



REPORT 2018

RESPONSIBLE
BUSINESS IN POLAND
English Summary

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Marzena Strzelczak
GENERAL DIRECTOR,
MEMBER OF THE MANAGEMENT BOARD
OF THE RESPONSIBLE BUSINESS FORUM

Dear Sir/Madam,

REPORT RESPONSIBLE BUSINESS IN POLAND English Summary 2018

“Responsible business in Poland 2018. 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 1549 good practices from areas in according to ISO 26000 standard: Organizational governance, Human rights, Labour practices, The environment, Fair operating practices, Consumer issues, Community involvement and development. They are inspiring examples of principles of responsibility application in all sections of business – in the workplace, towards market, society, and environment. In addition, the Report contains articles and experts’ statements, analysis, opinions and review of last year events, research results review, and press publications overview.

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It is for the seventeenth time that we deliver to you the report “Responsible Business in Poland. Best Practices”, taking this opportunity to thank you for your work and your contribution to its creation. Just like every year, we have been looking forward to reading the summary and finding out whether this year’s result will be even better than last year. The numbers speak for themselves – together, we have managed to set another record. This year’s edition of the Report includes as many as 1549 practices (826 new and 723 long-term ones) reported by 229 companies.

This represents a ca. 30% increase on last year, where 639 new practices and 551 long-term ones were submitted by 177 companies. We are delighted to see that almost 60 of them are small or medium-sized enterprises.

The report is the largest review of responsible business in Poland. It is quite optimistic to see that both large corporations and medium, small and micro-sized companies are increasingly more active and willing to share their practices with the market and the society at large. Like every year, the largest number of practices concern social engagement and the development of the local community, as well as the relationship between business and its immediate community and surroundings. Social engagement is followed by practices concerning the workplace. More and more employers are looking for solutions with young people in mind and offer facilities to enable them to strike the right balance and support activities undertaken to combat stress, taking care of the well-being and mental health of employees.

The area related to the natural environment is also developing and, considering the growing number of circular economy prac-

tices, we have decided to include them in a separate category. Coalitions and partnerships, as well as market education, are gaining in popularity. A shift away from the financing of the tobacco industry is an interesting solution and an example of good consumer practice.

A concerning feature of this year’s report is the area of fair operating practices and, to be more precise, the relatively modest interest in this topic on the part of the business world; increases here were smallest among the six areas.

Traditionally, the report is divided into ISO 26000 areas, but we also considered the role of business in the pursuit of the Sustainable Development Goals set out in Agenda 2030. Therefore, the practices may also be analysed in this context.

As usual, the Report also includes a number of articles by experts. Third-party specialists and employees of the Responsible Business Forum touch upon topics which reflect the trends that have been shaping corporate social responsibility, not only last year. In this edition of the Report these include leadership, diversity and, in particular, gender equality, important in the context of last year’s anniversary of women’s suffrage, various reporting aspects, climate change or hacking for SDG, to name just a few. The report would not be complete without the traditional review of studies and a reference to the exceptional publication entitled: “Responsible Business in Poland between 1918 and 1939. Good practices”.

On my own behalf and on behalf of the entire Responsible Business Forum team, I would like to wish you interesting reading, hoping that the 17th edition of the Report will be a source of inspiration for your future interesting activities.



Marzena Strzelczak
RESPONSIBLE
BUSINESS FORUM



Marta Borowska
RESPONSIBLE
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#CSRinPL2018

2018 was a year marked by the celebration of the **one hundredth anniversary of Polish independence and women's suffrage**, which ended with the **December COP climate summit in Katowice**.

It was also the first period of obligatory reporting in compliance with the **EU Directive concerning the disclosure of non-financial and diversity information**. Although the reporting improvement process will take years to complete, it is a change that certainly contributes to the development of responsible business in Poland. However, CSR and sustainable development already have their place in many Polish companies, which has been reflected by the interest in the **seventh CSR trade fair organized in 2018 under the title: "Business in collaboration"**. Several thousand people took part in the event. This confirms that business is open to collaboration and that collaboration means good business. It enables sustainable development of the organization and its surrounding community, taking into account environmental and social issues, as well as economic benefits.

The growing relevance of CSR for organization managers is confirmed by the establishment of the **Responsible Leadership Council** of the Responsible Business Forum, initiated by Dominika Bettman, RBF President. The Responsible Leadership Council brings together representatives of management boards of organizations operating as part of the RBF Partnership Programme.

When looking back to 2018, it would be impossible not to mention a seemingly remote topic, i.e. the **GDPR**. The regulation is supposed to warrant better personal data protection for residents of European Union Member States, while making it

easier for companies to take advantage of customers' greater trust in the era of new technologies. In practice, limiting bureaucracy left much to be desired; however, the regulation did manage to focus the public debate on issues such as transparency, responsibility and ethics in everyday business activities.

In December, **Jerzy Kwieciński, Minister of Investment and Development, established the Accessibility Council** to support the Ministry in exploring the best solutions to increase accessibility of the public space and websites. The Council consists of non-governmental experts, representing both organisations and the world of science and business, including Dominika Bettman, President of the Responsible Business Forum.

2018 was also a time of further strengthening of the already familiar CSR trends and initiatives. Some new important projects were also proposed and more and more frequently implemented in partnerships. One such initiative was the work of the Responsible Business Forum and experts from partner organizations focusing on the introduction of the **profession of a CSR specialist into the official classification of the Ministry of the Family, Labour and Social Policy**.

I. SUSTAINABLE DEVELOPMENT GOALS AND ENVIRONMENTAL PROTECTION

There are at least two important conclusions to be drawn from the climate summit in Katowice, which was far from ground-breaking. First, the **Sustainable Development Goals (SDG)** are entering the mainstream debate about the key societal and economic challenges. Second, we are witnessing a change in the social awareness and expectations related to the ambitious climate-protection activities of business and administration. The December summit was preceded by the publication of an **IPCC (International Panel on Climate Change) report** of key importance for the proceedings. It detailed the initiatives which were instrumental to **limit the global temperature rise to 1.5 degrees with respect to pre-industrial times (rather than to 2 degrees, as proposed earlier)** and to protect the Earth from the consequences of climate change which also entails negative social and economic consequences. One of the areas of interest for the authors of the report was to show the mutual relationships between climate protection and the pursuit of Sustainable Development Goals. **A summary of Polish projects undertaken to achieve the SDG was presented in July 2018 to the United Nations** by the Minister of Entrepreneurship and Technology, Ms. Jadwiga Emilewicz.

Data from the World Health Organization suggests that 36 out of the 50 most polluted cities in Europe are located in Poland, which makes us one of the infamous leaders in this respect. Poor air quality becomes a galvanizing issue for the civic society. 2018 was marked by further strengthening of such social movements and campaigns as the "First day without smog" (UNGC), **the smog alert and "Here you will drink without a straw"**. It is also worth mentioning the **third "17 Objectives" Festival of Responsible Films** in Poznan, the next year of the **UNEP/GRID Partnership for the Environment, the 17 Objectives Campaign and the 2030 Agenda Coalition** under the patronage of the Ministry of Entrepreneurship and Technology, as well as the **growing popularity of hackathons, i.e. SDG-related programming marathons**. The first project of this type, whose finale took place

during the seventh CSR Trade Fair, was launched by Kompania Piwowarska and Bank BGŻ BNP Paribas. A similar event was **organized by the Main Statistical Office** in November. The objective of the hackathon was to create a prototype interactive application for the youth **to promote the sustainable development idea and make use of statistical data**.

Environmental protection ideals are now entering the mainstream, which is well evidenced by the next trend, whose strengthening, and not only in business, we could see last year.

II. CIRCULAR ECONOMY AND ZERO WASTE

The use of production waste as recycled raw materials, a closed circuit and zero waste are the main tenets of the circular economy which are becoming increasingly more present in corporate strategies. The dynamisation of the circular economy is an opportunity for the economic development of Poland, also due to the current mineral resource mix in use. The perspectives resulting from the use of the circular economy principles were described, among other sources, in a report by Deloitte experts, entitled **"A closed circuit – open opportunities for Poland"**, which was launched at EEC Green, a COP 24 side event.

Late 2018 also saw the finishing touches being put on the **EU Directive concerning the prohibition to introduce single-use plastic objects into the European market from 2021 and the financial responsibility of manufacturers for placing plastic waste on the market**. In a longer-term perspective, the Directive will also change the composition of plastic bottles and raise the obligatory level of PET bottle selective collection (to 90% by 2029). Although we are still using disposable plastic products, 2018 was a breakthrough year in this respect.

In this context, it is worth taking note of a new project, called the **"Five Fractions Coalition"** initiated by **ENERIS and CSR Consulting** as an intersectoral system of waste recovery education of Polish consumers.

Avoiding food waste is a dynamically developing zero-waste topic. In 2018, new retail chains and HoReCa companies decided to donate food products approaching their expiry date to social partners. The beneficiaries mainly included Caritas and Polish Food Bank Federation outlets, which guarantee that the received goods will be used to help the most vulnerable, thus combining zero waste ideals with the needs identified in the 2nd SDG: Zero hunger.

Zero waste is a topic viewed with increasing interest by individual consumers, as there is **growing awareness that individual decisions matter**, as evidenced by the growing popularity of the **Zero Waste Trade Fair**. At the same time, vegan products are becoming more readily available and very often such ideas stem from individuals' worldview, including the awareness of the need to reduce our carbon footprint, advocating animal wellbeing and improving the health of consumers themselves. On the other hand, there is a trend that consists in **shifting away from single-use products**. It includes doing away with plastic straws and other disposable products, with retailers such as IKEA spearheading the efforts. Consumers are increasingly more affected by images of polluted oceans, gigantic floating islands of waste and fish ingesting plastics.

A thrifty and environmentally-friendly lifestyle is also starting to be reflected in the world of fashion. There is more and more talk of **sustainable and ethical fashion**. **The Fashion Revolution in Poland** has been around for five years, and an expert in the field, **Marta Karwacka, PhD, was named among the "Best of the Best" by the lifestyle magazine Elle**.

Thanks to the engagement of the Ministry of Investment and Development and the Ministry of Entrepreneurship and Technology, working in partnership with businesses and non-governmental organizations, including the Responsible Business Forum, 2018 also saw the publication of the Polish version of **"OECD Due Diligence Guidelines for Responsible Supply Chains in the Garment and Footwear Sector"**.

Experts from various sectors are looking for a possibility to change the effective rules and consumers' habits in waste (which is increasingly often described as a resource rather than litter) management. Innovative solutions which make it possible to reconcile environmental, economic and social goals as a response to climate challenges **are within the field of interest of not only start-ups, but big businesses as well**.

III. NON-FINANCIAL REPORTING

The first signs of change were noticed in 2017, when a record number of 44 reports were submitted in the "Social Reports" competition, organised by the Responsible Business Forum and **Deloitte**. 2018 was marked by further increase (49 reports), although it was not as significant as expected. However, as many as 22 companies entered into the competition were first-time participants. Of course, this number constitutes only a small fraction of all reports. A full review of the implementation of the EU Directive is complicated by the lack of a single set of reports, as well as by the great degree of liberty in terms of publication structure left to companies. This makes it difficult to compare the data. One thing is certain – the new obligation will contribute to greater transparency in business and CSR with each passing year. General trends show that we can expect more importance being attached by stakeholders to the publication of good quality data about climate issues, including the manner of calculation of greenhouse gas emissions throughout the supply chain.

Another novelty is the emergence of online tools for collecting non-financial data, such as **SMART CSR** or **Diaphane Software** applications.

IV. DIVERSITY MANAGEMENT

It is difficult to list all the important events related to the 100th anniversary of women's suffrage in Poland. Conferences, debates, publications and stage shows were held across Poland all through the year. On the one hand, they rekindled the memory of the role of women in Polish history and of their accomplishments, while on the other they presented an overview of the still relevant challenges in the context of gender equality, also in the labour market.

This was also the theme of the event held at the Polin Museum of the History of Polish Jews: **"100 years of women's suffrage". WORK, FAMILY, DEVELOPMENT – prospects for equal opportunities** backed jointly by the **Diversity Charter and the Diversity Congress**.

The **100th Anniversary of Women's Suffrage Gala, prepared by the Women's Congress Association, the City of Gdańsk and the European Solidarity Centre**, as well as the conference entitled: **"Unfinished emancipation? 100 years of women's suffrage"**, organized by the Commissioner for Human Rights at **SWPS University**, could be seen as a sort of grand finale of the year of women. Sadly, the results of many studies show how much we still have left to do when it comes to equal opportunities, also at work. This is what gives special meaning to such initiatives as the **Champions of Change Club of the Sukces Pisany Szminką Foundation and the Australian Embassy**, which supports women and diversity in business, bringing together presidents of large Polish companies.

There are two more initiatives, both concerning the rights of the LGBT+ community, that must be mentioned when summarizing diversity management in 2018. **The indestructible rainbow in Plac Zbawiciela in Warsaw**, an event organized by **Ben & Jerry** and the **Miłość Nie Wyklucza Association**, has showcased the strength of collaboration between commercial brands and non-governmental organization, reaching millions of recipients with a single initiative. The other project, although less spectacular, was no less important – the **LGBT+ Diamonds** is an award initiated by the **Royal Bank of Scotland in Poland**, in cooperation with the Diversity Charter, for champions of equal opportunities for the LGBT+ community. It is the first business initiative in Poland which may help to support members of the community in the workplace (and elsewhere).

V. CONFERENCES AND RANKING LISTS

Warsaw plays host to many conferences and debates about responsibility, ethics and sustainable development. The **Ministry of Investment and Innovations and the Ministry of Entrepreneurship and Technology, with its Team for Sustainable Development and Corporate Social Responsibility, reactivated in 2018**, are both very active. The events are becoming more and more interesting and are often international, one example being the conference: "Responsible Business – Responsible Development. Due diligence in the supply chain. Standards and practice" or the "Asia-Europe Environment Forum".

The **"Nienieodpowiedzialni"** conference, whose sixth edition was held last year, always offers great value.

Locations outside Warsaw should not be overlooked on the CSR map of Poland, with highlights such as the annual conference of the **University of Economics in Wrocław** and the IV International conference **Contributing to sustainable development. CSR Trends at the University of Łódź**.

Gdańsk is an equally strong centre, hosting series of meetings for CSR practitioners and enthusiasts – **CSR.WARTO(ści)!**. Another traditional event in the Trójmiasto area is the **Development Initiation Forum** – the greatest meeting in Pomerania revolving around intersectoral cooperation, corporate social responsibility and sustainable development.

New editions of CSR rankings and competitions are also emerging.

The **12th edition of the Ranking of Responsible Companies organized since 2018 by Koźniński Business Hub**, besides the

annual evaluation of the quality of corporate social responsibility management in major companies, also introduced a certain novelty. It is the **Positive Impact Start-upList**, which includes several dozen organizations whose operations generate both economic and social benefits; innovative business models are also becoming more visible in Poland.

The **seventh POLITYKA CSR Leaves competition** looked at: the comprehensiveness and measurability of goals and effects of activities, partnership with other organizations and institutions, as well as real contribution into the achievement of selected SDGs. The CSR Leaves ranking in 2018 was also accompanied by a review of the practices that have supported the achievement of the six Sustainable Development Goals referred to as accelerators for Poland. The 10 best projects were selected, including some which relied on new technologies, not only in educational ventures.

VI. HISTORY

A round anniversary calls for special celebrations. Two exceptional publications were thus published last year. The Institute for Studies of Democracy and Private Enterprises, as part of its "Independent" program, prepared a publication titled: "Corporate Social Responsibility on the centenary of Poland's independence. The contribution of ethical companies into strengthening Polish economic sovereignty" and the Responsible Business Forum published a historical report entitled "Responsible Business in Poland 1918-1939. Good Practices" focusing on the roots of CSR in Poland.

Asever, we would like to express our special gratitude to those who have helped us to prepare this summary. They are: Beata Faracik, Katarzyna Jędrzejewska, Danuta Kędzierska, Kinga Krystosiak, Magdalena Mitraszewska, Magdalena Rojek-Nowosielska, Agata Rudnicka-Reichel, Iwona Sąg, Joanna Skatuba, Marcin Tischner and Jowita Twardowska. Thank you very much!



Dominika Bettman
PRESIDENT
OF THE RESPONSIBLE
BUSINESS FORUM,
CEO OF SIEMENS
POLSKA

What is the role of contemporary business leaders?

The modern world requires wise, responsible and sustainable leadership and leaders capable of contributing to shaping the world around us. Pinpointing who a leader is and what skills they need is extremely helpful in defining their role.

I am increasingly more convinced that at the time of advancing technological and sociological changes, as well as extreme diversity on many levels, today's leaders must be very cosmopolitan and take on the role of an internal and external integrator. One of the key characteristics of such leaders is skilful management of the diversity of organizations, areas and cultures. We are currently witnessing a crisis of the traditional leadership model based on a hierarchical pyramid which is increasingly often superseded by inclusive leadership. This, in turn, has a significant impact on company management and structures, as a hierarchical structure based on specifically allocated functions and responsibility is becoming obsolete. We can see increasing multi-tasking (holding multiple functions, the blending of disciplines and exchange of information), which now provides the basis for social co-existence, as well as, understandably, joint work at a company.

The importance of attitudes and "soft" skills is growing. We are approaching a value-based model, where what matters is that a leader is able to build a platform of rapport, fulfil the role of a mentor and be an inspirational and inclusive figure. In the hierarchical model, a leader is at the top of the pyramid and has access to information and knowledge which is hidden from the rest. I think that if someone now tries to build their position according to this model, they are making a fundamental mistake, not only professionally, but also personally. One of the decisive characteristics of a leader and the most important

rule of leadership is authenticity. I would also add the ability to inspire others, making them share one's optimism and captivating them with one's vision. In the new inclusive leadership model, the most important part of being a leader is to fulfil the role of a director and co-creator.

A true leader is one that respects, appreciates and trusts their people, while at the same time giving them the freedom to act. An inclusive model is about co-creating, together with the team, a company (organization) based on values, two of which I find especially important: trust and responsibility. **Ethical conduct**, as well as consistency between words and deeds is what matters to me. Openness and frankness in relationship cannot be underestimated. When discussing the role of a leader, I would focus on several basic activities – a modern leader is a person with broad horizons, a visionary able to appreciate others and an influencer who guides them and introduces changes.

They **share their vision** in a clear and passionate way, never forgetting to listen to what others have to say. Listening and communicating are among a leader's key skills, while implementing the vision in the organization's system is a responsible role.

They are the mentor and the mentee at the same time, engaging in a continuous dialogue with their colleagues. A modern leader must be a wise, aware and responsible inspirer who knows that changes in other people result from observing the person who introduces such changes, i.e. who **sets the example**.

There is another role that a contemporary leader should fulfil: **be an expert in social issues**, not only in the context of stakeholders' needs. This requires them to build strong relationships, to identify risks and opportunities and notice that there is a value in making business more sensitive to social needs.

In an organization such as the Responsible Business Forum, we are constantly in touch with wise responsible leaders who represent companies from various business areas. What we all have in common is that we tend to perceive the world through the prism of responsibility, understood as the cause and effect. Development not only in the personal dimension but in the context of being inspirational and sharing knowledge. Translating theory into sound practice. Therefore, in April 2018 I decided to inspire others and establish the Responsible Leadership Board, which addresses the needs of professionals who deal with corporate social responsibility on a daily basis and seek support at the highest level of corporate management. The Board's purpose is to strengthen business leaders' need to promote corporate social responsibility and responsible leadership, build related awareness among the members of the Board and introduce into the public debate in Poland the voices of CEOs championing the concepts of sustainable growth and responsible business.

The Board is an embodiment of our guiding idea: "The Responsible Business Forum brings together the people who change business."



Marzena Strzelczak
RESPONSIBLE
BUSINESS FORUM

Gender equality and labour market

2018 was a year that belonged to women in Poland. It is difficult to sum up in a single article all the interesting debates and publications related to the centenary of women's suffrage, which commemorated the role of women in Polish history, as well as showcased the still relevant challenges, also in the labour market.

Women in Poland are better educated than working men and they are quite well represented (they constitute more than 40% of all staff members) up to the mid-management level. In this respect, Poland is among the leaders of European Union Member States (only in Lithuania does the share exceed 50%). Polish women are also quite enterprising (they rank seventh in Europe in this regard) and their share among start-up founders exceeds the EU average. They make up almost half of all graduates of scientific study programmes, which is important considering the development prospects of new technologies and the question whether such technologies will favour equality or, on the contrary, marginalize groups at risk of discrimination (as the new solutions will overlook their needs). In addition, 2018 also showed that local politics is an area where women's representation in public life is quite high: women accounted for more than 40% of candidates for local councillors and 18% of candidates running for the top offices – mayors, governors and heads of municipalities. These are record-high shares and a significant change since 2006 (back then, only 29% of women were interested in local politics). It is important as, according to data from the Global Gender Gap Index, the representation of women in public/political life is an area where Poland has only reached 20% of gender equality.

These were the strong points. The main weakness of the Polish job market is women's limited professional activity and a

difference of more than ten percent between the employment rates of men and women. Bringing women back to the labour market on a scale consistent with the European Union average would translate into even as much as PLN 180 billion in terms of GDP growth. Women are more likely than men to major in humanities, a specialty which is not highly rewarded by the labour market. Sectoral segregation exists and feminized sectors, such as education, healthcare, caregiving and traditional occupations, most frequently associated with women, are worse paid. There is no wage equality and although we are a model for many countries in this regard, there are sectors where the differences reach 40%. Polish women's representation in top business positions is below the EU average.

What need to be done to unleash women's potential? Examples from many countries attest to the effectiveness of systemic solutions in preventing discrimination in the labour market. For example, although Germany is among few EU countries where there is virtually no gap between higher education of men and women (the most widespread model is the one also present in Poland: more women than men hold a higher education degree), there are fewer women in mid-managerial positions than in Poland, but they are better represented in the top governing bodies of companies. Administrative regulations seem to be the most probable explanation.

Unfortunately, that is not the case in Poland and so the ability to use women's potential in the labour market largely depends on employers themselves. They rely on diversity strategies and policies, women's networks, mentoring networks, training courses and studies that show business challenges related to gender equality. Equally important are initiatives undertaken by business leaders, such as HE for SHE or Champions of Change and projects which encourage women to work in the IT industry. Finally, there is growing acceptance of flexible working hours, telecommuting and part-time work. It is important to create an infrastructure which makes it easier for women to be professionally active, including nurseries, kindergartens and more. Increasingly often, employers create such facilities. Examples from the "Responsible Business in Poland. Good practices" report can be a valuable source of inspiration.

Employers support changes, although Polish administrative solutions do not facilitate women's professional activity, to say the least, instead promoting a traditional family model. A model which, according to research, is very deeply rooted in Poland anyway. Three quarters of Polish women take advantage of longer maternity leave periods, as opposed to only several percent of men (not all of them even take advantage of the guaranteed two-week paternity leave), and only 5% of women call themselves feminists, although feminist ideas are backed by the majority. This data is not surprising considering that almost 80% of respondents in Poland believe that household and caregiving chores are largely women's responsibility. Only 44% of respondents in the EU say the same, while more than 50% strongly disagree with this statement. In Sweden, Denmark, France, Germany and Spain only a small percentage think such chores are a women's thing – most respondents say the opposite. This data most clearly shows how stereotypes and self-stereotypes can delay and limit progress towards gender equality in the labour market. Women are the largest social group suffering from discrimination – job market inequalities also spill over to other areas of life. They have important consequences for each of us, both men or women. This is also due to the fact that they put a spanner in the works of building a modern open society.



Sylwia Spurek, PhD
DEPUTY COMMISSIONER
FOR HUMAN RIGHTS*

Women in the labour market: A hundred years after winning the right to vote

We keep hearing about demographic changes and the ageing society all the time. This calls for modifications to organizations and workplace management. In this context, it is especially important to include gender equality in corporate policies and procedures. However, it is especially relevant to talk about gender equality today, as this year is special.

On 26 January we celebrated the 100th anniversary of the first election to the Legislative Sejm, called under a decree issued by Marshall Józef Piłsudski on 28 November 1918. The document expressly stated that the right to vote was awarded to every citizen, "with no regard to gender". In first election, 8 female members entered the single-chamber Legislative Sejm (1919-1922), alongside 442 men: Gabriela Balicka, Jadwiga Dziubińska, Irena Kosmowska, Maria Moczyłowska, Zofia Moraczewska, Zofia Sokolnicka, Franciszka Wilczkowiakowa and, following a subsequent by-election in 1920 – Anna Anasztazja Piasecka. I am listing all of them here for a reason. Nobody teaches us about them at school, we do not remember or even know their names, we do not celebrate that first election, although it is an important part of our history. It is important to note that equal voting rights would not have been guaranteed in the decree had it not been for the long-term struggle for women's suffrage.

It is necessary to enshrine equal rights in the law. The more precise and specific the regulations, the more effectively can they be executed. This also applies to internal policies and procedures concerning equal treatment. These policies should at the same time take into consideration such aspects as equal pay, access to training and promotion, as well as the abili-

ty to reconcile private life with work. The latter is especially significant. After all, women are still more likely than men to be working part-time and to temporarily "drop out" of the labour market, as well as to retire early. As suggested by the results of a poll commissioned by the Commissioner for Human Rights, they are still the ones who must take care of the children. We are all familiar with terms such as a "sticky floor", "glass ceiling" or "pay gap". Equal treatment policies may effectively combat such trends. As a result, they may also limit the consequences that women must suffer at an older age, when they tend to receive lower retirement pensions than men. According to latest estimates, the retirement gap may amount to even 40%.

Employers still sometimes prevent men from taking advantage of their rights related to parenthood. The fact that only a few percent of men use their corresponding paternal leave, which by definition is divided between the mother and the father, cannot be explained only by referring to men's reluctance to do so and their drive for professional self-fulfilment only. More and more men want to be parents in the full meaning of the word. The Commissioner for Human Rights has long been recommending that companies introduce solutions to enable employees to reconcile their private and professional life, such as flexible employment forms and the establishment of company nurseries or children's clubs. We also suggest specific legislative changes to be made to the structure of parental leave, by guaranteeing men an exclusive part of such leave. The lack of similar solutions leads to a situation where employers cannot fully tap into women's potential and both parents cannot fully execute their professional plans, while at the same time enjoying a fulfilling relationship with their children.

As we celebrate the 100th anniversary of women's suffrage, it is worth mentioning one more issue which has remained pending all this time – violence against women and domestic violence. Women account for 90% of all adult victims of domestic violence. In Poland, it is still a significant problem. More than 60,000 women become victims of domestic violence every year. According to studies by the EU Fundamental Rights Agency, more than 3 million women have suffered violence at the hand of their partners or family members at some point in their life. Only seemingly is that not a matter of concern for employers. Domestic violence results in unplanned absences from work, bad mental condition, physical injury, poorer productivity and limited capacity to perform work duties. In Australia, domestic violence has been estimated to cost business more than 600 million dollars per year. According to a 2017 study conducted in Belgium, 64% of respondents believe that support from the boss could reduce the impact of such violence on employees' professional life.

This is the essence of responsible business in the 21st century.

* A position held till 28.02.2019



Piotr Wierzbicki
WARSAW TOUR GUIDE

Responsible Business in interwar Warsaw

Pakulscy Brothers Jabłkowski Brothers Herse; Hiszpański; Wedel; Haberbusch & Schiele; Norblin; Schicht; Dobrolin; Lilpop, Rau & Loewenstein – these names of companies and company owners sometimes ring a bell, and sometimes – more often – they do not. They were part of the 1920s and 1930s world of our grandparents and great-grandparents living in Warsaw. The origins of the most reputable Warsaw-based companies dated back to the 19th century. Leaders of the pre-war Warsaw-based industry, commerce and services received tons of bad press during the communist times, or, in the best of cases, they were not mentioned at all. It was not the lot of leaders only, as virtually any private entrepreneur was called a bloodsucker, petty capitalist or exploiter. The truth, however, was much more complex than the black-and-white world created by the communist propaganda machine, as subtle as a sledge hammer. Of course, social problems were rife Poland, a poor country whose statehood was painstakingly being pieced together from three distinct parts. They escalated especially at the time of the global economic crisis. However, it is important to remember that the internal policies of many companies helped to locally defuse the difficult situation of their employees. A unique work ethos led to a situation where many companies boasted a family-like atmosphere, which translated into employee loyalty and greater identification with the brand. It was no coincidence that a handful of Wedel workers put their own lives and health at risk to defend their plant against looters in 1945 (although the plant was not literally theirs). I will try to describe such internal policies using selected examples of two well-known companies from quite remote industries.

A lunch break. Sales attendants let the sun warm their faces on the terrace. Mr. Zbigniew Jabłkowski approaches them and invites them to a meeting of the rowing club. Next morning at sunrise

they meet at the Vistula River marina. They get into their kayaks and motorboats tow them up to Świder. From there, they spend the whole day rowing back to Warsaw. Members of the tennis club enjoy some practice in the Agrykola park, the cycling club takes cycling trips in the surrounding area and members of the tourism club go on longer trips to the mountains („Sześć piętér luksusu”, Cezary Łazarewicz)

You could enjoy this vast sporting offer if you were one of the 650 employees of the Warsaw department store run by the Jabłkowski Brothers, located in Bracka Street (a branch in Vilnius employed 120 people in 1939). Socially responsible attitudes were especially emphasized starting from 1931, when Feliks Jabłkowski took over as the head of the company. A lot can be said about the brothers' attitude by listening to the accounts of their former employees: *They had to raise us thoroughly. They even taught us table manners in the cantina, as the young people they employed were mostly unrefined* (Eugenia Wagińska). *The Jabłkowski Brothers were quite a brand back then. They did not boss people around, they were well-mannered, friendly and everyone wanted to work for them* (Ryszard Modro).

A job at the “Haberbusch & Schiele” United Warsaw Breweries was probably as coveted as a position with the Jabłkowski Brothers, not only due to the relatively high wages, but also thanks to the socially-responsible policies of the Management Board. In the 1930s the staff could use a range of amenities, including a bathhouse, cantina, infirmary, pharmacy, loan fund, nursery, kindergarten, library and a guesthouse in Jabłonna. In the 1920s, there were around 560 employees at the company. As a result of the crisis, employment was reduced to 460 people by 1930. At the height of the crisis, the company decided to keep employees who had to support their families in full employment, while the rest were offered at least part-time jobs (four days a week for married employees and three days a week for bachelors). An employees' council was appointed to represent the staff. During the inter-war period, one strike action was organized at the company as a token of solidarity with employees of other companies – it was not caused directly by the situation at the brewery.

Thanks to Edward Schiele, an interesting anecdote was preserved about his father, member of the Management Board of the company: *It started to pour with rain. I was completely soaked. In the street, we came across the company's cargo cart drawn by Percheron horses. My nanny stopped it. She pointed to me, saying that I was the director's son. She asked the driver to turn back and take us home. The driver apologized. He said that he was carrying too much cargo. He was not allowed to carry people (...) At home, there was outrage at the driver's behaviour. The next day, my father returned home and said: “I talked to the driver. I gave him a pay rise of 10 zlotys and I promoted him”.*

Of course, the owners and board members of particular companies demonstrated diverse attitudes, they were not always as prudent and kind. However, it is worth remembering those people and brands that left people with the fondest memories, especially since their further growth was interrupted by politics, which is why they now belong to the past.



Jonathan Lynn
IPCC

Effects of Global Warming of 1,5°C

For two weeks in December 2018, Katowice was at the centre of international climate policymaking. COP24 brought some 25,000 representatives of governments, civil society and media to the Silesian city for the annual climate conference.

The main task of the negotiators was to complete the rule book for the 2015 Paris Agreement, so that the pact can come into effect in 2020.

One of the focuses of attention was the new special report by the Intergovernmental Panel on Climate Change (IPCC) on Global Warming of 1.5°C released two months before the conference, which has galvanized discussions on climate policy.

Governments invited the IPCC to prepare this report at the time they adopted the Paris Agreement in 2015. The Paris Agreement aims to maintain the increase in global temperatures to well below 2°C above pre-industrial levels while pursuing efforts to limit the increase to 1.5°C.

At that time, there was a good understanding of what a 2°C warmer world would look like, thanks to a great extent to the IPCC's Fifth Assessment Report completed in 2014, which was the main scientific input into the Paris Agreement.

But there was relatively little knowledge of a world with 1.5°C warming. Governments thus asked the IPCC to provide a report into the impacts of 1.5°C warming and related greenhouse gas emission pathways, and the differences compared to warming of 2°C or more, and to deliver this in time for the discussions at COP24 in 2018.

The IPCC accepted the invitation and framed the report in the context of sustainable development and efforts to eradicate poverty. This is highly relevant to discussions in Katowice and elsewhere about a just or fair transition, for instance how to protect workers in fossil fuel industries affected by moving away from high-carbon energy as part of policies to reduce emissions.

The IPCC is policy-relevant, not policy-prescriptive. It does not tell governments what to do or make policy recommendations for governments, businesses or individuals.

But in looking at the policy goals that the governments set themselves – in this case to limit warming to 1.5°C – the IPCC can set out options that are consistent with science for governments to choose from in line with their particular circumstances.

Let's look at the key findings of the 1.5°C Special Report:

- Climate change is already affecting people, ecosystems and livelihoods around the world;
- Limiting global warming to 1.5°C is not impossible, but it would require unprecedented transitions in all aspects of society;
- There are clear benefits to keeping warming to 1.5°C rather than 2°C or higher; and
- Limiting warming to 1.5°C can go hand in hand with achieving other world goals.

The report assesses dozens of scenarios and pathways in the scientific literature that are consistent with limiting warming to 1.5°C.

It finds that this would entail change on an unprecedented scale: deep reductions in emissions of greenhouse gases for all sectors with far-reaching transitions in energy, land, urban, industrial and infrastructure systems.

Such pathways towards limiting warming to 1.5°C indicate that carbon dioxide emissions would need to fall 45% by 2030 compared with 2010 levels, and go down to net zero around 2050. This means that any remaining emissions, for example from agriculture or transport, would need to be balanced by removing carbon dioxide from the air.

These pathways imply a steep drop in the use of fossil fuels, unless in the case of natural gas it can be associated with high volumes of carbon capture and storage.

Businesses will take their own view on whether and to what extent governments will react to the IPCC report and other information by adopting policies and regulation that limit warming to 1.5°C. The IPCC report lays out how different economic and social systems would change in these pathways, which may in turn point to business opportunities.

Transitions in the energy system compatible with limiting warming to 1.5°C would involve decarbonizing the electricity system through greater use of renewables and a reduction in coal and other fossil fuels. This reduces emissions in other sectors by allowing other energy users such as vehicles, industry and construction to be electrified. And increased energy efficiency across all sectors is a potent source of emission reduction. New energy infrastructure will be designed to be resilient to changing climate conditions.

Industry can reduce emissions through electrification and energy efficiency, and by techniques such as carbon capture and storage. Less wasteful use of materials, for instance by developing the circular economy, can also help industry reduce its carbon footprint.

Increasing urbanization and huge investments in future urban infrastructure mean that cities offer enormous potential to reduce greenhouse gas emissions. This would include developing low-carbon transport systems, smart grids for urban power and low or zero carbon buildings. Green infrastructure can improve the adaptive capacity of cities.

Changes to agricultural practices and land management, and the deployment of nature-based solutions can reduce emissions in farming while increasing the role of land as a sink for carbon, and provide adaptation benefits. This scope includes afforestation, reforestation and livestock management. Soil management to enhance carbon storage can also bring the co-benefit of improving soil quality to help crop cultivation.

The combination of general purpose technology such as IT, nanotechnology and digitalization with technologies specific to these sectors can bring promising results.

The IPCC report points to big challenges. But the reward is big. And so are the opportunities for business.



Janina Owczarek
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EXPERT

Employment of foreigners – from HR activities to CSR tasks

For the last few years, we have been witnessing a dynamic increase in immigration rates in Poland. The immigration is mainly of an economic and temporary nature, but the number of long-term and permanent residence permits issued is also growing. These processes are accompanied by a growing demand for employees with the right qualifications and by the gradual liberalization of Polish laws which govern the access of foreigners from Poland's eastern neighbours to its job market. According to data from the Ministry of the Family, Labour and Social Policy, foreigners now constitute between 2.5 and 5% of Poland's workforce. Most of them are citizens of Ukraine, but there are also more and more newcomers from outside Europe. The dynamic influx of migrants is associated with economic growth. Economic growth, in turn, is conducive to the consistently high demand for work and the record low unemployment rates which amounted to 5.9% in December 2018. At the same time, the deteriorating demographic situation and increasing emigration lead to reduced labour supply. In November 2017 the rate of emigration reached 2.5 million people.

Due to the labour shortages, about half of all companies in Poland employ foreigners and more than 80% are planning to increase their employment rates in the near future. This is confirmed by the results of a poll conducted by the International Migration Organization in the first half of 2018 on a sample of 174 companies, as well as by a report published by the Association for Legal Intervention and Konrad Adenauer Foundation. Data from the IMO shows that despite the 1.8 million issued declarations of intent to employ a foreigner, under which aliens can work in Poland for up to six months, most businesses are interested in hiring migrants for longer periods, exceeding nine months.

Therefore, such companies must face up to new challenges. These concern three interrelated stages – responsible recruitment of foreigners, their legal employment and adaptation in the workplace and in the local community.

For the recruitment of foreign citizens to be an effective and responsible process, one requires comprehensive knowledge, both about legal regulations and about cultural and linguistic differences, as well as about different education and job standards. It is of key importance to comply with international standards of ethical recruitment laid down by the International Labour Organization and the United Nations. These include respect for human rights, equal treatment, transparency of employment terms, personal data protection and the prohibition to impose recruitment charges on migrants, restrict their free movement and their right of association. They also include the prohibition to recruit migrants to replace workers on strike and the prohibition to employ people aged under eighteen. These standards should also be ensured by subcontractors and enshrined in contracts. Effective monitoring is also essential. The longer the "supply chain", the greater the challenges and the risk of standards being violated.

Businesspeople must remember that a precondition for legal employment is the foreigner's right to reside in Poland and to work on specific terms. The complex and lengthy legalization procedures, according to companies, are at odds with the situation in the Polish market and hamper business development. The next stage is the integration of foreigners and their families in their new place of work and life. Economic migrants spend most time at work and therefore the role of employers cannot be underestimated. Integration is defined as a dynamic, bidirectional, multidimensional process engaging both the migrants and the rest of society. The objective of integration is to achieve acceptance of migrants' presence in our country and their equal access to goods and services.

Companies can support this process through various activities – cultural orientation, adaptation workshops, help with the legalization of residence, language courses, intercultural communication training courses for employees and management teams, as well as promoting the value of cultural diversity.

Discrimination, xenophobia and lack of acceptance lead to feelings of rejection and exclusion. They may contribute to employees leaving the companies but also the country. Therefore, integration activities should also be directed at native residents, whose social setting changes as a result of immigration. Intersectoral cooperation is necessary for the creation and implementation of systemic solutions which favour integration. Despite the growing numbers of immigrants in Poland, there are still too few solutions being implemented on the central level.

Thanks to effective integration policies and the openness of local communities, companies could not only attract workers with relevant qualifications, but also use their full potential. This is especially important at a time of international competition for qualified workers, which is visible in the context of the forecasted outflow of Ukrainian workers from Poland to Germany.

Responsible and systemic approach to employing foreigners – from recruitment to integration – is beneficial not only for migrants and companies, but also for the society at large. The employment of foreign workers in turn favours long-term sustainable development.



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Can corporate social responsibility be profitable?

Companies' engagement in corporate social responsibility has reached an unprecedented scale. Questions about its profitability come as a natural consequence. So far, no clear answer has been found, due to insufficient knowledge of the mechanisms through which socially responsible undertakings translate into the condition and financial performance of companies.

Studies of the relationship between corporate social responsibility and companies' financial performance were initiated in the early 1970s. However, it is unlikely that a positive or negative relationship will be identified without taking into consideration two basic elements. First, socially responsible activities are quite heterogeneous and may thus have a diverse impact or affect companies' financial performance to different degrees. Considering this, socially-focused responsible activities should be distinguished from those centred around the natural environment. Second, the relationship may be mediated, i.e. socially responsible activity may have an indirect impact on financial performance by shaping a company's reputation, organizational culture, innovativeness, adaptability and relationships with stakeholders.

As regards reputation, it is important to note that key consequences of socially responsible activities include improved employee attitudes towards their employer and their jobs, which help to attract better candidates, decrease employee turnover and, in consequence, reduce the cost of recruitment and training. Socially responsible activities also translate into better reputation of the enterprise among vendors who are more likely to assume its credibility and commitment to principles of ethics and thus to accept payment terms more favourable for the enterprise. Better reputation can also impact the behaviour of

customers, who may be more willing to pay a higher price for the offered products.

Considering the organizational culture which makes part of an enterprise's competitive edge, it is reasonable to assume that corporate social responsibility may contribute to better mutual trust and effective communication, as well as to employees' improved social skills, creative thinking and morale.

Taking into consideration the innovativeness of an enterprise, it is important to note that environmental protection requirements imposed on the company from the outside or identified voluntarily in internal regulations often lead to the creation of innovative products or processes. Responsible activities in the social sphere may in turn increase employees' creativity, leading to more ideas being approved for research and development.

As regards adaptability, it needs to be emphasized that listening closely to stakeholders' expectations, as socially responsible companies do, may lead to the development of an early warning system. Companies which interact with stakeholders can more accurately and quickly anticipate changes in the market and therefore prepare better to face them, reducing their business risk. Socially responsible companies may even take action pre-emptively, assuming stakeholders' expectations, projecting risks associated with the natural environment or the society.

Socially responsible activities undoubtedly lead to a multiplication of relationships that the enterprise establishes with stakeholders, ultimately contributing to important financial benefits being achieved by its owners. Initiating long-term or repetitive activities may also help to make such relationships deeper, which is especially important with respect to major clients, representatives of the media and local authorities.

It is not difficult to notice how socially responsible activities translate directly into a company's financial results. Most of the socially responsible activities constitute an expense which can be assessed and some of them, especially those that concern environmental protection, are associated with immediate energy or production material savings. Most of the benefits of corporate social responsibility are, however, indirect and therefore, when calculating the profitability of such activities, it is important to take into consideration the reputation, organizational culture, innovativeness, adaptability, as well as relationships between the enterprise and the stakeholders.



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GLOBAL REPORTING
INITIATIVE

Transitioning from G4 Guidelines to GRI Standards: Improving and Easing the Reporting Process

Sustainability reporting allows companies large and small to better understand and publicly report on the impact of their activities on the economy, the environment and society. Close to 95% of the world's 250 largest companies engage in sustainability reporting, and 75 percent of them use GRI's sustainability reporting framework. Thousands of organizations of all sizes in more than 90 countries use the GRI framework to guide sustainability reporting, and engage with their stakeholders.

In 2016, GRI made an effort to further improve the quality of its guidelines, a change that resulted in the GRI Sustainability Reporting Standards, more commonly known as the GRI Standards. To develop these Standards, GRI followed the transparent due protocol process set by the Global Standard Setting Board (GSSB), with extensive input from a diverse set of stakeholders. This reinforces the status of the Standards as credible and robust tools, developed truly in the public interest. Moving from a de-facto standard to a formal set of standards allows GRI to be referenced more broadly by governments and market regulators around the world, which is fundamental to the adoption of the Standards worldwide and, more importantly, it will allow businesses to use the Standards to comply with regulatory demands.

The GRI Standards are based on the G4 Guidelines. All key concepts and most disclosures were carried through to the Standards, including the Reporting Principles, reporting on the management approach, and the emphasis on reporting only on topics material to the company. However, the Standards have a new format, a new modular structure, and some of the content has been rewritten for clarity.

Transitioning to a modular design instead of a consolidated structure enables GRI to update individual standards and add new ones without revising the entire set or requiring reporters to adopt an entirely new framework. With this format, the Standards can better adapt to changes in reporting practice and key international instruments, ensuring their future relevance and protecting the investments that organizations have already made to engage in meaningful sustainability reporting.

In the new format, there are three universal standards that apply to all organizations, and a set of 33 topic-specific standards that each relate to separate economic, environmental and social topics. The idea is that organizations can select and use only those topic-specific standards that are relevant based on their material topics. Standards can be added to the set in future to cover new topics.

The new format has clearer language and better distinction between requirements, recommendations and guidance. This makes it much easier for report preparers to understand which instructions are mandatory for preparing an in-accordance report and what is intended as guidance or examples. Some content has been clarified, based on feedback from G4 users, and some of the terminology has changed. For example, the Standards have moved away from indicators, and now talk of disclosure. This refers to all information which needs to be disclosed or reported on, regardless of whether it is qualitative or quantitative in nature.

Another important change is the concept of topic boundary. This is arguably one of the most challenging areas of sustainability reporting, and report preparers tend to interpret it in different ways. So the GRI Standards have sought to apply a simple and workable concept that is better aligned with key international frameworks. Topic boundary as a concept is based on the expectation that organizations disclose and take responsibility not only for effects they cause directly but also those they are contributing to or are directly linked to, for example through relationships with their suppliers or customers. This clarification aims to promote increased transparency for organizations to disclose effects beyond those they cause directly.

Finally, there are clearer instructions on how to use and reference the standards, both for preparing an in-accordance report, as well as for report preparers who want to use selected standards to report on a specific topic.

The impact of the change from G4 to Standards is expected to be relatively minor and no significant changes are expected for organizations already reporting in accordance with G4. The reporting principles, the focus on materiality and the importance of the management approach were all carried through to the Standards, and are helping make reports clearer, more comparable year on year, and incorporate the most relevant information for each individual company.



Tadeusz Ioniewicz
RESPONSIBLE
BUSINESS FORUM

Get your non-financial data ready!

In terms of social reporting, 2018 was dominated by the topic of the first year of validity of the Directive on the disclosure of extended non-financial information, introduced into Polish legislation by an amendment of the Accounting Act. It increased the importance of non-financial reporting, which will certainly continue to grow in the upcoming years.

According to Insights from the *Reporting Exchange: ESG reporting trends*¹ over the last 25 years the number of various regulations concerning obligatory or voluntary reporting on sustainable development increased more than tenfold across the world – it now approaches 2,000 and is still growing.

THE DIRECTIVE SETS THE TONE

The obligation to disclose non-financial data is important in the sense that it has made organizations decide to prepare social reports besides the statements required by law. Some of the companies that made their debut in the Social Reports Competition in 2018 stated that since they had to acquire non-financial data anyway, it was easier for them to decide to prepare a report in order to make better use of the data.

Representatives of companies, also those that prepared reports in previous years, emphasized that the topics addressed in the directive (social and employment issues, the natural environment, human rights, combating corruption and diversity management) will determine the themes that will be addressed in future reports. This mainly applies to previously non-obvious questions, such as human rights and diversity.

CLIMATE RULES

However, it is climate that is gaining in relevance as a topic for non-financial reporting. This mainly concerns information

about impact on climate change. Such information is especially important as regards energy companies, which are required to include in their risk analysis activities which may be undertaken in the upcoming years to limit emissions from fossil fuels. They can reduce the profitability of mining activity or even lead to restrictions being imposed. However, changes to energy prices and reduction across the supply chain apply to all companies. That is why it is worth leafing through the *Report on Climate-related Disclosures*², which lists sample metrics to facilitate report preparation.

INVESTORS EVALUATE

When analysing the topic of reporting, one must not overlook the broader context, important for the preparation of social reports and engaging in activities which support sustainable development. It is about stakeholders' needs. When preparing a report, their expectations should be taken into consideration. It is estimated that in 2016, responsible investments in the world accounted for 26% of professionally managed resources – in Europe, the share exceeded 50%³. The presentation of non-financial data may thus be increasingly attractive to investors, but it is also worth knowing what is interesting for them. According to *Disclose What Matters: Bridging the Gap Between Investor Needs and Company Disclosures on Sustainability*⁴ the provision of the most important and most useful information in a transparent way is more important than simply sharing a lot of information. The authors emphasize that the most fundamental thing is to use specific reporting standards, present relationships between sustainable development and organization management and demonstrate that the data is as credible as financial information.

CONSUMERS BUY

One could debate for hours whether the ESGs are also important to consumers. Let us look at what research says. The most optimistic studies conducted in the US show that when selecting a product, consumers regard companies' social and environmental activity as more important than the price⁵. Studies about Polish consumers suggest that Poles are very much aware of the human impact on climate change and show their commitment to recycling and the use of energy-saving solutions⁶. This should be taken into consideration while planning the content to be presented in the report.

¹ https://www.cdsb.net/sites/default/files/cdsb_report_1_esg.pdf [accessed on: 12 February 2019].

² https://ec.europa.eu/info/sites/info/files/business_economy_euro_banking_and_finance/documents/190110-sustainable-finance-teg-report-climate-related-disclosures_en.pdf [accessed on: 12 February 2019].

³ https://www.ussif.org/files/Publications/GSIA_Review2016.pdf [accessed on: 12 February 2019].

⁴ https://www.ceres.org/sites/default/files/reports/2018-08/Ceres_DiscloseWhatMatters_Final.pdf [accessed on: 12 February 2019].

⁵ <https://clutch.co/pr-firms/resources/how-corporate-social-responsibility-influences-buying-decisions> [accessed on: 12 February 2019].

⁶ https://globescan.com/wp-content/uploads/2018/09/IKEA-GlobeScan_Climate_Action_Report_Sept2018.pdf [accessed on: 12 February 2019].



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Non-financial reporting and millennials' views

With every passing year, more and more organizations across the globe publish their non-financial reports. Sustainable development reporting is no longer considered a pioneering initiative and companies are realizing that opting out may have a negative impact on their activities and reliability. There are mounting pressures from various stakeholder groups, including investors, to disclose non-financial data, the international community demands that companies be more transparent and governments and other regulatory authorities encourage debates and careful consideration of sustainable development and related reporting.

In some regions of the world, non-financial reports are no longer voluntary and have become a legal obligation for many companies. However, legislators allow organizations to freely select reporting standards and their forms often leave a lot of leeway in selecting the components of the report. Therefore, companies can select the data they deem relevant to be included in non-financial statements used to communicate with stakeholders. But do they really know who their stakeholders are and whether the information they present in their reports is relevant to them?

According to McKinsey & Company¹, consumers' and employees' opinions are increasingly frequently quoted as the main reason for taking action in favour of sustainable development, while research by EY² suggests that organizations are mainly motivated to publish non-financial reports by the potential to build a positive reputation among consumers. Therefore, the importance of non-financial reporting as a source of information about the non-financial activities of the company is growing.

If one assumes that a non-financial report as a type of communication has an impact on the company's operations and performance, it is worth looking into stakeholders' expectations. Globally, in terms of age, the millennials are now the largest stakeholder group (making up almost one third of all people in the world) and the most influential generation. They can directly influence the economy as leaders, employers and consumers. Although there are some regional differences among the millennials, the entire generation is in fact more uniform than the previous ones in terms of behaviour and views. This stems from advancing globalization and the ubiquity of the Internet, thanks to which people adopt similar cultural icons and lifestyle trends. This generational uniformity may help companies to select the data they should focus on in their operations and non-financial reporting.

The millennials, more than their ancestors, pay attention to the ethical treatment of people and animals, they are more committed to environmental protection and sustainable development and expect companies to be active in these areas and to engage in related dialogue.

Although the millennials support brands that reflect their views about the natural environment and sustainable development, they are also ardent advocates of transparency and are more critical about PR strategies or "greenwashing" – thanks to better global connectivity, they can quickly verify what business are actually doing and make such information available to other stakeholders.

Unfortunately, many international organizations are not fully aware of this or choose to ignore such facts. My research suggests that there are significant discrepancies between the things emphasized by large corporations in their reports and those that stakeholders from the millennial generation worldwide find important.

In non-financial reports, corporations mainly focus on presenting environmental and social data which is supposed to improve their image, while a large share of information is presented in general and vague terms. On the other hand, many issues relevant to the millennials are hardly ever touched upon in reports, such as equal pay for men and women or the procedure for filing complaints about environmental or social damage. As advocates of greater transparency, the millennials would also like companies to report on the negative aspects of their operations – this generation does not want non-financial reports to be a place where companies can just blow their own trumpet. Millennials expect to see a real image of what businesses do, they want to learn about their impact on the natural environment and on the society and they intend to be actively involved in shaping it. It is time organizations paid heed to the voice of the millennial generation – this stakeholder group already has or will soon have a significant impact on the way they do business.

¹ McKinsey & Company, *McKinsey Global Survey*, 2017.

² EY, *Is your nonfinancial performance revealing the true value of your business to investors?*, 2017.



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Whistle-blowers or how to do away with misconduct in companies

It is common knowledge that in the 21st century – a time of knowledge-based economy – information is one of the key factors which determine a company's success. It seems that besides the many types of knowledge essential for the functioning and development of a company, information about the undesirable activities at the company is equally important and may significantly influence the economic safety of a particular organization. Employees, as well as other people associated with the company, such as partners, contracting parties and customers, currently described as whistle-blowers, are among the potential sources of such information. It needs to be emphasized that whistle-blowing is a controversial topic and the way whistle-blowers are perceived depends on many factors, the most influential of which are of a historical, systemic and legislative nature.

There are reasons why whistle-blowing first arose in the United States, as this was where the most famous cases took place. The vast majority of European countries do not have regulations which would directly determine how irregularities should be reported and what the role of a whistle-blower is. However, this topic has recently been growing in relevance. Despite the lack of regulations which would clearly identify a whistle-blower's status, most of the world's countries have, to a smaller or greater degree, addressed the issue of whistle-blowing. This situation is well reflected by the research carried out by Transparency International, which focuses on exposure to corrupt activities and includes an evaluation of regulations which warrant the protection of whistle-blowers. Poland is mentioned among the most developed countries which have a relatively low degree of corruption and fairly well structured whistle-blowing regulations. In a ranking list prepared by Transparency International, Poland ranks 36th among 180 countries¹.

One of the most important aspects of whistle-blowing is to decide how it should be regulated in an organization so as to be effective in curbing undesirable activities in an enterprise. Hence, due to the practical importance of this issue, in empirical studies I looked at the awareness of employees of various ranks of the existing whistle-blowing rules and their expectations in this regard². To do that, I attempted to showcase existing practices in terms of the regulation and use of whistle-blowing in Polish enterprises, as well as the way it is perceived by stakeholders, focusing on representatives of senior management only.

A general conclusion from my research is that well-rooted social awareness of the role and importance of whistle-blowing in an organization has the greatest impact on people's attitudes towards whistle-blowing and whistle-blowers themselves. Negative social perception significantly hampers any related initiatives. Where there is social acceptance of whistle-blowing, it can develop significantly and become more effective. I believe that whistle-blowing will have a real chance to create ethical business in Poland if suitable action is taken to educate and raise social awareness in this regard.

In other words, appropriate steps must first be taken for potential whistle-blowers and the wider community to become aware that whistle-blowing is a correct strategy which does not entail any risk of sanctions. Statutes and internal regulations which determine whistle-blowing procedures and guarantee the protection of whistle-blowers all have an auxiliary nature. They are mere facilitation tools for people who attempt to draw attention to a specific negative practice. Individual readiness to become an active whistle-blower depends more on the individual's mature awareness and social acceptance of their role.

¹ *Corruption Perceptions Index 2017*, Transparency International, https://www.transparency.org/news/feature/corruption_perceptions_index_2017 [accessed on: 4 May 2018].

² The author conducted the research as part of her Executive MBA diploma dissertation entitled: "Protection of whistle-blowers as an element of building an ethical business", written under the supervision of University of Szczecin Extraordinary Professor Ewa Mazur-Wierzbicka at the Institute of Economic Studies of the Polish Academy of Sciences.



**Zbigniew
Gajewski**
ADVERTISING COUNCIL
UNION OF ASSOCIATIONS

Responsible business is committed to responsible advertising

Nobody has ever counted exactly how many product and service advertisements are published every year in Poland. Without taking minor ones into consideration, they could be counted in the tens of thousands. Advertising is everywhere. It permeates the public space and shapes the world around us. Therefore, the rules of advertising are not socially insignificant.

In Poland, there are legal regulations binding on all advertisers. They must not mislead consumers, violate the principles of fair competition or the rules of social decorum. Some industries, such as financial services and food production, must meet additional requirements intended to protect consumers. There are also certain products and services which must not be advertised at all, such as strong liquors, prescription drugs or legal assistance. Fortunately, there is a lot of room within these limits. But does it mean that anything goes?

The European marketing and advertising communication community has known for decades that abusing the freedom of speech in this area usually leads to stricter state regulations. Therefore, back in the 1930s, it voluntarily accepted certain rules which exceeded existing legal obligations, taking into consideration the public interest. The first serious self-regulation code was developed by the International Chamber of Commerce of Advertising and Marketing Practice in 1937.

The Polish marketing community started down the self-regulation pathway back in the 1990s. Today, it boasts quite a significant track record, developed further by the Advertising Council Union of Associations, established in 2006. The system relies on the best experience and standards developed by the European Advertising Standards Alliance (EASA Alliance), of which the Ad-

vertising Council is a member. Self-regulation is high on the European Union's agenda and its effects are constantly monitored by the European Commission, which annually reviews reports by EASA member organizations concerning compliance with effective self-regulation criteria.

Our members include industry associations representing three groups of advertising market players: advertisers, promoting agencies and the media, as well as companies that have signed the Advertising Code of Ethics. The Advertising Council promotes rules addressed to entrepreneurs who deal with marketing communication in Poland and to Polish entrepreneurs communicating with consumers abroad. The rules are laid down in the Advertising Code of Ethics.

The Advertising Ethics Committee is the main body tasked with enforcing the Code. It consists of 30 independent arbiters representing the entire advertising market. Their role is to examine complaints from consumers, other entrepreneurs and public institutions about specific advertising messages which they believe to be, generally speaking, unethical.

How many complaints does the Advertising Ethics Committee process? In the first years after its establishment, the Committee examined up to several thousand complaints per year, while within the last three years it looked at an average of 300 per year. However, it is not the number of complaints examined that makes consumer organizations, regulators and the advertising community itself recognize the significant leading role of the Committee in the shaping of responsible marketing communication in Poland. Rather than that, it is the effect of the Committee's resolutions published on the website of the Advertising Council. They shape the market and identify the limits of what is decent and what exceeds the scope of social responsibility in advertising.

What is its relationship to responsibility in marketing communication in the entire business sector in Poland? Most of the business community knows and accepts our standards. Violations are more likely on the part of international corporations and, somewhat more frequently, they are committed by large Polish companies.

The image of the entire community is tarnished by several industries, which engage in marketing activity which often pushes the limits of law and social decorum. Most often, their advertisements are misleading for consumers, as companies make overly optimistic claims about their products or services. In such cases, sooner or later the state will adopt new regulations, unless self-reflection and effective self-regulation takes place. In light of mounting social pressures, since early last year the Advertising Ethics Committee has been reviewing advertising messages published not only by signatories of the Advertising Code of Ethics (there are currently several hundred of them), but also by all other advertisers. As regards other advertisers, who constitute a much more numerous group, once a complaint is received from a consumer, they are always invited to use the procedure followed by signatories. 98% of them agree to that.

This high level of acceptance of the role of the Advertising Ethics Committee is, in my opinion, a clear sign of the corporate social responsibility of Polish business. We hope that the 2% of companies which reject our invitation will ultimately notice the common interest they share with the majority that respects the principles of responsible marketing communication.



Marta Górska
RESPONSIBLE
BUSINESS FORUM

#SustainHack – hacking for SDGs

New technologies have now become part and parcel of everyday life. They definitely introduce changes to our lives that we can notice on many levels. Due to their dynamic development and the implementation of technical solutions, both business and other areas of our life are constantly changing.

However, you do not always need to be a programmer to join in the process of creating new apps or functionalities. In recent years, hackathon competitions have been growing in popularity, showcasing the important value interdisciplinary teams. Creative communities are being created, consisting of programmers, graphic designers, engineers, marketing specialists, start-up experts and others, to try to come up with ideas and solutions to respond to challenges identified by companies in a particular place and at a particular time. Competition between teams and mentoring in various disciplines thematically related to the competition are of essential importance. The term "hackathon" comes from two words: "hack" and "marathon", and was first used in the 1990s.

Responding to the emerging trends, in 2018, the Responsible Business Forum organized **#SustainHack**, the first Polish event combining an interdisciplinary technology and business marathon (a hackathon) and an idea challenge event. #SustainHack was a nationwide project organized as an online challenge, which allowed people to take part in the competition regardless of their location, at the same time reducing its carbon footprint. The underlying idea behind #SustainHack was to link business challenges to the seventeen Sustainable Development Goals and add a "hacker's" perspective, i.e. curiosity and non-conventional approach to the creation of solutions based on the art of coding. This paved the way for the development



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MAIN STATISTICAL OFFICE

Programmed for Sustainable Development kodujSDG.stat.gov.pl

Providing reliable and unbiased information about the social and economic condition of the country is the mission of the Main Statistical Office (GUS). The information is used by public authorities and enterprises to take strategic decisions. Currently, an important challenge faced by all decision-makers are the Sustainable Development Goals. GUS has an essential role to play in this regard – at a national level, we are an institution responsible for reporting indices. At the same time, we take care to ensure that they are based on objective and reliable top quality data.

As a public institution we notice the need to take action to promote the SDGs. They are especially relevant where they overlap with our statutory activities – in our case, statistical education. We are committed to raising public awareness of the importance of relying on official statistical data in our time. Therefore, we have organized a programming marathon, also known as a hackathon, which we linked to the sustainable development agenda in an unconventional way. The form of this competition motivates and fires the participants' imagination, while for us, statisticians, it is an opportunity to adopt a different perspective on the surrounding world and the solutions that will help open the Office for meeting the needs of specific social groups.

We aimed to bring together people of different professional backgrounds, who are passionate about programming and data analysis – people who would be interested in solving the problems affecting the world. We ensured substantive oversight, access to data, an excellent working atmosphere and, alongside the mentors and jury, we expected to see some inspiring solutions in the form of prototype friendly web applications to get young people interested in the Sustainable

of unique ideas with attractive implementation potential. The project was implemented in cooperation with ChallengeRocket. Bank BGŻ BNP Paribas and Kompania Piwowarska were the first companies in Poland which decided to adopt a new approach by becoming partners of the competition.

In its challenge, Bank BGŻ BNP Paribas emphasized the pursuit of **SDGs number 9 and 10. The bank was looking for solutions offering equal opportunities to e.g. elderly people in accessing banking products and services at a time of advancing digitization.** The most interesting solution chosen by the jury was the Łatwo-bezpiecznie-internetowo application, which eliminates the difficulties for the elderly associated with modern technologies, hampering their use of online banking and effective implementation of such technologies in everyday life.

The challenge set by Kompania Piwowarska tied into **SDG no. 3: Ensure healthy lives and promote well-being for all at all ages.** The teams' work was expected to result in innovations that would help to limit irresponsible alcohol consumption. According to the jury, the most relevant project was Chatbot Kompan, which reminds users to drink water and eat while drinking alcohol, as well as tells them how to get back home safely.

The idea behind #SustainHack was to make participants more sensitive to the needs and propensities of other people, going beyond the basic functions of the services and products offered by companies and aligning them with the needs of a specific group. Previously passive stakeholders were invited to participate in creating new value. Without a doubt, such openness on the part of businesses is an innovation necessary to achieve the Sustainable Development Goals.

Development Goals and to encourage them to use statistical data at school, at university and at work.

The solutions developed by the teams were surprising. The winner was Statistical Technical Girls, who developed a prototype game called "El Presidente". Players take on the role of a president and must make strategic decisions based on data analysis. Invaluable assistance is offered by GUS-taw, the president's advisor, who verifies the validity of the decisions taken by the player, in keeping with the Sustainable Development Goals.

The game, available on GUS's website, serves to popularize the idea of sustainable development.



Agata Gruszecka-Tieśluk, PhD
RESPONSIBLE
BUSINESS FORUM

CSR research in 2018

2018 was a year marked by many important events, the most prominent being: the celebration of the 100th anniversary of Polish independence, women's suffrage, as well as the controversial United Nations Climate Change Conference in Katowice. Therefore, the text below features not only analyses directly related to the condition of corporate social responsibility, but also research references to the most important events in Poland and worldwide. However, it would be impossible to describe all the valuable analyses in this limited space. This text is only a subjective review of the most important 2018 studies from the CSR perspective.

ENVIRONMENTAL AWARENESS OF POLISH CITIZENS

Environmental protection and the exploration of pro-environmental solutions are among the private sector responsibilities most often mentioned by consumers and business leaders themselves (cf. *GlobeScan, Sustain Ability, The 2017 Climate Survey: Evaluating Progress on Climate Change*, 2017). However, the environmental awareness of consumers themselves leaves much to be desired, as attested to by numerous studies (e.g. Maison D., Marchlewska M., Nienieodpowiedzialni.pl commissioned by ANG Spółdzielnia, *Czy Polacy są odpowiedzialnymi konsumentami?*, 2017).

However, it seems that the emphasis placed on climate issues in the media in 2018 has made regular citizens reflect on the current environmental situation. This may be suggested by the CBOS opinion poll, according to which 84% of all Poles claim that they have knowledge about risks to the natural environment. **Respondents believe that environmental pollution is among the greatest hazards** – as many as three quarters

(75%) of them selected that answer. **Climate change ranks fourth on the list** (37% of answers). Ranked above it are: the use of chemicals and genetic modifications in food products (53%) and civilizational diseases (39%). Poverty (30%), depletion of non-renewable energy sources (18%) and growing population size (10%) were identified as less important risks.

Higher estimates are quoted in an international study by the YouGov Institute for the European Investment Bank (EIB), according to which **75% of Polish citizens are concerned about climate change**. That value is only slightly below the European Union average (78%). It is also worth adding that in most European countries, younger generation is more aware of climate change than older one. In Poland, it is the other way around: 48% of Poles aged 35-54 believe that climate change is a direct threat to humanity, while in the 18-34 age group only 34% of respondents voice such opinions; what is more: 60% of Poles claim that climate change has an adverse impact on their finances, which is probably why their 2019 new year resolutions related to climate change included recycling, less energy consumption and less waste (EIB).

SOCIALLY RESPONSIBLE BUSINESS IN 2018

Early 2018 also saw the publication of a report on the tenth edition of the *BSR Annual Survey of Sustainable Business Leaders* conducted in cooperation with GlobeScan. The publication looked at the key challenges related to sustainable development faced by 152 companies worldwide which cooperate with a BSR organisation. The leaders of the surveyed organisations identified the following five key CSR aspects: corporate coherence/ethics (76% of respondents identified this as a high priority), diversity and inclusion (71%), climate change (70%), human rights (66%) and empowering women (58%). These results are not surprising, especially considering the political and social changes, as well as environmental threats – climate change is a fact that business will also need to address. **Although the need for more effective risk (especially reputation risk) management, rather than value management, is still the key motivation for committing to sustainable development, CSR should definitively be included in the business strategy**. This is where stakeholder-involving processes and SDG guidelines, which set out the direction for CSR activities, can help.

Business may draw inspiration from initiatives launched by companies which **were named global leaders of corporate social responsibility** in the *GlobeScan SustainAbility Leaders Survey, such as Unilever, Patagonia, Interface, IKEA and Marks&Spencer*. Respondents included more than 700 experts of various ages from various countries, sectors and backgrounds. Interestingly, they ranked the private sector seventh (out of ten) among the institutions they believed to make the greatest contribution to the sustainable development agenda. Non-governmental organisations, social enterprises and inter-sectoral initiatives all were ranked higher. The experts believe that national governments and international financial institutions made the smallest contribution. Unfortunately, the study did not include more in-depth opinions, e.g. on the expectations concerning the involvement of business.

TRUST IN BUSINESS

The results of the latest *Edelman Trust Barometer* study may also serve as a direction for corporate social responsibility, as they indicate **growing trust in the private sector in most of the surveyed countries, including Poland**. Although Poles are still one of the most mistrustful nations (fifth from the bottom, i.e. three places higher than in the previous edition), 68% of Polish respondents trust employers, which makes this result 12 percentage points better than in the previous edition. In addition, on a global scale, employees are still among the most credible social groups, being trusted by 72% of respondents. In Poland, that trust is at an equally high level of 68%, having grown by 12% over the last two years.

What conclusions can business draw from this study? Firstly, thanks to effective communication, **enterprises may in a few years become reliable sources of information**, especially in the face of significantly eroding trust in the media, including the social media. Secondly, it is worth investing in communication with employees who are company ambassadors. Another good idea is employee volunteering and **work with non-governmental organizations because the level of trust Poles place in the latter is at a record high** (as compared to the previous study it soared by 6%, from 48 to 54% and is the highest in seven years).

PROFESSIONALISATION

Only a dozen or so years ago, the profession of a CSR manager was virtually non-existent and corporate social responsibility tasks were implemented by Communications, PR or HR Departments. This trend has changed, as evidenced, e.g. by the results of the *State of the Profession* (2018) study by GreenBiz Group: **on the one hand separate departments in charge of this area are established, and on the other hand sustainable professionals are increasingly often employed at other departments, such as the Supply Chain**. The study shows that CSR is indeed becoming part of companies' DNA.

It is worth adding that a new edition of the RBF study entitled "CSR Managers" will be published in 2019, making it possible to partially refer the results of this international study to the Polish context.

DIVERSITY MATTERS

In 2018 a lot of attention was paid to diversity and inclusion in the workplace. Many studies were also dedicated to this topic. They can be divided into two categories. On one hand, they show that diversity pays off and a smart employer is one knowing how to manage it skilfully. On the other hand, there are many studies which show that the global society is changing and specific expectations emerge in various social groups with respect to employers – diversity, therefore, is a fact and managing it is a necessity.

DIVERSITY MANAGEMENT PAYS OFF

The latest *Delivering through diversity* study by McKinsey & Company suggests a **positive impact of workplace diversity on the company's financial results**. It highlights a statistically significant correlation between a more diverse management team and the financial balance sheet. An overview of the study results suggests that companies with women in managerial

positions have a 21% better chance of achieving greater profitability and obtained better results 27% more often. However, according to the authors of the study, gender is not the only thing that matters. Profitability is positively influenced by culturally and ethnically diverse teams. Therefore, the surveyed organisations are still looking for ways to effectively manage diversity, so as to support their development and drive company value creation. It is worth mentioning that the study was conducted on a sample of more than one thousand organisations in 12 different countries around the world. In addition, it was supplemented by 17 in-depth case studies.

DIVERSITY MANAGEMENT IS NECESSARY...

... because the style of work is changing

The *Global Human Capital Trends* (Deloitte) study identified 10 key trends related to the broadly understood human capital. Main emphasis was placed on the **growing importance of the need for a customized approach to employees** as regards their career paths, work models which help to meet new challenges and gain new experience, as well as satisfying extra-professional needs (related to spiritual development, social activity, etc.) The employees of the future are fully aware of their needs, they pursue their passions and appreciate their private life, which currently blends with the professional life (from work-life balance to work-life blending/integration) due to the availability of tele-commuting and the presence of private life at work.

Similar conclusions were drawn by the authors of the Polish study *AKTYWNI+ Work in life, life in work* (Gumtree 2018), who believe that **for most Poles, the dividing lines between private and professional life get blurred**. The work-life integration phenomenon is no longer of a marginal nature. This is driven primarily by new technologies and the social media – we talk to our family members and do the shopping while at work. In our free time, we answer work-related emails and phone calls. On the other hand, the results indicate that most of the surveyed employers (52%) expect employees to be permanently available. This elicits diverse opinions among respondents – roughly half of them are happy about the blending of their private and professional life, while the other half (ca. 60% of the respondents) would like to see a clear division into work and leisure time.

...because the social roles of men and women are changing

This is suggested, among other sources, by the results of the *Equal Lives* study (by Business in the Community), which suggest that **men would like to be more present in their children's lives** (as many as 85% of them claim that they should be as involved in raising the children as women are) **and take more responsibility as caregivers to elderly people in their charge**. However, the current policies, social expectations and workplace solutions constitute significant barriers to achieving those goals. The surveyed men declare that they are twice as often as women expected by employers to put their professional obligations before the needs associated with their private lives. Two out of three men assure that they would eagerly take advantage of the existing family-support solutions, if it did not affect their professional situation (but they feel that cannot be guaranteed).

Interestingly, the degree to which men feel the need to be involved in childcare depends on their age. This has been shown by the international **Gender Diversity Survey** (The Boston Consulting Group) – **younger men are much more likely than their older peers to highly appreciate the importance of initiatives such as equal access to childcare leave or the ability to take care of their children.** In this respect, their opinions are much like those voiced by women, while such solutions are significantly less important to older respondents. Younger men are also more likely to declare that they will change the standards and behaviours of their teams to improve work flexibility. They are ready to reshuffle the routine meeting schedule, reconsider the division of work duties within the team and evaluate performance on the basis of results, rather than the time spent at the office. It is a clear sign for employers that family-supporting solutions should not be addressed at women only.

When discussing the changing needs and roles of men and women, it is also worth looking at Polish research. The report entitled **Contemporary Poles: new roles, new challenges** (Maison & Partners) shows that for both men and women, having a happy family is a fundamental value, although the exact shares of respondents who say so differ (53% of women, as opposed to 41% of men). The study also describes generation differences in how professional and family life is perceived. Younger women (in their thirties and forties) opt for personal development and self-fulfilment, while the older ones (55+) foreground the family. As regards men, a happy family and children are a priority for the youngest of them (more often than for younger women), while it is older respondents who tend to emphasize work more (40 year-olds). As regards professional life, there is an evident generational shift among both men and women. Social conditions cannot keep up with the changing needs. **Women who want to grow professionally still feel discriminated against and underappreciated in their jobs** (especially women aged between 25 and 34 and between 45 and 54). They are also scared of changing jobs and concerned about reconciling work and family life.

Considering the results of the above study, already today employers must try to strike a balance between the many needs of many generations in a single workplace. Diversity management is now multidimensional in nature (concerning not only gender, but also age, race, sexual orientation, etc.) and in future, it will become one of the principle challenges for employers.

FUTURE TRENDS

Finally, it is worth briefly mentioning the incipient trends are important from a CSR perspective. One of them is **robotisation**. As shown by Deloitte's international **Annual Global Robotic Survey**, more and more companies in the near future will opt for process automation relying on robots. As declared by respondents, the management teams are moving away from strategies driven by cost reduction in favour of greater productivity, better customer experience and the ability to implement automation on a larger scale. Although there are still many barriers hampering this process, from the perspective of corporate social responsibility is it worth asking oneself several key questions already today about people being replaced by machines, people being adapted to new digitized work or, ultimately, about the ethical aspects of work relying on robots and artificial intelligence.

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ORGANIZATIONAL GOVERNANCE



Ethics was the first topic addressed by the Responsible Business Forum as part of a series of themed meetings held for the Responsible Leadership Council in 2018. “Ethical conduct is based on deeply humanistic values, such as dignity, respect and development” – this is the introduction to the first recommendation developed by Presidents and members of Management Boards of RBF partner companies active in the Council. Changes to an organization should start with business ethics. “Lasting ethical foundations, reflected in the organization’s mission and values, are the necessary basis for management in accordance with the principles of corporate social responsibility,” said Dominika Bettman, President of the Responsible Business Forum.

A similar picture emerges when we analyse the good practices submitted in the area of corporate governance. Among the 83 qualified practices (46 new and 37 long-term ones), the activities of companies in the categories of ethics and compliance constitute the largest group and account for over 50% of all initiatives. The frequency of references to SDG no. 16 (“peace, justice and strong institutions”), consistent with ethical conduct, also reflects the advantage of these categories. It also evidences the importance of ethics for governance processes. This is a positive trend which was also visible in the previous editions of the Report.

This year’s ethics and compliance practices mainly concern the creation and implementation of tools and instruments that enable compliance with the principles and values upheld by the company. The proposed initiatives show the need to make employees sensitive to issues of transparency and to adopt the right attitudes in undesirable situations (activities in the workplace, connected with the 8th SDG, concern almost 30 new practices). Such activities include codes of ethics and conduct, anti-corruption codes, whistle-blow-

ing hotlines, whistle-blowing systems and procedures, as well as campaigns to raise awareness of existing regulations. The dominant number of practices in the ethics and compliance category confirms the view that strategic management should start with ethical foundations being laid down. These activities, in turn, provide the basis for such CSR activities as a dialogue with stakeholders, reporting and management, also present in the corporate governance area.

There are 17 good practices (13 new and 4 long-term ones) in the management category. As regards the practices submitted for the first time, five concern the preparation or updating of a corporate social responsibility strategy. There are also activities focused on the inside and outside of the organization, meant to familiarize stakeholders with CSR-compliance management.

In this year’s edition, reporting includes 11 practices (5 new and 6 long-term ones). Looking for new ways to present data and distinguish oneself is a clear trend among companies that are working on the report again. As stated in last year’s summary, it needs to be observed that, with few exceptions, the issue of the new directive is not reflected in the reporting category. Fewest corporate governance practices are included in the stakeholder dialogue category. Nine practices (5 new and 4 long-term ones) were qualified this year. Just as last year, the majority of meetings were held in accordance with the principles of the AA1000SES standard.

83 good practices

51 companies



HUMAN RIGHTS



This year, 39 new practices and 22 long-term practices were submitted in the area of human rights.

Just like last year, it is twice as many practices as in the previous edition of the Report. Diversity is once again the leader. Companies are increasingly more willing to use various tools to emphasize that disseminating and respecting diversity is an important value and thus to encourage their employees to take part in related initiatives.

Most practices relate to the pursuit of the following goals: no. 5 – gender equality, no. 8 – economic growth and decent work and no. 10 – “less inequality”.

Diversity practices cover various groups of employees and their various needs - from promoting and supporting the personal growth of women and supporting the LGBT community at work, through combating concealed prejudices and raising awareness of the role of language in shaping reality (inclusive language), to projects which consist in employing people with disabilities and meeting the needs of foreign employees. The diversity of the submissions made by companies and their number suggests growing awareness of this issue across organizations. This might be related with the ever more difficult employee recruitment process – to attract new hires, companies are forced to resort to more and more interesting solutions, thus creating inclusive and open workplaces.

Another large area in the human rights category belongs to good practices related to promoting and supporting women in business. Also in this area companies demonstrate substantial creativity and try to take on board various needs and expectations of their female staff members. Women are supported by means of implementing systemic activities to increase their representation in high-ranking positions, eliminate the pay gap and encourage them to participate in training

and to take on technical jobs. Mentoring programmes, conferences and meetings are organized with women in mind, to give them an opportunity to inspire one another, exchange experience and share their stories of success and self-confidence. Similar initiatives are also addressed to men returning to work after parental leave. They can participate in open-door days in the company of their children. In this way, companies seek to encourage everyone, regardless of their life situation or gender, to develop and make progress on their selected career path.

The third area with the greatest number of submissions is policies and procedures. Anti-discrimination and anti-mobbing procedures are becoming increasingly widespread. They are often accompanied by training courses for new employees and discussions, consultations and meetings with third-party experts are also held.

The initiatives attest to the ever-clearer trend of openness to diversity and to the various needs, ambitions and expectations of employees. This is inevitable in a the labour market which is trying to offer more and more to a declining number of employees. In addition, the inflow of new generations calls legacy solutions into question. Employees’ expectations are changing and employers must catch up with them.

However, it is worth emphasizing that human rights practices contribute to the creation of open and inclusive workplaces, which has a significant impact on employees’ performance, as well as on how they identify with their workplace and how loyal they are.

61 good practices

41 companies



LABOUR PRACTICES

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

Work-related practices are traditionally the most represented group in the report. In addition, this year, their number has increased by as much as 33%. Could this be related to the attempts made by employers to make their employees feel more connected to the company? For sure, this process is advancing in smartly managed enterprises. People who feel connected to an organization and better motivated are more productive and less interested in changing employers.

Most of the new examples have appeared in the area of health. Quite a few companies offer specialist health check-ups to their employees, as well as campaigns to raise awareness of potential risks. There are more practices related to various types of support for employees, aimed to encourage them to be physically active or to strike a smart balance between work and personal life. There are examples of support in combating professional burn-out and depression.

As compared to last year, there are more submissions related to opening company nurseries and kindergartens for employees' children, to help parents reconcile their personal life with work. This is essential for young parents and may actually help them to decide to return to work.

There are also certain solutions which show a very advanced approach to retaining employees at the companies. One of the important elements which contribute to enhancing employee engagement is their empowerment – a sense that they can take action and initiative and that it will be appreciated by the company. Hence the popularity of systems used to report innovations and competitions for the most active employees. There are also certain practices intended to meet employees' expectations concerning company transparency and accessibility of Management Board representatives. Some organizations have introduced the possibility for employees to talk directly to the company's President or to ask them questions through

online applications. There is also a growing number of submissions in the area of employee training and development. The ability to enhance one's competences is often a deciding factor when it comes to staying on with the company or looking for new challenges.

When improving working conditions, organizations also hope that their current employees will encourage their friends to join them. This is a win-win situation for everyone – employees recruiting others are rewarded, new employees receive credible recommendations and the employer gets a new employee.

Volunteering and safety are two topics which cannot be left out when describing employee-related practices. However, it needs to be noted that although promoting additional activity of employees still dominates as regards the number of practices, safety no longer ranks second, having been overtaken by health, and a similar number of submissions has been made in the area of training and development. Interestingly, safety training courses tend to be associated with increasingly more innovative solutions, also based on VR technologies. It seems that this interesting solution will create new opportunities to ensure safe workplaces for employees.

A confirmation of these trends can be found in the Sustainable Development Goals that companies most often refer to. Goal no. 3 was the most popular one, as a result of the implementation of health and safety programmes. Good health and quality of life. Another high-ranking goal was Goal no. 8. Economic growth and decent work. This comes as no surprise as it does include good working conditions. The third most popular goal was Goal no. 4. Good quality of education. This is the overarching objective of all projects intended for the development of knowledge and skills. It seems absolutely relevant in the light of the trends described here.

417 good practices

129 companies

THE ENVIRONMENT



In every report, the environment section is always the one with the most abundant practices and the number of related projects is growing every year. As compared to last year's edition – this year there are, respectively, 24 and 33 more long-term and new practices, i.e. 95 sample activities are continued and were described again in the publication, while 135 were included in the report for the first time.

The natural environment is a theme dominated largely by topics which received a lot of attention in 2018, both in the world of CSR and on a broader scale, in the public debate. More and more companies engage in projects intended to reduce smog, sometimes joining larger-scale campaigns and coalitions, but also initiating their own projects. Compared to last year's edition, there are noticeably more practices related to limiting the use of plastics, in the spirit of the zero waste idea. Such practices have been included in two categories – those focused on employees and changes inside companies, which were added to the list of eco-office strategies (no plastic cups in use, tap water served, etc.), while initiatives also directed at the organization's surroundings were grouped in the "zero waste" category.

We are happy to see that business is increasingly more likely to introduce circular economy solutions, which focus on curbing resource use and emphasize the need to recycle materials. Business is starting to realize the benefits to be drawn from such solutions – not only for the environment, but for purely economic reasons as well. Due to the importance of this topic and the notable increase in the number of circular economy practices, a separate category was created for them this year.

However, environmental education has remained the most numerous group of practices, just as in the past several years. Companies are eager to cooperate with non-business organizations and prepare

educational activities together, but, as evidenced by this year's submissions, they increasingly often launch such initiatives on their own, sharing the specialist knowledge of their experts, e.g. on eco-effectiveness, recycling and smog prevention.

Another group of practices is represented by pro-environmental programmes, which are long-term, strategic initiatives of organizations, intended to limit their impact on the environment. It is a very positive trend that shows that environment-related CSR initiatives are no longer limited to one-time efforts but become a fixture of business strategies. Companies adopt environmentally-friendly policies related to energy management and logistics processes, as well as ones aimed to change the products and services offered by the company, and engage many company departments, suppliers and local stakeholders.

Business development is inextricably linked to the natural environment, which is a source of raw materials, but also of challenges and problems, for example if we consider extreme weather occurrences resulting from climate change. The involvement of the business sector is necessary to respond to scientists' appeals to step up efforts to combat climate change. A clear increase in the number of environmental programmes, practices related to the improvement of effectiveness or emerging circular economy projects, coupled with less frequent one-time initiatives, show that business is starting to respond to these challenges. This lets us hope that in the upcoming years the environment will turn from a silent stakeholder to one of the most noticeable players.

235 good practices

101 companies



FAIR OPERATING PRACTICES



Fair operating practices concern ethical conduct in the company's relationships with other organizations and partners, as well as suppliers, customers and competitors.

In this year's edition of the report "Responsible business in Poland. Good Practices", the smallest number of activities were included in the area of fair operating practices. 26 new submissions were made, along with 29 long-term ones (last year, there were 23 and 25 submissions, respectively).

Companies most often choose market education activities. 13 new submissions were made in this category. The reports described meetings, among other activities, most of which were organized in series by companies for industry representatives, customers, organizations and people interested in a particular topic. The events are an opportunity not only to listen to experts and expand your knowledge, but also to engage in networking, exchange ideas and share experiences.

Organizations eagerly engage in various partnerships and coalitions aimed to develop common solutions and prepare educational materials or create Polish language versions of standards and guidelines for business. The Report also describes an education competition by Stena Recycling, which touched upon the very important and relevant topic of the circular economy.

Nine new good practices concern relationships with suppliers. The most fundamental activity in this respect is the implementation of codes which regulate such relationships. The documents concern topics such as ethics, respect for human rights, working conditions and environmental protection, and they also identify prohibited business practices. The implementation of the codes is often preceded by a dialogue with the company's suppliers. Relevant good practices fit within the

implementation of the "relatively unpopular" Sustainable Development Goal no. 16, which also concerns the establishment of fair institutions.

Events organized for suppliers (Sustainable Development Day of Coca-Cola HBC Poland, Trade Fair for the Suppliers of Polski Koncern Naftowy ORLEN) include lectures, workshops and discussions held to share knowledge and come up with ideas for new initiatives to be launched at the company.

There are interesting projects which were launched in 2018 concerning relationships with stakeholders. Three good practices were submitted by Bank BGŻ BNP, which described the ongoing monitoring of transactions and financing of companies and decided to discontinue tobacco financing. Polpharma, in turn, published its first Transparency Report.

We are delighted to see not only standard activities, such as creating codes for suppliers, but also new examples of fair operating practices being implemented.

55 good practices

38 companies

CONSUMER ISSUES



This year, 23 organisations submitted 47 new practices in the area of consumer issues. This number is greater than in the previous year, when 43 new practices from 28 companies were submitted. In addition, 29 entities submitted 50 long-term practices. As in previous years, this year's Report contains practices classified in six consumer categories: availability of products and services (21 submissions), consumer education (18 submissions), consumer aids (4 submissions) responsible consumption (2 submissions), responsible marketing (1 submission), consumer participation (1 submission).

Consumer practices together link to thirteen Sustainable Development Goals. However, four of them were most frequently implemented: Goal no. 3. Ensure healthy lives and promote well-being for all at all ages (11 submissions); Goal no. 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (12 submissions); Goal no. 11. Make cities and human settlements inclusive, safe, resilient and sustainable (13 submissions) and goal no. 12. Ensure sustainable consumption and production patterns (20 submissions). Interestingly, last year's goals were subsequently: 4, 8, 9, 11 and 12.

Last year, the most popular category in the consumer area were consumer aids, while this year's trends are the availability of products and services and consumer education. Companies take action to remove both architectural and accessibility barriers concerning their services. These are mainly addressed to groups at risk of social exclusion, to customers with disabilities and to the elderly.

In the consumer education category, an important role is played by activities intended to raise consumers' awareness of certified food products and zero waste issues. Last year, organizations emphasized simplifying the incomprehensible

language of formal documents and the preparation of clear and standardised templates for official letters; this year, they opted more for financial education and cybersecurity. The responsible consumption category was dominated by health-promotion practices.

Once again, modern technological solutions and applications play an important role in the consumer area. This category is definitely based on innovation. Unfortunately, this year is yet another one in a row with a marginal number of submission in such categories as responsible marketing or consumer participation. It remains to be hoped that these areas will also be appreciated in the coming years.

The number of practices submitted in the area of consumer issues has remained at a similar level compared to previous years. Unfortunately, this number still significantly differs from other areas presented in the report. Emphasis on health and cybersecurity, creating attitudes of conscious, sustainable consumption and taking into account the needs of consumers, especially the sensitive ones, are the directions set by business in 2018.

97 good practices

42 companies



LOCAL COMMUNITY INVOLVEMENT AND DEVELOPMENT



Community involvement and development constitutes – like every year – the largest part of the Report.

This area includes activities grouped into 16 categories: physical activity, road safety, good neighbour, charitable and philanthropic activities, adult education, child and youth education, social innovations, social campaigns, culture and the arts, socially-engaged marketing, preventive health care, entrepreneurial development, job creation and competency development, non-governmental organisations support, cooperation with universities and sustainable cities.

Traditionally, companies' charity and philanthropic practices come at the top, as well as those related to education of children and the youth - 70 and 47 practices respectively, and the least represented are social investment practices - one practice. The common topic of many submissions in 2018 was the 100th anniversary of Poland's independence, the 100th anniversary of the Wielkopolska Uprising and the 100th anniversary of women's suffrage. Companies have supported activities consisting in the organization of patriotic events, as well as those enabling participants to celebrate the centennial through sports, culture and the arts, or by becoming involved in various community projects.

Employee fundraisers, both company-led and organized or inspired by staff members, described in the submissions, are still very popular. Their beneficiaries include widely recognized nationwide campaigns, such as the Noble Package or the Grand Finale of the Great Orchestra of Christmas Charity, but also local activities or employees and their families who find themselves in a difficult situation.

The companies still admit that they find it difficult to attract employees. This year's report, more than its previous editions, showcases practices aimed to acquire employees, as well as focused on their education, skill and experience building

through professional practices and incentives to invest in themselves, in the form of scholarships and guarantees of employment after graduating from a school or university with a specific major. These themes are supplemented by activities designed for increasingly younger people, intended to encourage them to choose a specific career development path – study visits and open days in industrial facilities, patronage classes, internship opportunities, as well as broadly understood promotion of a particular profession.

While investing in new employees, employers also implement projects with current staff members in mind to help retain them – these include practices which show the support for further employee education, the development of their passions and health prevention.

In 2018, new companies started working together with the Food Banks Federation and Caritas in order to prevent food wasting and redistribute it among people in need. This year's submissions indicate that the system based on resources and the distribution network of both organizations developed last year through the practices of large retail networks proved right and will be developed further through partnerships with new entities.

Contrary to our expectations, the Report does not mention any practices concerning sustainable cities. This topic was quite extensively discussed in the media as a part of debates held in 2018 in relation to municipal elections, but this did not translate into any activities undertaken by the companies.

601 good practices

176 companies

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
1	ABC-Czepczyński						4	4	
2	Accenture Services (Accenture Operations Polska)		1	1				2	
3	Adamed Pharma	1		2	2		3	8	
4	Aflfarm Farmacja Polska			1			2	3	6
5	Agencja Reklamowa ArtGroup						4	4	
6	Agencja Rozwoju Pomorza						1	1	
7	ALDI	1	1	1	6	1	2		12
8	Alior Bank						4	4	
9	Allegro	4	1	9	5	1	6	6	26
10	Allianz Polska			1			3	3	4
11	Amica	1		8			4	4	13
12	AmRest			5			2	2	7
13	ANG Spółdzielnia	4		3	1	2	1	4	15
14	Anpharm Przedsiębiorstwo Farmaceutyczne			1					1
15	Antalis Poland				1				1
16	ANWIL			10	1	1	1	1	13
17	Aquanet	1		1	1		3	3	6
18	ArcelorMittal Poland	1		6	2		7	7	16
19	Atelie Fryzjerstwa Dariusz Mitek						1	1	1
20	Autostrada Wielkopolska						1	1	1
21	AVON COSMETICS POLSKA						4	4	4
22	AXA						1	1	1
23	Bandi Cosmetics						1	1	1
24	Bank BGŻ BNP Paribas	1	1	5	8	4	2	18	39
25	Bank Gospodarstwa Krajowego						1	1	1
26	Bank Handlowy w Warszawie (Citi Handlowy)	1	2	4	1		1	11	20
27	Bank Millennium			5	1	1	4	4	15
28	Bank Ochrony Środowiska			4	3		5	5	12
29	BASF Polska			1	1		2	2	4
30	Benefit Systems	1					2	2	3
31	BEST			4	1				5
32	BIBUS MENOS	1		2			3	3	6
33	Biuro Informacji Kredytowej						1	1	1
34	Blue City						2	2	2
35	Budimex						2	2	2
36	Canon Polska			1	1		4	4	6
37	Capgemini Polska		5	2	1		3	3	11
38	Carlsberg Polska	1		2	2		1	1	7

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
39	Carrefour	1		6	13	6	10	8	44
40	Castorama Polska			4	4			3	10
41	CCC Spółka Akcyjna	6	1	6	3	3	1	8	28
42	CEETRUS Polska			1	1				2
43	CEMEX Polska	1		4	2	1		3	11
44	Centrum Sportowo-Konferencyjne Gniewino							1	1
45	Coca-Cola HBC Polska	1		6	6	1		4	18
46	Coca-Cola Poland Services			1	2			3	6
47	Cognifide Polska			2	1			6	9
48	Compensa TU Vienna Insurance Group		1	4				2	7
49	Credit Agricole Bank Polska	2	2	8	1	1	3	6	23
50	Credit Suisse (Poland)		6	3	2			2	13
51	CSR Consulting				1	1			2
52	CSRinfo					3		2	5
53	Danone	2						1	3
54	DB CARGO POLSKA			6					6
55	De Heus			1					1
56	Dentsu Aegis Network Polska		1	9				1	11
57	DIAGEO						3		3
58	DOZAMEL			1			1	3	5
59	EACTIVE				1				1
60	Edusports Katarzyna Stolarczuk							1	1
61	Eiffage Polska Budownictwo			2					2
62	Emitel	1	1	7	2				11
63	ENERIS Ochrona Środowiska		1	1	3			3	8
64	EURO BANK				1			1	2
65	Europejski Fundusz Leasingowy			3				1	4
66	Expom			3				1	4
67	Express Car Rental							1	1
68	Fabryka Farb i Lakierów Śnieżka							2	2
69	Fabryka Komunikacji Społecznej							1	1
70	FABRYKI MEBLI „FORTE”			2					2
71	Farm Frites Poland			1	2			2	5
72	Ferrero Polska Commercial							1	1
73	Fiat Chrysler Automobiles	1		4	1			3	9
74	Fresenius Medical Care Polska							1	1
75	FRoSTA				1		2		3
76	Gdańskie Przedsiębiorstwo Energetyki Ciepłej		1	4					5

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
77	Geberit				1		1	2	
78	Go Responsible					1		1	
79	Goodbrand&Company		1				1	2	
80	Górażdże Cement			4	2		1	7	
81	Groupon Shared Services Poland; Groupon			2			1	3	
82	Grupa Agora	2	4	3	1	1	4	33	48
83	Grupa ATERIMA		1	1				3	5
84	Grupa Enea	2	1	8	2		3	17	33
85	Grupa Essilor							1	1
86	Grupa Eurocash			1		2		1	4
87	Grupa Kapitałowa LOTOS	1		5	1	1		3	11
88	Grupa Kęty			1				1	2
89	Grupa Maspex				1			6	7
90	Grupa Muszkieterów							6	6
91	Grupa Nowy Styl / NSG TM		1	1	2			1	5
92	Grupa Polsat							1	1
93	Grupa Raben	2		8	1			5	16
94	Grupa VELUX i spółki siostrzane w Polsce			2	2				4
95	Grupa Veolia w Polsce		1	3	2			6	12
96	Grupa Żywiec	1		1	1			2	5
97	GWD Concept			1	2			2	5
98	Henkel Polska		4	8	2	2		9	25
99	Hewlett Packard Enterprise Global Business Center		2	10	1			4	17
100	HIGMA SERVICE			1	1			1	3
101	Holding 1		1	3				1	5
102	Horus Innowacyjne Materiały Przemysłowe			4			1	1	6
103	IBM Polska			2				1	3
104	Idea Bank			2	2		2	1	7
105	IKEA Retail				3		3	3	9
106	ING Bank Śląski		1	10	8		4	7	30
107	Ingka Centres Polska							1	1
108	InterKadra			1	1			2	4
109	Iron Mountain Polska				1	1			2
110	Jastrzębska Spółka Węglowa				3			2	5
111	Jeronimo Martins Polska			3				6	9
112	Jet Line							1	1
113	Job Impulse		1	1					2
114	Kaufland Polska Markety							1	1

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
115	KMD							1	1
116	Kompania Piwowarska		1	5	2		1	1	10
117	Konferencja Przedsiębiorstw Finansowych w Polsce - Związek Pracodawców	1					1	1	3
118	KONTEKST			1				1	2
119	Kopalnia Soli „Wieliczka”							6	6
120	KPMG			3	1				4
121	KRUK						2		2
122	Kuehne + Nagel			4	1			1	6
123	Laboratorium Kosmetyczne Dr Irena Eris							1	1
124	Lafarge w Polsce			2	1	1		4	8
125	Leroy Merlin Polska			4	7		1	3	15
126	L'Oréal Polska				1				1
127	LPP			1	1			2	4
128	LW Bogdanka			5			1	2	8
129	Lyreco Polska	1			3	1		1	6
130	MAKRO Polska				1			2	3
131	Małopolska Agencja Rozwoju Regionalnego	2		2	1			6	11
132	mBank	2		4	1		8	8	23
133	McCormick Polska							1	1
134	McDonald's Polska				1			1	2
135	Medicover							3	3
136	MetLife							5	5
137	Międzynarodowy Port Lotniczy im. Jana Pawła II Kraków-Balice	2		3	2		2	4	13
138	Minkiewicz Urzędowski Sobolewski Torba Radcowie Prawni			1				4	5
139	Mondelēz International				3				3
140	MONIKA KLONOWSKA SZKOLENIA		1						1
141	Mostostal Warszawa			2	1	1		3	7
142	MyShop							1	1
143	Nationale-Nederlanden Towarzystwo Ubezpieczeń na Życie			1				3	4
144	Nestlé Polska							1	1
145	NSG Group			2				3	5
146	NUTRICIA Polska	2		2				2	6
147	Orange Polska	3	1	2	1	1		3	11
148	ORLEN KolTrans			1					1
149	PayU							1	1
150	Pelion			3	2			15	20

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
151	PGE Polska Grupa Energetyczna	3		6	16	1	6	16	48
152	PHILIP MORRIS POLSKA	1							1
153	PKO Bank Polski			1			1	5	7
154	PKP CARGO			2	1			1	4
155	PKP Energetyka	2		1					3
156	Polpharma	2		4	11	1		5	23
157	Polski Instytut Odszkodowań						1		1
158	Polski Koncern Naftowy ORLEN	1		2	1	1	2	6	13
159	Polskie Górnictwo Naftowe i Gazownictwo			3	3		1	9	16
160	Polskie Sieci Elektroenergetyczne							1	1
161	PRESS-SERVICE Monitoring Mediów			1					1
162	Procontent					1			1
163	Procter & Gamble DS Polska			1					1
164	Provident Polska			2				5	7
165	Przedsiębiorstwo Budowlane UNIMAX							1	1
166	Przedsiębiorstwo Inżynieryjno-Budowlane „Przem-Gri”				1				1
167	PwC	1	2	5	3	3		12	26
168	PZU	2		3			3	7	15
169	RAFAKO							1	1
170	RBS/ National Westminster Bank		1						1
171	Rekopol Organizacja Odzysku Opakowań				1				1
172	RELATIONS MARIA PAWLÓW		1						1
173	Roche Polska		1	2		1		3	7
174	Rödl & Partner		1	1				3	5
175	ROHLIG SUUS Logistics							1	1
176	Rossmann SDP							1	1
177	Roto Frank Okucia Budowlane					1		1	2
178	Sabre Polska			2	1			1	4
179	Sage			2					2
180	Samsung Electronics Polska			1				3	4
181	Sanofi			4				8	12
182	Santander Bank Polska (d. Bank Zachodni WBK)	3	2	5	2		3	11	26
183	Santander Consumer Bank			1				3	4
184	Schenker (DB Schenker)				2				2
185	Schiever Polska			1					1
186	Sela							2	2
187	Sendit							1	1

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No	Company	Number of practices in the area						Total	
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues		Community involvement and development
188	Servier Polska			1				2	3
189	Shell Polska		1						1
190	SIEMENS				1				1
191	SITECH	2	2	13	1			2	20
192	Skanska w Polsce	2		3	8	1	1	2	17
193	Sodexo Benefits and Rewards Services Polska							1	1
194	Sodexo Polska		1	1				4	6
195	Solaris Bus & Coach			2				2	4
196	Sopockie Towarzystwo Ubezpieczeń ERGO Hestia	1	1	8	5		3	6	24
197	Spectrum Brands Poland							1	1
198	Starbucks/ AmRest Coffee				1				1
199	Stena Recycling					1		1	2
200	Studio 102				1				1
201	SumiRiko Poland	1		6				5	12
202	SuperDrob	1		3					4
203	TAURON Polska Energia			5	3	1	3	10	22
204	Tesco Polska			3	4	1		7	15
205	TIM	1				1		1	3
206	TJX Poland							1	1
207	T-Mobile Polska	2	1	3		1	1	6	14
208	TOTALIZATOR SPORTOWY			1				5	6
209	Transition Technologies							2	2
210	TÜV Rheinland Polska						1		1
211	UBS Business Solutions Poland							3	3
212	Unilever Polska							3	3
213	UPS Polska							1	1
214	Urtica			2	1			2	5
215	Vilmorin Garden							1	1
216	VIVE Group				1			1	2
217	Volkswagen Motor Polska	1	1	11	3			9	25
218	Warsaw Genomics							1	1
219	Wawel				2		1	1	4
220	Wonga.pl	3		1			1		5
221	Worldline		1		1				2
222	Wosh Wosh				1			2	3
223	WSP Polska	2		2	1				5

INDEX

No	Company	Number of practices in the area						Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	
224	Wykop						1	1
225	Zakład Fotograficzny u Jarka - Jarosław Deka						3	3
226	Zakład Utylizacyjny	1			2		2	5
227	ZT „Kruszwica“				2			2
228	Związek Pracodawców Polski Przemysł Spirytusowy					1	2	3
229	Żywiec Zdrój	1		2	2			5

SUSTAINABLE DEVELOPMENT GOALS



Goal 1
41 practices

End poverty in all its forms everywhere



Goal 7
37 practices

Ensure access to affordable, reliable, sustainable and modern energy for all



Goal 13
115 practices

Urgent action to combat climate change and its impacts



Goal 2
31 practices

End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Goal 8
214 practices

Promote inclusive and sustainable economic growth, employment and decent work for all



Goal 14
8 practices

Conserve and sustainably use the oceans, seas and marine resources



Goal 3
317 practices

Ensure healthy lives and promote well-being for all at all ages



Goal 9
91 practices

Build resilient infrastructure, promote sustainable industrialization and foster innovation



Goal 15
73 practices

Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss



Goal 4
351 practices

Ensure inclusive and quality education for all and promote lifelong learning



Goal 10
91 practices

Reduce inequality within and among countries



Goal 16
39 practices

Promote just, peaceful and inclusive societies



Goal 5
23 practices

Achieve gender equality and empower all women and girls



Goal 11
122 practices

Make cities inclusive, safe, resilient and sustainable



Goal 17
43 practices

Revitalize the global partnership for sustainable development



Goal 6
18 practices

Ensure access to water and sanitation for all



Goal 12
175 practices

Ensure sustainable consumption and production

ABOUT RESPONSIBLE BUSINESS FORUM



*Business that changes the world
People who change business*

The Responsible Business Forum is the largest NGO in Poland, addressing the concept of corporate social responsibility in a comprehensive manner, with the longest tradition in Poland, operating since 2000.

The Forum is an expert organisation that initiates and partners in key activities for the Polish CSR.

We inspire business that changes the world and provide a meeting place for people who change business. We promote sustainable development.

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- ForumOdpowiedzialnegoBiznesu
- @FOB_poland
- /company/responsible-business-forum

COOPERATION WITH INTERNATIONAL ORGANISATIONS



SELECTED PUBLICATIONS

CSR-owiec

Analiza tematyczna CSR-owiec, czyli kto?

Analiza tematyczna Zarządzanie generacjami i starzejące się społeczeństwo jako szansa dla biznesu

17 WYZWAŃ DLA POLSKI – 17 ODPOWIEZI

RAPORT ODPWIEDZIALNY BIZNES W POLSCE 2018

COOPERATION IN POLAND

KONKURS Raporty Społeczne

12th edition of the CSR Reports Competition (in cooperation with Deloitte).

ranking odpowiedzialnych firm

12th Responsible Company Ranking, 2018 (organised by Koźmiński Business Hub since 2018, in partnership with Responsible Business Forum and Global Compact Network Poland). Verification is provided by Deloitte. *Gazeta Prawna* daily is the media partner of the ranking.

WYNIKI

7th edition of Listki CSR ranking (organised by POLITYKA weekly in partnership with Responsible Business Forum and Deloitte).

Co-organising working groups as part of the Team for Sustainable Development and Corporate Social Responsibility, an auxiliary body of the Ministry of Investment and Development.

ABOUT RESPONSIBLE BUSINESS FORUM

RBF IN NUMBERS / 2018



A comprehensive collaborative programme involving the RBF and companies, which contributes to spreading CSR ideas in Poland.



- 56** strategic partners
- 10** new partners in 2018
- 9** partner meetings
- 4** meetings about employee volunteering



The longest acting CSR portal in Poland. #CSRwPL

- 560 146** views
- 164 499** unique users



Obligation of the employer to actively prevent discrimination, introduce equal treatment and diversity management policy in the workplace.

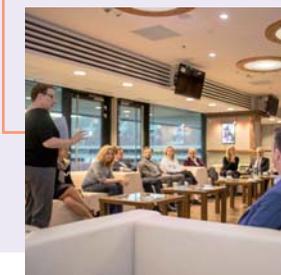


- 246** signatories
- 6th** year of diversity Charter in Poland
- A conference celebrating **100** years of women's right to vote



A new FOB initiative, which aims at initiating and carrying out activities for sustainable development and CSR, is also the task of the managers of the companies.

- 15** companies engaged



The biggest event in Poland dedicated to the corporate social responsibility. In 2018 the theme of the event was "Cooperation in business".



- 7th** edition
- 2500** visitors
- 77** exhibitors



Contest for journalists and experts writing about CSR/ sustainable development 60 applications.



- 64** applications



Training offer targeted for companies, that want to find out about CSR and sustainability.

- 20** courses



Educational programme addressed to students and with an aim of creating new innovators, managers and leaders of change.



- 20** ambassadors in 14th edition
- 4** main topics

www.responsiblebusiness.pl



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