</td>
<td>social involvement</td>
</tr>
<tr>
<td>11</td>
<td>Capgemini Sp. z o.o.</td>
<td>Unique Programme of teaching languages for business</td>
<td>working with universities</td>
</tr>
<tr>
<td>12</td>
<td>Coca-Cola Poland Services Sp. z o.o.</td>
<td>Coca-Cola Cup – Polish Nationwide Football Tournament for Schoolchildren</td>
<td>healthy lifestyle for children</td>
</tr>
<tr>
<td>13</td>
<td>Credit Agricole Bank Polska S.A.</td>
<td>Centre for the Active – competition &quot;I have a plan! I will do it with Credit Agricole Bank Polska&quot; and a grant competition for student circles</td>
<td>working with universities</td>
</tr>
<tr>
<td>14</td>
<td>Credit Agricole Bank Polska S.A.</td>
<td>Cooperation with Wroclaw University of Economics</td>
<td>working with universities</td>
</tr>
<tr>
<td>15</td>
<td>Dr. Oetker Polska</td>
<td>SOS Helping Families</td>
<td>cooperation with a social partner</td>
</tr>
<tr>
<td>16</td>
<td>ENEA Operator Sp. z o.o.</td>
<td>Safe Kindergartener Academy</td>
<td>safety of children and the youth</td>
</tr>
<tr>
<td>17</td>
<td>ENEA Spółka Akcyjna</td>
<td>&quot;Electric current is no monster&quot; – educational programme for children</td>
<td>safety of children and the youth</td>
</tr>
<tr>
<td>18</td>
<td>Getin Noble Bank S.A.</td>
<td>Droplet – an ecovehicle</td>
<td>working with universities</td>
</tr>
<tr>
<td>19</td>
<td>Global e-Business Operations Sp. z o.o.</td>
<td>HP Academy – business training programmes for students of the University of Wroclaw and the Wroclaw University of Economics</td>
<td>working with universities</td>
</tr>
<tr>
<td>20</td>
<td>Grupa Allegro Sp. z o.o.</td>
<td>Safe Junior Academy</td>
<td>safety of children and the youth</td>
</tr>
<tr>
<td>21</td>
<td>Grupa Allegro Sp. z o.o.</td>
<td>E-business without barriers</td>
<td>education of adults</td>
</tr>
<tr>
<td>22</td>
<td>Grupa Allegro Sp. z o.o.</td>
<td>Package for Kids</td>
<td>social involvement</td>
</tr>
<tr>
<td>23</td>
<td>Grupa Kapitałowa T2MO</td>
<td>Free workshops for families taking care of dependent persons</td>
<td>education of adults</td>
</tr>
<tr>
<td>24</td>
<td>Grupa Muszkieterów (Intermarché i Bricomarché)</td>
<td>Musketeer Convoy</td>
<td>social involvement</td>
</tr>
<tr>
<td>25</td>
<td>IBM</td>
<td>MentorPlace – mentoring for NGO leaders by women from IBM management</td>
<td>cooperation with a social partner</td>
</tr>
</tbody>
</table>

#### no company | practice | category |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>Every stuffed animal tells a story</td>
</tr>
<tr>
<td>27</td>
<td>IKEA Retail Sp. z o.o.</td>
<td>Taking things under our roof</td>
</tr>
<tr>
<td>28</td>
<td>Indesit Company Polska Sp. z o.o.</td>
<td>Jonatan Project</td>
</tr>
<tr>
<td>29</td>
<td>Karpacka Spółka Gospodarcza Sp. z o.o.</td>
<td>Christmas decoration for Ols and financial assistance for children in Polish Children's Homes and a Polish School in Lithuania</td>
</tr>
<tr>
<td>30</td>
<td>Karpacka Spółka Gospodarcza Sp. z o.o.</td>
<td>Cooperation with Foundation for Assistance to the Disabled in Strzelce</td>
</tr>
<tr>
<td>31</td>
<td>Lafarge Cement S.A.</td>
<td>Good local community partner in Świerki village</td>
</tr>
<tr>
<td>32</td>
<td>L’Oréal Polska Spółka z o.o.</td>
<td>Hairdressers and AIDS</td>
</tr>
<tr>
<td>33</td>
<td>Michelin Polska S.A.</td>
<td>ROSTYPE Project (Road Safety for Young People in Europe)</td>
</tr>
<tr>
<td>34</td>
<td>Michelin Polska S.A.</td>
<td>AUTOCHODZIK Kindergarten Traffic Safety Programme</td>
</tr>
<tr>
<td>35</td>
<td>Microsoft sp. z o.o.</td>
<td>&quot;Kinect – innovation in rehabilitation&quot; programme in cooperation with ISKIERKA Foundation helping children with cancer</td>
</tr>
<tr>
<td>36</td>
<td>NUTRICIA Polska Sp. z o.o.</td>
<td>Early Childhood Quality – standards of care and education for young children</td>
</tr>
<tr>
<td>37</td>
<td>NUTRICIA Polska Sp. z o.o.</td>
<td>Lactation training</td>
</tr>
<tr>
<td>38</td>
<td>Orbit S.A.</td>
<td>“Spodziewam MaM” (Mom Cooperative) – professional activation programme for young single mothers in the Warsaw area</td>
</tr>
<tr>
<td>39</td>
<td>Partnerstwo dla Zdrowia</td>
<td>Educational campaign – Breakfast for Power</td>
</tr>
<tr>
<td>40</td>
<td>PBC SA</td>
<td>Cooperation with Ochrona Jurek (children’s residential care institution)</td>
</tr>
<tr>
<td>41</td>
<td>Pellion Healthcare Group S.A.</td>
<td>Medicines in exchange for toners</td>
</tr>
<tr>
<td>42</td>
<td>Piotr i Paweł S.A.</td>
<td>Piotr i Paweł Foundation</td>
</tr>
<tr>
<td>43</td>
<td>POLPHARMA</td>
<td>Polish Nationwide Sexual Health Programme (DP2S)</td>
</tr>
<tr>
<td>44</td>
<td>Polski Koncern Naftowy ORLEN Spółka Akcyjna</td>
<td>Athletic Thursdays</td>
</tr>
<tr>
<td>45</td>
<td>Polski Koncern Naftowy ORLEN Spółka Akcyjna</td>
<td>Knowledge Day with ORLEN</td>
</tr>
<tr>
<td>46</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Educational campaign: Safe and ecological life with natural gas</td>
</tr>
<tr>
<td>47</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Blue Energy land on the &quot;Dream Planet&quot;</td>
</tr>
<tr>
<td>48</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Gdarik and Pomorze Fortifications Culture of Authenticity</td>
</tr>
<tr>
<td>49</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Prevention and Education Campaign &quot;Road Safety for Schoolchildren&quot;</td>
</tr>
<tr>
<td>50</td>
<td>Polskie Górnictwo Naftowe i Gazownictwo SA</td>
<td>Educational meetings &quot;Natural gas – ecology and safety&quot;</td>
</tr>
</tbody>
</table>
A GOOD NEIGHBOUR

Tesco Polska supports its stores in organising fairs meant to get to know the local community. Similarly, Żabka Poland supports its retail franchisees in organising campaigns meant to galvanise local communities and cooperate with non-profit organisations. Przedsiębiorstwo Państwowe „Porty Łotnicze” has established a dialogue with residents of areas surrounding airports who can, e.g., apply for noise insulation to be installed in their buildings with costs covered by the company. Alcatel-Lucent is also an active member of its local community – it has established a unique Volunteer Fire Service unit in Bydgoszcz. LaFarge is a good partner for the inhabitants of the Lower Silesian village of Świerki. The company supports the renovation of an 18th century parish church, having also constructed a state-of-the-art belt conveyor across the surrounding fields and above a local road, thanks to which the aggregate from the Świerki mine no longer needs to be transported by lorries.

SOCIAL INVOLVEMENT

Capgemini employees have created a professional charity show, with proceeds donated to the SIEMACHA Association supporting children and teenagers. Ariva, through its international Street to School programme, focuses on equal educational opportunities for children from community centres in Radom. Education and support for gifted children from underprivileged backgrounds has also been the focus of TRI (Poland), which has launched its own scholarship scheme. For the last few years, PBG has been supporting a facility catering to the needs of children who cannot stay with their biological families. The company covers the costs of running the centre and provides it with its basic necessities and equipment. Holidays, especially Christmas, are a time of redoubled efforts made by various companies to help children. Allegro Group and Schneider Electric prepare packages with dream gifts for the little ones. Wawel sales representatives offer sweet treats to children from orphanages. Karpacka Spółka Gazownictwa (KSG) has supported a Polish orphanage and children from a Polish school in Lithuania, providing them with clothes, food, toys and school supplies. For the last few years, KSG has been supporting the Disabled Assistance Foundation in Stotze. Grupa Muszkieterów has provided financial support to educational and care facilities as well as to welfare centres in the towns where its outlets are located. In turn, the Piotr i Paweł supermarket chain has provided funding to severely ill children who require difficult and expensive medical procedures, as well as to exceptionally gifted ones who are in a difficult financial and family situation. Tesco Polska also remembers about homeless animals. Proceeds from the sale of the company’s house brand of pet food go towards animal shelters chosen by Internet users.

SOCIAL INVESTMENTS

TP Group has joined in a project focused on providing internet access to public libraries. It aims to create an environment which will enable libraries to become modern, multi-purpose centres of information, culture and education.

COOPERATION WITH A SOCIAL PARTNER

Indeck, in cooperation with the Ił and Malgosia Foundation, has focused on a very demanding group – “difficult young adults”. The main objective of the initiative is to facilitate their start into social and professional adult life. Another project dedicated to preventing social exclusion of children and teenagers is run jointly by PBG and the Robinson Crusoe Foundation. It involves assisting young people who are on the verge of beginning their independent adult life. In exchange for working for the local community, they have been given funding for items or courses which will help them to become more independent. Dr. Oetker has signed an agreement for 4 years with the SOS Wloski Dzieciezce Association, declaring the company’s commitment to the children supported by the Children’s Villages. The “Kinnet – innovation in rehabilitation” project is an example of effective cooperation between an NGO – the ISKIERKA Foundation – and the world of business together with the public healthcare sector. The project is innovative because it uses computer games as a tool.
for doctors, rehabilitation specialists and psychologists working in children's hospital wards. An IKEA store in Wrocław is cooperating with the EMMAUS Association, which has agreed to collect used furniture from the store and sell it at the Association's charity shop, mainly for people in a difficult financial situation. UPC Poland has co-organised a nationwide competition aimed to bring together and reward good practices, showcasing campaigns for the digital education of adult Poles. IBM, in partnership with the Feminotea Foundation for women, has launched a mentoring project for NGO leaders. Coaching for leaders of non-governmental organisations was also offered by PwC, which has fostered the role of leadership – so advanced in business – was still a challenge in the third sector. In 2011, thanks to the cooperation between Orbis, the Accor Foundation and the Mama Foundation, the first "Bosch mothers" social cooperative was established. This innovative idea is supposed to help 15 mothers find their own place in the labour market.

SOCIAILY INVOLVED MARKETING

Adeco Poland has decided to assist the Integracja Association by enlisting the help of its clients and employees. For each correctly completed survey analysing the level of customer and employee satisfaction with the Company's services, PLN 10 was donated to the charity. IKEA donated 1 euro from the sale of each stuffed toy to IKEA Foundation for children-oriented projects. Another goal of the campaign was to collect as many IKEA stuffed toys as possible and to donate them to children treated at the Regional Medical Rescue Facility (WARM) in Gdansk. An audiobook with 25 stories about stuffed toys was also released.

EDUCATION FOR CHILDREN AND THE YOUTH

BZ WBK has prepared a web game for middle and high school students, focusing on running a small service company in Poland. Citi Handlowy is offering a financial education programme for children in the 2nd and 3rd grade. It aims to help children become acquainted with various saving methods and to instil positive habits as regards the management of financial resources and spending. For the last 25 years, PRO Bank Polski has been running School Saving Banks (SDBs), which teach children how to save money. The SDBs make part of an educational programme for children which uses fun and games to introduce the little ones into the world of finance. The Science Makes Sense programme, run by Bayer, promotes sciences. A nationwide study of the attitudes of Polish high school students towards science classes has been carried out in Poland. It was intended to verify if young people are keen on sciences, which subjects they prefer and why, and if they see sciences as part of their future. TP Group has prepared a series of Workshops for Children on telecommunication. The meetings are held in the Gardens of Innovation – a centre which presents the company's cutting-edge services in an interactive way. Gazownia Gdáńska PGNiG and the Municipal Welfare Centre have signed a memorandum of cooperation which involves joint execution of educational projects for clients of welfare centres.

SAFETY OF CHILDREN AND THE YOUTH

Budimex supports schoolchildren with plastic cards with data enabling their families to be contacted in case of an emergency. Each card has the shape of a mobile phone and its reflective casing can be easily fastened to the schoolbag. The AUTOCHODZIK transport reflective casing can be easily fastened to the schoolbag. The AUTOCHODZIK transport

which organises special classes for schools. Children and young people are future clients who will decide about how natural gas is used. Allegro Group has touched upon the important theme of Internet safety of children and the youth, actively joining in the organisation of the Safe Internet Day and running training courses.

HEALTHY LIFESTYLE FOR CHILDREN

BOS Bank has introduced a comprehensive health-promoting programme for primary and middle school students, including two competitions, promulgated through an internet platform. The Partnership for Health has organised an educational campaign, which involved children from grades 1-3 having breakfast together and being taught about the role as the most important meal of the day. Coca-Cola organises one of the largest and oldest football tournaments for teenagers. PKN ORLEN cooperates with the "Sport Dzieci i Młodzieży" Association, preparing sport events for young people. Volkswagen Pomian runs a programme promoting handball among primary school students, and organises training sessions and tournaments for children from 11 schools.

EDUCATION OF ADULTS

NUTRICEIA is running an educational programme for parents and guardians on increasing access to early years education and raising awareness of the correct physical and intellectual development in children, especially those living in rural areas. The "E-business without barriers" project includes training for the disabled offered by Allegro Group. It aims to encourage the disabled to start their own business online.

L’Oreal is active in AIDS education, running a special training programme for hairdressers. NUTRICEIA has provided training grants to staff members from 10 hospitals. TZO organises cyclical free workshops on the basic principles of professional home care. POLPHARMA educates about sexual life and raises such difficult topics as the sexual life of the disabled and senior citizens. Zakłady Tłuszczowe "Kruszwica" has launched a programme encouraging confectioners to raise their qualifications and form partnerships, as well to participate actively in the life of the community.

WORKING WITH UNIVERSITIES

Provident employees, acting as experts in various fields, share their knowledge and experience with university students. In 2011, the University achieved the best result in Poland, i.e. 659 km. On the 125th anniversary of the establishment of Bosch and the 150th anniversary of the birth of Robert Bosch, an educational programme for middle school students was introduced to show them how fascinating it is to apply technical knowledge in the creation of functional and environmentally-friendly inventions. Together with the University

for doctors, rehabilitation specialists and psychologists working in children's hospital wards. An IKEA store in Wrocław is cooperating with the EMMAUS Association, which has agreed to collect used furniture from the store and sell it at the Association's charity shop, mainly for people in a difficult financial situation. UPC Poland has co-organised a nationwide competition aimed to bring together and reward good practices, showcasing campaigns for the digital education of adult Poles. IBM, in partnership with the Feminotea Foundation for women, has launched a mentoring project for NGO leaders. Coaching for leaders of non-governmental organisations was also offered by PwC, which has fostered the role of leadership – so advanced in business – was still a challenge in the third sector. In 2011, thanks to the cooperation between Orbis, the Accor Foundation and the Mama Foundation, the first "Bosch mothers" social cooperative was established. This innovative idea is supposed to help 15 mothers find their own place in the labour market.

SOCIALY INVOLVED MARKETING

Adeco Poland has decided to assist the Integracja Association by enlisting the help of its clients and employees. For each correctly completed survey analysing the level of customer and employee satisfaction with the Company's services, PLN 10 was donated to the charity. IKEA donated 1 euro from the sale of each stuffed toy to IKEA Foundation for children-oriented projects. Another goal of the campaign was to collect as many IKEA stuffed toys as possible and to donate them to children treated at the Regional Medical Rescue Facility (WARM) in Gdansk. An audiobook with 25 stories about stuffed toys was also released.

EDUCATION FOR CHILDREN AND THE YOUTH

BZ WBK has prepared a web game for middle and high school students, focusing on running a small service company in Poland. Citi Handlowy is offering a financial education programme for children in the 2nd and 3rd grade. It aims to help children become acquainted with various saving methods and to instil positive habits as regards the management of financial resources and spending. For the last 25 years, PRO Bank Polski has been running School Saving Banks (SDBs), which teach children how to save money. The SDBs make part of an educational programme for children which uses fun and games to introduce the little ones into the world of finance. The Science Makes Sense programme, run by Bayer, promotes sciences. A nationwide study of the attitudes of Polish high school students towards science classes has been carried out in Poland. It was intended to verify if young people are keen on sciences, which subjects they prefer and why, and if they see sciences as part of their future. TP Group has prepared a series of Workshops for Children on telecommunication. The meetings are held in the Gardens of Innovation – a centre which presents the company's cutting-edge services in an interactive way. Gazownia Gdáńska PGNiG and the Municipal Welfare Centre have signed a memorandum of cooperation which involves joint execution of educational projects for clients of welfare centres.

SAFETY OF CHILDREN AND THE YOUTH

Budimex supports schoolchildren with plastic cards with data enabling their families to be contacted in case of an emergency. Each card has the shape of a mobile phone and its reflective casing can be easily fastened to the schoolbag. The AUTOCHODZIK transport reflective casing can be easily fastened to the schoolbag. The AUTOCHODZIK transport

which organises special classes for schools. Children and young people are future clients who will decide about how natural gas is used. Allegro Group has touched upon the important theme of Internet safety of children and the youth, actively joining in the organisation of the Safe Internet Day and running training courses.

HEALTHY LIFESTYLE FOR CHILDREN

BOS Bank has introduced a comprehensive health-promoting programme for primary and middle school students, including two competitions, promulgated through an internet platform. The Partnership for Health has organised an educational campaign, which involved children from grades 1-3 having breakfast together and being taught about the role as the most important meal of the day. Coca-Cola organises one of the largest and oldest football tournaments for teenagers. PKN ORLEN cooperates with the "Sport Dzieci i Młodzieży" Association, preparing sport events for young people. Volkswagen Pomian runs a programme promoting handball among primary school students, and organises training sessions and tournaments for children from 11 schools.

EDUCATION OF ADULTS

NUTRICEIA is running an educational programme for parents and guardians on increasing access to early years education and raising awareness of the correct physical and intellectual development in children, especially those living in rural areas. The "E-business without barriers" project includes training for the disabled offered by Allegro Group. It aims to encourage the disabled to start their own business online.

L’Oreal is active in AIDS education, running a special training programme for hairdressers. NUTRICEIA has provided training grants to staff members from 10 hospitals. TZO organises cyclical free workshops on the basic principles of professional home care. POLPHARMA educates about sexual life and raises such difficult topics as the sexual life of the disabled and senior citizens. Zakłady Tłuszczowe "Kruszwica" has launched a programme encouraging confectioners to raise their qualifications and form partnerships, as well to participate actively in the life of the community.

WORKING WITH UNIVERSITIES

Provident employees, acting as experts in various fields, share their knowledge and experience with university students. In 2011, the University achieved the best result in Poland, i.e. 659 km. On the 125th anniversary of the establishment of Bosch and the 150th anniversary of the birth of Robert Bosch, an educational programme for middle school students was introduced to show them how fascinating it is to apply technical knowledge in the creation of functional and environmentally-friendly inventions. Together with the University
Press monitoring and CSR events’ calendar

Over 2500 articles regarding corporate social responsibility and related topics were published in 2011. Abstracts of 34 articles, in our opinion the most interesting ones or representing most popular thoughts, are available in the "Overview of selected articles from 2011" section of the Report.

A Calendar contains selection of events regarding CSR, and is divided into 1) social campaigns, 2) conferences, seminars, meetings, 3) contests, awards, 4) projects, initiatives, actions, 5) reports, research, and publications. Initiatives with participation or under the auspices of Forum. The number of events in the Calendar proves that the topic of responsible business in Poland has become popular and diverse.

2527 total number of articles concerning CSR and related topics from 1st January till 31st December 2011

CSR initiatives in the calendar:
- Social campaigns: 66
- Conferences/seminars/meetings: 113
- Contests/awards: 33
- Projects/initiatives/actions: 27
- Reports/publications/researches: 11
Responsible Business Forum

is the oldest and largest non-governmental organization in Poland to provide in-depth focus on the concept of corporate social responsibility.

Since the year 2000, we have been carrying out numerous activities to enable dialogue and sharing of experiences in the field of corporate social responsibility and sustainable development between four groups of stakeholders: companies, public authority representatives, non-governmental organizations and the academics.

Our missions to make the idea of responsible business widespread as a standard in Poland in order to increase the competitiveness of companies and social satisfaction, and to improve the condition of natural environment.

IN ORDER TO FULFIL OUR MISSION, WE ENGAGE IN A NUMBER OF ACTIVITIES

We promote responsible business through:

• Conferences on corporate social responsibility
• CSR fairs
• www.odpowiedzialnybiznes.pl website
• Respo newsletter
• Publications on responsible business
• Cooperation with media
• Series of meetings on “Talking about responsible business”

We support businesses in implementing CSR principles through:

• Partnership Programme – a comprehensive cooperation program between the RBF and CSR leading companies which, through their involvement and activities, contribute to propagating the idea of CSR in Poland.
• Project entitled “Respolin. A way to increase the competitiveness of small and medium enterprises in times of economic crisis”, whose aim is to increase the competitiveness of micro, small and medium enterprises in the Pomorskie region and the Kalmar area in Sweden through implementing a CSR strategy.

We work together with businesses for the benefit of societies

Together with businesses we are conducting a programme to support the development of future management staff, promoting responsibility as a standard of functioning in business and in life:

• Responsible Business League – a Polish nationwide network of CSR Ambassadors and student organizations involved in promoting the idea of corporate social responsibility in their local communities.
• We analyze and develop responsible business

We show new trends and develop a favourable social and political climate for the development of CSR through:

• A report entitled “Responsible Business in Poland. Good Practices” – published since 2002, this report summarizes the involvement of Polish companies in the implementation of CSR principles;
• Research projects – including “Corporate Social Responsibility in Poland. A Preliminary Analysis” for the European Commission and the UNDP, “Managers 500/CSR Leader”, “Managing Diversity in Poland” as part of an international CSR/Diversity project, “Responsible Supply Chain”, “Socio-Cultural GRI” and “Corporate Social Responsibility in Poland”, “Responsible Marketing” etc.;

FORUM ON THE INTERNATIONAL ARENA

In September 2011, in cooperation with the Ministry of Economy, we organized a conference as part of the Polish Presidency of the European Union Council, “Joint Responsibility – how to increase the presence and effectiveness of CSR in EU”.

In May 2009 we joined the World Business Council for Sustainable Development (WBCSD) – a leading global organization supporting the development of CSR, chaired by CEOs of the largest companies in the world. WBCSD is a platform for exchanging experiences, good practices and knowledge in the field of CSR.

In May 2008 we joined Global Compact – an initiative of the UN Secretary General to promote sustainable development and corporate citizenship. Thus, similar to the remaining members of GC, in our activity we have voluntarily undertaken to observe ten fundamental principles in the areas of human rights, labour standards, and the environment.

Since 2002, we are the only Polish national partner of CSR Europe – a network of organizations engaged in promoting the idea of CSR in Europe. Thanks to this cooperation, our activity has gained an international dimension. This translates into a European character of our programs and allows us to use the experiences of other European organizations.