



REPORT RESPONSIBLE BUSINESS IN POLAND

2012

English summary



RESPONSIBLE
BUSINESS
FORUM

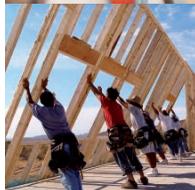


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Responsible Business Forum
ul. Szpitalna 5/5
00-031 Warszawa
tel. +48 (22) 627 18 71
tel/fax: +48 (22) 627 18 72
biuro@fob.org.pl
www.responsiblebusiness.pl

For more information about Report
mail us at: biuro@fob.org.pl

“Responsible business in Poland 2012. 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 262 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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Enterprise 2020



Report "Responsible Business in Poland 2012. Good practices" is part of the Enterprise 2020 initiative implemented by CSR Europe and cooperating partners.

Dear Readers,

The report "Responsible Business in Poland. Good Practices" (*Odpowiedzialny biznes w Polsce. Dobre praktyki*) is the most important publication of Responsible Business Forum (FOB), now issued for the 11th time. The latest report provides a broad presentation of the most important CSR events and activities as well as good practices employed by companies in Poland in 2012.

In the latest report, we continued the division of best practices into seven areas as specified in the ISO 26000 standard. From among over 300 descriptions sent in by participating companies, we selected those that best exemplify the development of CSR practice in our country. Rather than choose a winner or create a ranking, our aim was to capture a still frame of the CSR reality in Polish businesses. The articles written by various experts show the question of social responsibility from a variety of perspectives and point out to trends for the year 2013. I also recommend reading the review of scientific studies and summaries of the most interesting articles published in the Polish press last year. The timeline section presents the most important meetings, actions, campaigns and conferences of the last year in the area of CSR. In addition to the printed and electronic formats, this year you may also download the mobile version of the report.

Last year was a busy time for FOB: early in 2012 we launched the Polish Diversity Charter, which was signed at the Chancellery of the Prime Minister by 14 companies' CEOs. By the end of the year, the number of Charter signatories increased to 40. The project was run under the patronage of the Government Plenipotentiary for Equal Treatment and the Commissioner for Civil Rights Protection.

The fourth edition of CSR MarketPlace in Warsaw organised by Responsible Business Forum hosted over 70 exhibitors and several hundreds visitors. During Responsible Business Talk meetings (*Rozmowy o odpowiedzialnym biznesie*) devoted to responsible business, we debated over questions such as healthy nutrition, prospects for cooperation between business and science, sustainable design and social responsibility of the Euro 2012 Championships. We had an opportunity to listen to Wayne Visser, the special guest of the international CSR 2.0 conference. We participated in organisation of the meeting with Muhammad Yunus, the 2006 Nobel Peace Prize recipient. We issued 7 publications devoted among other things to measuring efficiency of socially responsible activities, role of marketing, consumer education, management of knowledge in the context of CSR, dialogue with stakeholders, and CSR reporting, and an additional publication presenting 15 examples of social responsibility of business in Poland. With the help of EU funding, we were able to share our CSR knowledge with small and medium size enterprises in the Silesia and Pomerania regions. We also increased our partner companies, Responsible Business League ambassadors and Facebook fans. We continued our activities as part of Work Groups at the Ministry of Economy, and our cooperation with WBCSD and CSR Europe. We also participated in preparing the Social Reports contest (*Raporty Społeczne*) and the Responsible Companies Ranking.

The year 2012 will be remembered as the year of the London Summer Olympics (organised for the first time in line with the sustainable events standard), Mars space probe's landing and Felix Baumgartner's free-fall from space. Hurricane Sandy revived discussions about climate change. Presidents Barack Obama and Francois Hollande won elections in their countries and got their chances to deal with pressing social and economic challenges. This was also the year of Syria's bloody uprising and the slow birth of democracy in Burma.

I hope that the present report will make an interesting reading and inspire you to share your views and thoughts with us.

Mirella Panek-Owsiańska
President of Responsible Business Forum

End of the world cancelled

According to the Mayan calendar records, the end of the world was allegedly going to occur in 2012. As it turned out, the records were misinterpreted and eventually the world did not end. Ironically, however, many of the last year's occurrences bore a resemblance to that ultimate event. It may be worthwhile to look closer at some of them from a CSR perspective.

Although the idea of corporate social responsibility is getting a wider recognition and better understanding in Poland, the skepticism about corporate actions, including CSR, still remains high. Unfortunately, the last year's events only deepened that skepticism as Poles witnessed several major economic scandals, which involved not just individuals but whole groups of people. The industrial salt affair, the Amber Gold scam, the revelations concerning Benedictine products manufacture and other examples of unethical behaviours of corporations painted a rather unappealing picture of the Polish business culture. Although it would be unfair to draw conclusions about the whole sector based on few unfortunate examples, the scale and complex nature of the aforementioned affairs is thought-provoking. None of the entrepreneurs behind the schemes acted alone. Their companies, products and services reached a large number of people. They were bound by the same controls and rules of accounting as other market participants. They had business partners, suppliers, clients and subcontractors. The public institutions could check their credibility, at least to some extent. Ultimately, each of the companies in questions had customers who created demands for their products and services. The managers of those companies must have completed some schools and grown up in a certain culture and community; they must have been exposed to certain values. What went wrong? Why did the company owners decide to choose profits over integrity? These are the issues that we should examine very thoroughly.

Perhaps we have been focused too much on the business as an anonymous entity instead on the entrepreneur as an individual: a person that has been brought up in a certain system of values. Perhaps, as a society, we have not created an effective ethical infrastructure. Perhaps – or even certainly – we should stop teaching people business management and economics in isolation from ethics and responsibility. We must no longer reward people for achieving success regardless of the means used to achieve it. When skeptics keep telling us about the profit as the sole goal of business, perhaps we should remind them that one of the economic consequences of the above mentioned affairs was that Poland's neighbours, in particular the Czech Republic,

introduced restrictions on imports of Polish products. The costs of lack of ethics are therefore easy to calculate.

Another theme which had a strong resonance in 2012, even though it has been present in the public debate for a long time, was the so called junk contracts. By some they are regarded as flexible forms of employment which allow employers to escape the excessive costs of labour, especially in the times of crisis; others consider them a factor that destroys the Polish labour market, in particular with regard to young people. Whatever the view, the huge scale of the phenomenon in Poland is already a fact. In the context of demographic problems, troubles with the pension system and the prevailing economic crisis, junk contracts as a form of employment fail to ensure security and equal treatment to the employees. It is difficult to tell a socially responsible company what solution it should select, because the relations between the employee and the employer may vary and do not need to be set in stone. However, in situations where junk contracts become an excuse for avoiding costs of labour, employees are devoid of some of their rights. Although the final solution goes beyond the companies themselves and requires a systemic change, we can all join forces and fight for the change, including the responsible businesses.

Leaving Poland aside, an important event of the last year was the Conference Rio+20 marking the 20th anniversary of the Rio de Janeiro summit which laid the foundations for the modern sustainable development policy. The expectations related to the event (over 500 discussion panels!) somewhat outgrew the ultimate effects. During the spectacular event (which, by the way, must have left a significant carbon footprint), new documents, commitments and declarations were produced. Will they push the world further towards sustainable development? The fact that the outcome documents were developed is a good sign, but experience teaches us that the most important things happen outside international conferences: at homes, companies and organisations, during daily contacts with people, when performing routine and often tedious tasks. Not the grand declarations but a lot of many small steps will change the world.

Last year also saw an increased number of CSR reports, both at home and abroad. Perhaps the reports will help us to stay on the right track in our pursuit towards greater transparency. The question is, however, who and how should evaluate the quality of the reported data. Who reads the reports and who should read them? At the end of last year, Elaine Cohen, the famous blogger and CSR expert, published the results of a study

conducted by a researcher team from Vienna, causing quite a stir among supporters of non-financial data reporting. The researchers looked closely at 131 out of 250 world's biggest companies from the Forbes 250 list and checked how they report labour and human rights issues. It turned out that although 86% companies declared disclosure of full labour data, only 11% actually reported it in practice. For human rights reporting the ratio was 62% to 20%, respectively. A lot of the companies had been audited and verified at the Global Reporting Initiative level, and apparently no one noticed the discrepancies earlier (such large differences could not just be a question of wrong interpretation of GRI protocols). They also skipped the attention of the stakeholders for whom such reports were prepared. So far GRI has been the most comprehensive and advanced reporting tool, but the results of the analysis raised many questions for which perhaps some answers should be found before other incomplete reports are produced.

On a more optimistic note, we should mention civic activities that manifested themselves with a unique force in 2012. The Polish society, by many suspected of apathy, was able to mobilise itself effectively in the face of important issues such as ACTA or GMO law. Perhaps not all of the participants of actions and protests had a full understanding of the complex nature of the issue - in both cases it was probably a privilege of the experts in the international law and those who have backstage insights into the global business. Nevertheless, they were able to muster the energy to fight for a case of importance for the general public. In this common mobilisation, social media were an ally: information on new actions and "news from the front" were spread with the speed of light. What was interesting, both in the case of ACTA and GMO, the main slogans displayed on banners and disseminated in form of Internet memes referred to fighting corporations. The opponents of ACTA protesting in front of the Prime Minister's office in Warsaw carried a banner with a *Stop korporacjom* ("Stop the corporations") notice. Negative feelings towards international corporations' practices are seen in the attitude of a growing number of young, socially involved people. How is business going to deal with it? This is a valid question, especially as many corporations endorse and propagate the principles of social responsibility.

Finally, a theme that might have escaped attention of the CSR experts, but nevertheless seems important. The highlight of the last year's international CSR conference in Berlin was the speech by Edward Freeman, the originator of the stakeholder theory and one of the most recognizable scientists dealing with the concept of corporate social responsibility. Freeman surprised the audience saying that CSR became part of the problem. He explained that we chose arguments to convince the business that CSR is profitable, and thus reinforce the outdated and false conviction about separate natures of economic and social issues. Rather than propose a new way of thinking, CSR adjusted to the old rhetoric, slowing down development of business and making it difficult to see new perspectives of capitalism.

The thing is that today the old division between "economic" and "social" is no longer valid – according to Freeman, this is a Western concept hardly found in other cultures. In his opinion, the new direction which we should explore is the so called Conscious Capitalism. Business thinking should be based on the assumption that the purpose of a company is to create value for itself and the surrounding, and that profit is only a by-

product of that purpose. Freeman believes that a truly socially responsible company creates value for the highest number of stakeholders possible. Early in 2013, John Mackey, CEO of Whole Foods Market, and Raj Sisodia released a book entitled "Conscious Capitalism. Liberating the heroic spirit of business". It remains to be seen whether this new-old concept brings us closer to our goal - we will write about it in our next report in a year's time.

Natalia Ćwik
Knowledge Manager
Responsible Business Forum

Rio+20

The most important result of the Conference on Sustainable Development, or Rio+20, was adoption of the outcome document in form of a political statement under a meaningful title “The future we want”, which was endorsed by heads of states, government presidents and ministers of UN member states. The statement contains evaluation of past actions and implementation of earlier commitments, and presents a vision of future actions towards sustainable development while confirming the validity of political commitments undertaken since the 1992 World Summit. Although the final outcome document was not equally satisfactory to all UN countries and political groups, the overall results of the Rio+20 Conference are positive, especially in the context of deepening global economic crisis and a generally unfavourable climate for taking up new commitments on the global forum.

An undoubtedly important element of the aforementioned statement is the decision to adopt a **ten year framework of programmes on sustainable consumption and production patterns**, negotiated during the nineteenth session of the Sustainable Development Commission in May 2011. The programmes will have a vital role in the process of redirecting both the manufacturing sphere and the social/consumer behaviours towards a greener and more sustainable path. The Conference’s outcome document also clearly underlines the importance of **corporate social responsibility (CSR)**, calling on industry and private sector to develop best practices and models for CSR, even though the participants were not able to reach a decision on development of common global action framework in that respect. A key issue for the future of the sustainable development process was the agreement to launch a process to develop a set of **Sustainable Development Goals (SDGs)**, integrated into and converged with the post 2015 development agenda.

When evaluating the results of the conference, we must not overlook an important thing: **an increased mobilisation of all non-government participants, in particular representatives of the private sector and business, financial institutions, civic society and NGOs, who participated both in the process of organisation and the Conference itself.**

Business debates, which gathered over 1,300 audience members, closed the innovative process of open consultations with business and civic society, which was initiated in April 2012. The result of those meetings was selecting 30 recommendations from the three dimensions of sustainable development, i.e. the social, economic and environmental dimension. **This was a fundamental and positive change compared to the pre-**

vious conferences in Rio and Johannesburg, which proves that the private sector has become more and more aware of its important role.

One of the many valuable initiatives announced during Rio+20 was the Green Industry Platform, launched by the United Nations Industrial Development Organisation (UNIDO). In recognition of Poland’s economic transformation and especially the dynamic economic development of the country with stabilised emissions of greenhouse gases, the Polish Minister of Environment Marcin Korolec was appointed Vice Chairman of the Board of the Green Industry Platform. Another Polish accent touch to Rio+20 was presentation of the report “Vision of sustainable development for Polish business 2050” (*Wizja zrównoważonego rozwoju dla polskiego biznesu 2050*). In this way, Poland joined the elite few countries presenting their national reports during the Rio+20 Conference.

Beata Jacewska

Under-secretary of State in the Ministry of Environment

ACTA

Protests against ACTA in Poland had a strong resonance in the world, not only because of their unprecedented scale, but because for the first time we heard the voice of the new generation, so far dubbed as devoid of ideals. As if to contradict that claim, the anti-ACTA protests were purely ideological and not controlled by any particular occupational group (a common organiser of protests in Poland). They also evaded traditional political divisions. Admittedly, a prevailing group among the protesters were young, fairly well organized right-wing activists, as shown in the study conducted by the ZARS Foundation. But when the same people tried to extend the protest agenda to other issues and change the protests into an anti-government action, they were left alone.

Anti-ACTA protests were protests of a conscious information society. This society is conscious that the legislation regulating participation in culture on a daily basis cannot be passed behind the citizens' backs, and that the Internet is not only a domain exploited by the consumption industry, but a common good and an area where users have rights as well as obligations, and are able to vindicate those rights. ACTA launched a feedback of a surprisingly strong cultural and political force.

Thousands of people walking out to the streets of Krakow, Warsaw, Wroclaw and other Polish cities were the first successful and mass act of opposition since the times of the Solidarity movement. The plans to ratify ACTA were abandoned along with the document itself, but this does not mean that the current system of exclusive rights affecting the entire sphere of communication, distribution of information and creation of cultural assets is perfect. More and more people begin to realise that fact and therefore more and more people want to change it.

This can be seen in a number of government and civic initiatives. The Modern Poland Foundation has not been a passive onlooker in these processes. Our information site *Prawo Kultury* (Right to Culture) aims at broadening general awareness of legal issues related to copyright. We publish articles, we take an active part in social consultation processes and we launch social campaigns. However, our primary focus is the language of the copyright law. We examine changes in that language, work with copyright historians and strive to work out a new language. We are convinced that the language of the current law is the language of conflict. In the media space, the discourse is dominated by words such as thieves, pirates and theft, but also censorship, invigilation and supervision. Building a compromise with such a language is an extremely difficult task.

In autumn 2012, we organised a large national conference Copy-Camp in Warsaw, where we discussed the future of copyright law with authors, users, representatives of authors' societies, media companies, lawyers, journalists, bloggers and free culture movement activists. This was the first such opportunity in Poland to listen to one another and develop a common policy for participation in culture which would take into account interests of all the milieus. The attempt to hold a debate through a formula which discourages displays of antagonism or hurling insults at others proved successful. We plan to hold the next edition of the conference this autumn and in later years as there is plenty to talk about.

At the end of 2012, we launched a social campaign "The Right to Culture" ("*Mam prawo do...*"), the purpose of which was to raise public awareness of rights provided to users by the Polish copyright law. Pursuant to that law, we are allowed to use free of charge the work (such as books, films, music etc.) that has been already disseminated for private use purposes without the permission of the author or fear of sanctions. As long as we do not share them with unknown people, we may also legally download files from the Internet without suffering a risk of an unexpected visit from balaclava-clad men. Although the campaign was met with mixed feelings, it brought a solid charge of a positive message to the debate when compared to earlier campaigns that were focused around prohibitions and moral blackmail, and had an important educational contribution.

Despite its drawbacks, the copyright law continues to provide us with a broad set of rights which reinforce the freedom of communication, development of culture and evolution of means of artistic expression. "Right" and "freedom" will be the two vogue words for 2013.

Jarosław Lipszyc
Marcin Drabek
Modern Poland Foundation

The non-existing word of the year

The contest for the most popular word of 2012 announced and ran by the University of Warsaw's Institute of the Polish Language and the Polish Language Foundation won the word "*parabank*" ("near bank"). But what is a parabank? The communication of the Financial Stability Committee, issued in August 2012 and available on the Ministry of Finance's website, defines parabanks as institutions which "are not bound by the Banking Law" and "operate outside the area covered by the supervision of the Polish Financial Supervision Authority (KNF)", but are allowed to receive funds entrusted to them by clients. According to the Polish law, that right is granted to cooperative banks, so called SKOKs (although they are already covered by KNF's supervision), and savings and loans schemes for employees.

However, the word that won the popularity poll clearly did not refer to such institutions, but to the infamous Amber Gold, to which many investors entrusted its funds. The company was supposed to buy and deposit gold on behalf of the investors. We can see that Amber Gold does not stand the test of the aforementioned definition. It is not and has never been a parabank but, as it was later revealed, a well-known (or perhaps not so well-known?) financial pyramid scheme. Why did a non-existing parabank become a symbol of 2012? Why was an illegal financial pyramid able to operate for such a long time during which it collected (and ultimately lost) so much money? And why do politicians and major financial institutions suddenly want to regulate operation of something that either does not exist or is prohibited by law? So many questions and so few answers.

Let us leave those questions to the competent authorities. What is more interesting in the context of corporate social responsibility is to find out where such dishonest "businessmen" come from and what can we do to have a more positive word of the year 2013 – a word associated with real businessmen, not the ones written in the inverted commas.

Perhaps we should ask ourselves whether we had somehow contributed to the success of such shady business, even if the success is short-lived. How often do we admire those who managed to run a business which is effective and profitable, even if not entirely honest. How often do we repeat with a thinly disguised admiration the common saying that you must steal the first million to make honest money afterwards. But no! If we start with dishonesty, we will not be able to say that we are honest ever again. If we admire and envy the crooks, sooner or later we will become their victims. We will make an "absolutely

safe" and "no risk" investment with "guaranteed profit". Indeed, we ourselves are responsible for encouraging the spiral of greed and fascination with fast profits. Let me remind you of the response that a CEO of large international bank once gave when asked by a Polish journalist whether his bank was allowed to apply its blunt measures in other countries outside Poland. The response was brutally honest: "Of course not, because only in Poland these actions can go on unpunished and are even treated as virtue". If we ourselves let such things happen, why should others respect us? Business is business, as they say.

We certainly do not want our business to look like that. That is why the activities aimed at promoting truly responsible business geared to long-term development are so important. A business where profit is an important but not the only goal. Where lasting relations are built with all stakeholders: shareholders or owners, management, employees, suppliers, clients and local communities. Where the company value is not artificially pumped up through quick and aggressive marketing activities, but is built for a long-term perspective, in line with business goals as well as ethical values. Only then will the business ethics become an asset and an added value. With such an attitude like that, perhaps sometime in the future the word of the year will be "ethical business" as a synonym of success.

Krzysztof Grabowski

*Corporate Governance Advisor
Conference of Financial Companies in Poland*

The effectiveness of diversity management

Over five and half thousand companies and public institutions have signed diversity charters in twelve countries across Europe. A diversity charter consists of a short document, voluntarily signed by a company or a public institution. It outlines the diversity measures that an organisation will undertake to promote diversity and equal opportunities in the workplace, regardless of, for example, age, disability, gender, race or ethnic origin, religion or sexual orientation.

While diversity charters have been found to be valuable starting points for companies wishing to embark upon the diversity journey they also provide a valuable framework for companies who wish to build more nuanced diversity strategies¹. The EU Diversity Charter Platform is a unique forum bringing together diversity charters across Europe with the tools, skills and structures to support enterprises to deliver effective diversity programmes². Diversity charters in Europe define diversity management as a set of mindful, contextual, proactive practices that create and sustain a work environment that draws on differences and similarities. Diversity management requires informed and skilled people to consciously and visibly apply inclusive practices to leverage diversity for the benefit of the business.

By signing a public commitment to managing diversity and participating in the learning network provided through the diversity charters, companies gain considerable benefits, internally and externally. The public commitment is an internal communication tool that has been shown to support a consistent message among all staff, at all levels and in all locations, functionally and geographically. In an increasingly global context this has become more and more important for companies. The diversity charter is also a valuable external communication tool. By publically promoting their diversity work, people in companies are gaining recognition and motivated. This in turn builds the view of the organisation as an inclusive and effective one that people want to do business with and work for. This valuable reputational asset is critical to growth in today's competitive business environments.

DIVERSITY CHARTERS AND CORPORATE RESPONSIBILITY

The signing of the diversity charter is a commitment to act, by leaders, managers and all who work in an organisation, to leverage diversity to support the growth of the company. Diversity charters are crucial in the context of an ever-increasing

emphasis on the role of corporate responsibility and human rights in business relationships. Companies by signing diversity charters are working together to review best practice, learn about and use diversity management tools that support due diligence in risk assessment across the organisation.

Diversity management is fundamental to the achievement of corporate responsibility objectives, which are multi-dimensional in nature and a core requirement of demonstrating respect⁴. (Institute for Human Rights and Business, 2011, p. 11). (European Commission, 2011, p. 7). The UN Global Compact is a policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The OECD recommend that enterprises be guided throughout their operations by the principle of equality of opportunity and treatment in employment and not discriminate with respect to employment or occupation on such grounds as race, colour, sex, religion, political opinion, national extraction or social origin, or other status (OECD, 2011, p. 35). Enterprises can only achieve this with effective diversity management programmes.

DIVERSITY CHARTERS SUPPORTING GROWTH IN BUSINESS

The diversity charters are unique in their structure and approach. They are business led. Companies come together to set-up and run them with the assistance of those with experience of delivering diversity initiatives. Charters also involve public institutions and local administration, and / or the ministry or the equality body in the country that is responsible for promoting equality. Structures are low cost and flexible to respond to the changing context in which they operate. Charters work with a range of actors for business intermediaries in order to ensure that the messages regarding the business benefits are spread as widely as possible.

Managing diversity and promoting inclusion increasingly form part of the business world's strategic agenda as a response to a more diversified society, customer base, market structure and overall business environment.

Effective diversity management is proven to produce significant benefits for the organisation in terms of recruitment and staff retention, innovation and customer engagement and for the individuals employed in terms of increased levels of job satisfaction, motivation and employee loyalty⁵. Diversity

management is not just important for large and medium sized companies, it is essential for SMEs in attracting customers and securing contracts, especially when dealing with large companies with supplier diversity policies.

It is a constant challenge to develop ways of working that utilise the full range of talent of all people in organisations, particularly in building teams that can motivate and innovate. Limited resources require sensitivity to diversity, skill in applying diversity tools in performance management and the participation of all in building a culture of inclusion to support innovation.

MEASURING THE IMPACT OF DIVERSITY PROGRAMMES

They say what gets measured gets done. Diversity can generate assets, but these are traditionally difficult to measure, not least because in business accounting methods such efforts are seen primarily in cost terms. In addition there is the time factor, the effects of good diversity management programmes take time to come to fruition. Most companies use measurements that tend factor in only 'intermediate outcomes', such as changes in workforce demographics, employee satisfaction and attitudes etc....

The limits to measurement are clear. It is difficult to measure a simple, direct "cause and effect" relationship between improving competitiveness, creating value, innovation and diversity. A lot of the benefits are "context-specific" i.e. they are particular to the strategy or market position of specific companies, or indeed are affected by national contexts, for example. Companies differ, in terms of size, strategy, sector and market position. Their diversity strategies differ, as do the costs and benefits, and diversity strategies are only one of a number of factors that contribute to improvements in performance. In its research the Chartered Institute of Personnel Development (CIPD) (Chartered Institute of Personnel and Development, 2005) report at least four main moderating or intervening variables that condition the effects of diversity:

- the nature of work tasks;
- corporate business strategy;
- diversity and organisational context; and
- diversity and context⁶.

The CIPD highlight the value of assessing and measuring to demonstrate that diversity activities "are aligned with business performance objectives". (Chartered Institute of Personnel and Development, 2005, pp. 3-16) and the CSES (Centre for Strategy and Evaluation Services, October 2003, p. 14) conclude the need for a 'model' approach with three parts:

1. PROGRAMME IMPLEMENTATION

- inputs and processes
- measure activities and costs

2. DIVERSITY OUTCOMES

- intermediate outcomes
- performance measures

3. BUSINESS BENEFITS

- impact of investment
- operational outcomes

Signatories to diversity charters are assessing the impact of their diversity activities on:

- Workforce demographics - the ability of companies to measure these changes depends on national legal restrictions on the protection of sensitive data; and
- Employment culture/working environment – the extent to which companies are used to or practiced in gauging cultural change to get an insight into the impact of measures.

They are gathering evidence such as testimonials, case studies and using surveys to gather company specific data. A working group of signatory companies from across Europe was formed through the EU Diversity Charter Platform⁷, to review the current arrangements in companies for measuring the effect of diversity policies and programmes. Their experience reveals that data is gathered in many ways in companies. Signatory companies are using a range of appropriate indicators, that are developed arising from an assessment of their diversity plans, and importantly using those that directly relate to their priority diversity objectives. The following are some examples of data that is gathered across a range of diversity dimensions:

- **Seniority structure:** the percentage of staff over all levels within the organisation;
- **Exit mechanisms:** the percentage of staff who participate in exit interviews for the company as a whole, per unit or for a period;
- **Staff turnover rate:** the percentage of people who leave, across all areas;
- **Absenteeism rate:** rates of absenteeism, accidents, strikes, releases, or unexcused absence from work, for the company as a whole, per unit or for a period;
- **Sickness rate:** are there above average sickness rates for any staff groups for the company as a whole, per unit or for a period;
- **Harassment rate:** rates of harassment for the company as a whole, per unit or for a period;
- **Education and training:** number of education and training days, for the company as a whole, per unit or for a period, accessed by a diversity of participants; the number of diversity training opportunities offered; and the diversity of attendance, relating to dimensions of diversity and level of seniority in the organisation;
- **Leadership:** the picture of leadership in the organisation; the diversity of those participating in mentoring for leadership positions; the diversity of candidates offered, selected and recruited to lead important and visible projects; and the diversity of candidates receiving appropriate leadership training for the company as a whole, per unit or for a period.

Companies also report on specifics, such as

- Number of **diversity projects** with top management acting actively or as a sponsor;
- Number of **communications** about diversity, for example speeches, newsletters, etc, memos by top management on diversity.
- Number of managers with **diversity qualifications**, how many managers are qualified and skilled in applying diversity principles to their work, across all levels of supervision in the organisation;

The evidence required is manifold, so collection methods are varied and designed to reveal progress in achievement of priorities as well as highlighting other impacts.

CONCLUSION

Diversity management requires informed and skilled people to consciously and visibly apply inclusive practices to leverage diversity for the benefit of the business. The EU Diversity Charter Platform defines diversity management in both the organisational and societal context, as an inclusive approach to the processes involved in doing business. It is about working to promote the inclusion of all people, preventing discrimination and stereotyping, corporate responsibility and business innovation and growth.

In these, as in all areas of business, it is crucial to review and assess impact. This requires decisions as to the best data collection systems, appropriate indicators and effective report-

ing mechanisms. It is only through reflection, conducting structured reviews and monitoring outcomes that we can throw light on progress achieved, improvements required, lessons learnt and assess the impact of diversity activities across the business.

Maria Hegarty

*Diversity, equality and CSR expert,
expert for the European Commission Directorate-General for
Justice Project VT 2009/005 – "Support for Voluntary Initiatives
Promoting Diversity at the Workplace across the EU"*

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¹ Focus Consultancy Ltd, European Academy of Business in Society (EABIS), Instituto Europa para la Gestión de la Diversidad (EIMD) and EIM Business & Policy Research. 2008. "Continuing the Diversity Journey Business Practices, Perspectives and Benefits". Brussels: European Commission

² http://ec.europa.eu/justice/discrimination/diversity/diversity-charters/index_en.htm

³ In June 2011, the United Nations Human Rights Council unanimously endorsed the UN Guiding Principles on Business and Human Rights,

⁴ The EU Commission has expressed its expectation that all enterprises should meet the corporate responsibility to respect human rights, as defined in the UN Guiding Principles. Accessed 14th January 2013 see <http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/human-rights/>

⁵ Monks, K. (2007) *The Business Impact for Equality and Diversity*. Dublin: The Equality Authority and the Centre for Partnership and Performance and O'Connell, P. and Russell, H. 2005. *Equality at Work? Workplace Equality Policies, Flexible Working Arrangements and the Quality of Work*. Dublin: The Equality Authority

⁶ CIPD. 2006. "Managing Diversity Measuring Success". London: CIPD. There is little evidence of measurement approaches such as diversity scorecards being applied in companies in Europe. Hubbard's (2004) diversity scorecard has six components: financial impact, diverse customer/community partnership, workforce profile, workplace climate/culture, diversity leadership commitment, and learning and growth.

⁷ http://ec.europa.eu/justice/discrimination/diversity/diversity-charters/index_en.htm

Equal treatment: a standard of good governance

The assumption of the “Equal treatment as a standard for good governance” project (*Równe traktowanie standardem dobrego rządzenia*), carried out by the office of the Government Plenipotentiary for Equal Treatment in liaison with the Warsaw School of Economics (SGH) and Krakow’s Jagiellonian University, was that the policy of equal treatment and non-discrimination has a strategic meaning for a modern state. Despite the existing legal and institutional measures, cases of discrimination are still commonly encountered. Therefore, the general goal of the project was to implement actions to prepare all levels of government administration to make and monitor law as well as develop and implement appropriate strategies which take into account the equal treatment principle. That goal is now implemented in particular by creating a national network of equal treatment coordinators in all ministry departments, the Chancellery of the President of the Council of Ministers, voivodeship offices and selected public institutions.

An important tool for implementing the anti-discrimination policy is the National Action Plan to Promote Equal Treatment (*Krajowy Program Działań na rzecz Równego Traktowania*), which is currently developed on the basis of recommendations coming from studies conducted by the Jagiellonian University and SGH, as well as the postulates put forward during expert consultations, and regional and thematic conference cycles. The document will set the goals and priorities of the Government’s actions towards equal treatment for the next five years. The studies conducted by the Jagiellonian University were focused on Poles’ attitudes towards groups vulnerable to discrimination, their prejudices and attitudes to selected controversial questions, such as in vitro fertilisation, family models, civil partnerships, and the expectations towards the government with regard to the equal treatment policy. The results of the studies concerning groups threatened with discrimination showed that the Polish men and women are aware that the problem exists. Even though few respondents expressed a subjective feeling of unequal treatment, a large number of Poles admitted having met someone who experienced discrimination at least once due to his or her gender, age, disability, ethnic origin, religion or sexual orientation.

The studies also showed that the Polish society generally approves the government taking actions to ensure equal treatment, the most approved measures being the broadly understood awareness and educational campaigns and actions, such as introduction of the subject of equal treatment to the school curriculum or organising a variety of information campaigns.

Most of the respondents (ca. 80%) are of the opinion that the activities in this area should focus on people with disabilities, people over 50 and multi-children families.

The studies conducted by SGH covered civil servants working at 16 ministry departments and the Chancellery of the Prime Minister. Due to the low number of interviewees (only 21% of the civil servants responded to the study), it is difficult to draw categorical conclusions from the study. Nevertheless, the results show that recruitment interviews where candidates are asked unacceptable questions continue to be a standing problem. Also, the overwhelming dominance of male staff in senior posts proves that there are barriers to access to certain posts for women of equal education and experience. An important issue is also the fact that female employees are rewarded less frequently than male employees. However, it must be stressed that the aim of the study was mainly to build a proper measuring tool and test it in public administration rather than in business environment as it was done before.

Apart from the studies, an important stage of the project was conducting a cycle of training seminars, during which 460 of public administration staffs had an opportunity to raise their competences related to combating discrimination in any form. Another important event was a cycle of 16 regional and 4 thematic conferences during which the results of the Jagiellonian University’s studies were presented and the resulting strategic recommendations issued; it was also an opportunity for exchanging opinions and discussions with local organisations and self-governments about discrimination problems specific to the particular region. All of the aforementioned project stages were supported by a social information campaign.

The project whose main purpose of training high-ranked civil servants at central administration (general directors and managers) had a vital contribution to promoting the equal treatment agenda among the public administration staff as well as representatives of various milieus concerned with equal treatment, such as NGO workers, lawyers and academics. After completion of the above mentioned project modules, we made 33 anti discrimination movies to serve as educational aids. Dissemination of the equal treatment principle is a key to raise social awareness and gradually eliminate discriminating behaviours from the society.

Agnieszka Kozłowska-Rajewicz
Government Plenipotentiary for Equal Treatment

Sisyphus' task

Junk contracts destroy the labour market and the future of people who have to sign them. Because we believe that this form of employment is wrong and needs to be eradicated, we decided to launch a social campaign. The campaign was addressed to young people as they are the main social group affected by the problem. We made a decision to use an aggressive language, playing on the words “*syf*” and “*Szyfyf*”. The word *syf* has a variety of negative connotations, including crap, mess or a disease, which need to be cleared or cured. *Szyfyf* is the mythical Sisyphus, a doomed hero pursuing a task that can never be completed.

First, let me explain the term “junk contract”. A junk contract is an agreement which is legal in itself but is not used in accordance with its purpose, and often against the law, usually to circumvent the labour regulations. Such an arrangement is very beneficial for the employer, but very unfavourable for employees as it deprives them of their fundamental rights resulting from the employment relationship. In the case of civil law contracts such as *umowa-zlecenie* (mandate agreement) and *umowa o dzieło* (contract for specific work), this means depriving the employees of future retirement pensions, paid holidays and sick leaves, statutory protection upon termination of the contract of employment, or health and safety measures. In the case of forced self-employment, the employee in question is not protected by the Labour Code; moreover, in the event that the employer fails to pay the employee's salary, the case cannot be brought to the labour court. Yet the problem is not the fact that such forms of employment exist. They are useful and must not be abandoned, contrary to the suggestions of some politicians. The problem is the scale of abuse of the civil law contracts which borders on pathology.

All this has resulted in creating two alternative labour market realities in Poland: one enjoying a full range of employment rights, the other devoid of such rights, even if we are talking about the same job.

We wanted our campaign to evoke certain associations in the target group: that the junk contract is not beneficial for them. We decided to use a teaser – an outdoor poster showing a silhouette of Sisyphus with a word *syf!* on it.

Another goal was to provoke a serious debate, which so far had not been taken up. The independent studies commissioned by NSZZ Solidarność and media reports showed that both goals were successfully achieved and even exceeded. We wanted to reach 10 million people and we reached over 15 million. We

were also happy with positive reviews of the campaign itself, which was very expressive and inventive. I am sure this was the best campaign of 2012: striking, visible and, most importantly, effective.

As for the problem with junk contracts, our trade union demands that junk agreements should be subject to the same charges as other forms of employment and provide employees with the same rights in terms of retirement pension schemes, paid sick leaves and the right to bring a case against a dishonest employer to the labour court. In other words, we do not want junk contracts to discriminate the proper contracts of employment due to their costs and legal status.

We must remember that for the first time in our history Poland has a funded pension scheme, in which an individual's pension allowance depends on the amount of funds accumulated in the pension account. There is no reason why even a week of my work (no matter what type of contract I sign) should not be counted towards my future pension allowance.

We have a universal social security scheme, but according to the Ministry of Finance's data, only 52% of individual tax payers pay social security contributions. With the pessimistic demographic ratios, Poland's current pension system will not last long. It is important that it should be made truly universal and common, with few exceptions from the obligation to pay social security contributions.

Today our union expects a serious discussion on the bills on subjecting junk contracts to social security contributions and on temporary work agencies. Those two bills, submitted by us in May 2012, will tighten the Polish pension scheme and discourage companies from offering junk contracts as they will become less beneficial to them. The fact that they are so advantageous to employers is the main reason for the present abuse of such contracts.

Marek Lewandowski
Spokesman for NSZZ Solidarność

Year 2012: an energy and climate outlook

Last year clearly showed that the Polish energy and climate policies are drifting. Lack of decision about Poland's energy future until 2050 is clear, and building a strategy for a shorter time perspective is pointless. Some politicians and officials suggest that we should develop in parallel energy production based on coal, nuclear power (a very costly option) and gas (especially shale gas), and on top of that we "are required" by EU to deal with the issue of energy efficiency and renewable energy at a minimum level. Experts (recently joined by the CEO of Polska Grupa Energetyczna and the Minister of State Treasury) questioned our ability to finance such an ambitious program, saying that it is impossible to finance nuclear energy development and shale gas exploration simultaneously. As a result, they were told off by the Prime Minister.

Nevertheless, if we want to continue with coal-based energy, we also have to think about the costs. Further extraction of hard coal requires uncovering new deposits, and that will further increase the price of the already expensive Polish coal. We are already importing 15 million tonnes annually of cheaper coal from Russia. What will happen next? Is this what we call building national energy security? In terms of lignite, new pits should be uncovered, too. However, the consequences will include rehousing 30 thousand people (the Legnica deposit) and incurring external costs of installing two new coal power plants of PLN 9 billion per annum, when the external costs of coal-based energy solutions already amounting to PLN 30 billion, or 2.1% of Poland's GDP. Those operations do not affect the energy prices directly, but the overall bill is paid by the Polish society as well as other countries. These are specific additional costs spent on healthcare, losses caused by absence from work etc. Does that make sense?

As far as climate protection is concerned, we are not able to get away from the coal-oriented rhetoric and look at the climate policy as a chance to build an innovative and competitive economy. This is clearly indicated by Poland's recent veto (already the third one), this time concerning the EU Energy Roadmap 2050, and the country's attempts to push through 30 large new investments based on coal fuel as part of the National Investment Plan, which were opposed by the European Commission.

The sad thing is that some political parties want to build their position based on slogans denying climate changes. This has also found favour with some of the trade unions which rather than think about the future and potential jobs in a modern energy sector, are concerned with maintaining the existing work-

places. Unfortunately, the readily available solutions to our energy problems and measures to strengthen the climate policy are clearly underestimated or perhaps torpedoed on purpose. These unwanted projects are improved energy efficiency and renewable energy sources (RES). This was clearly visible in 2012 as the government was unable to create formal grounds for introducing the white certification system, and the important directive on the energy characteristics of buildings was not even submitted to public debate. Failure to create legal framework for development of renewable energy sources (RES) is hard to explain, especially that Poland should have implemented it until 5 December 2010 as required by the appropriate directive. We are late by over two years behind, and the Ministry of Economy declarations about new dates of submitting the Renewable Energy Sources Law to the parliament sound less and less credible. Meanwhile, the renewable energy market is close to collapse. The launch of a comprehensive energy saving program, so strongly opposed by the Minister of Finance, or creating foundation for development of micro-installations in the renewable energy sector would decrease the risk of shortage of energy supplies and strengthen Poland's energy security. It would also give Polish SMEs an incentive to develop production of energy saving materials and devices, and contribute to creating jobs at local construction companies, manufacturers of renewable energy equipment and producers of heat based on renewable resources. Estimates suggest hundreds of thousands of potential jobs that can be created in a country where 27.5% young people are unemployed. The year 2012 clearly got us thinking about the best interests of Poland rather than state power and coal corporations.

dr Andrzej Kassenberg
Institute for Sustainable Development

Does the economy need GMO when Polish and European consumers do not want it?

Last year's political and social debate about GMO managed to heat up the public scene yet again. First, the environmental organisations were stirred by the news that the Polish parliament adopted the draft Seed Act during the first day of Polish EU presidency, which allowed entering genetically modified crops to the register of crop varieties. This was done despite the Polish government's "Framework position on genetically modified organisms (GMOs)" adopted in 2008, according to which "the government will be striving to maintain Poland as a GMO-free country". Moreover, the public opinion polls indicate that over 70% consumers do not want genetically modified organisms in their food. After two months of protests, in 2011 President Bronisław Komorowski vetoed the bill, calling it "a legal disaster".

In June 2012, there was another wave of discussions about GMO due to amendment of the Fodder Act, which postponed the ban on using genetically modified organisms in animal feeds effectively until 1 January 2017. It was hard to oppose the law at that point, considering that Poland is no longer self-sufficient with regard to protein feed. Subsequent postponements of the dates on which the GMO fodder ban becomes effective hardly encouraged fodder manufacturers to make attempts at replacing the transgenic soybean and corn with other products. Yet ensuring diversity of fodder components and breaking the current monopoly is in the best interest of Poland. We spend approximately PLN 3 billion each year on importing fodder to our country, and this money could have stayed in the Polish economy. Interim periods were proposed during which the market share of GMO feed would be gradually decreased in favour of domestic production of lupine, peas, field beans and non-transgenic soybeans. However, feed producers painted a gloomy picture of increasing food prices, while the politicians threatened the public with European Commission's fines, claiming that the ban on GMO violates the principle of free movement of goods provided by the accession treaty. It is true that now in Poland it is impossible to replace GMO soybean meal with other fodders without increasing the cost and lowering the efficiency of animal production, in particular slaughter poultry, eggs and swine. However, farmers are not really interested in farming the above mentioned plants even if they crops are subsidised, as the yield is rarely predictable. Fodder producers also do not seek look for the plants as they can import cheaper GMO products from other countries. Indeed, the products may be cheaper, but do they cater for ultimate and long-term social and environmental costs of chemicalisation and monopolisation of food production by seed patenting companies?

Further outbreak of discussions about GMO occurred in autumn 2012 as the Polish parliament decided to return to the already criticised draft Seed Act with a controversial provision allowing transgenic plant varieties to be entered to the register of crop varieties. Despite street protests supported by media and celebrities, the draft was passed in November 2012. Again, the government threatened the society with the European Commission's fines. The Commission itself expressed its concerns about lack of progress in implementation of the directive on the deliberate release into the environment of genetically modified organisms, and lack of crop registers and institutions to monitor and control unidentified GMO plantations, which cover ca. 3,000 hectares in Poland.

This time, the President signed the bill. However, as promised by the politicians, on 2 January 2013 the Council of Ministers adopted two regulations banning of use of seed material of genetically modified varieties of MON 810 corn and Amflora potato, which means that those plants cannot be grown in Poland.

If the ban on GMO crops and introduction of fines for illegal crops discourage farmers from buying the seed materials of GMO plant varieties, and if the State Inspectorate for Plant Health and Seed (PIORIN) successfully controls implementation of the ban, we will be able to take pride in the fact that Poland is a GMO-free country, like Europe's agricultural giants France and Germany. Joining that exclusive club, we may already emphasize that we take care of the good image of our products when promoting the Polish food in the world's markets. The decisions taken by the Polish government and parliament must be prudent and must protect the interests of our farmers and consumers, as well as the interests of our country as the exporter of high quality food. The two-year history of political wrestling with the GMO law shows the substantial power of lobbying supported by incomplete economic calculus, but also the victory of the civic society that shouted "Stop GMO!".

**Dorota Metera
Dariusz Szwed**

*The Green Institute
<http://poznajgmo.blogspot.com>*

A year of sustainable events

The year 2012 was a break-through year for the events sector in sustainable development terms. Early in the year, the Global Reporting Initiative (GRI) published the Event Organizers Sector Supplement (EOSS). Organising events in accordance with the principles of sustainable development helps deal with key issues such as transportation, energy management, recycling, reducing the amount of waste and CO₂ emissions, promoting healthy lifestyles and healthy nutrition. Every year, the demand for sustainable solutions and services from companies has been growing. Thanks to the document, event organisers will be able to better measure and report their sustainable development activities, and improve their offering of sustainable events for clients.

In the first half of 2012, the Ministry of Environment gave awards to the winners of the Green Presidency contest. The idea of the contest was to encourage public administration to organise conferences and meetings related to the Polish EU presidency in a socially responsible and resource-conscious way.

March was the month of the CSR MarketPlace 2012 event organised by Responsible Business Forum, which was the first sustainable fair and exhibition event in Poland. The event was prepared in a socially and environmentally responsible way in accordance with the BS 8901 Sustainable Events Management standard, developed in 2006 by British Standard Institution. Implementation of the standard allowed the organisers to minimise the negative environmental impact and reduce the cost of the event. At the preparation and organisation stage, levels of CO₂ emissions were measured; later, the impact of emissions was neutralised by planting trees.

In June 2012, a new standard for the event sector was published. The ISO 20121:2012 standard refers to sustainable events management and has been developed by the International Organization for Standardization on the basis of the earlier BS 8901 standard. The ISO 20121 standard helps event organisers identify and minimise potentially negative social, economic and environmental impacts and increases positive effects of events.

The first event organised in line with the new standard was the 2012 Summer Olympics. Preparations to the sustainable Olympic Games went on parallel to the work on development of the ISO 20121 standard. The London city authorities immediately favoured the idea of having the Olympic Games organised in accordance with the sustainable development principles. The

East End of London, inhabited mainly by immigrants, was chosen as the location of the Olympic town and gave the authorities a good reason to regenerate the neglected and underinvested Stratford area. Thanks to the responsible approach, the city was able to organise a sustainable event and renovate the area with a view to using all new facilities also after the Olympic Games.

CSR of the event sector was also included as a separate category in the MP Power Awards competition. The purpose of the competition is to recognise best organised events and projects, indicate places with special event potential, and award industry personalities and experts. For the first time, corporate social responsibility became a separate category in the competition – a clear sign of the growing interest in and demand for sustainable events.

Fast development of available standards and running sustainable events both by event companies and NGOs may promote and increase popularity of sustainable development in the event sector. The year 2013 will show us whether that growth trend is going to continue.

Przemysław Oczyp
CSR MarketPlace 2012 Coordinator

CSR studies in 2012

Do the largest Polish companies report their non-financial data and if yes, in what way? What is the relation between innovation and social responsibility of a company? What are the most important barriers to intersectoral cooperation? Do women on management boards improve financial results of companies? These are some of the questions to which answers were sought through a variety of studies conducted in 2012. Below we present a selection of the most important studies focused around corporate social responsibility as well as broader social, environmental and economic issues that have a significant impact on CSR.

Special attention should be drawn to three large studies conducted in the Polish market last year, which are not been included in the list below, but have been discussed in separate articles. These are: **Evaluation of the progress of implementation of CSR standards** (*Ocena stanu wdrażania standardów społecznej odpowiedzialności biznesu*) conducted for the Polish Agency for Enterprise Development (page 20); **Corporate Foundations in Poland** (*Fundacje korporacyjne w Polsce*), a report on the survey commissioned by the Polish Donors Forum (page 21); and **ESG analysis of the companies in Poland. Building company value through reporting non-financial ESG data** (*Analiza ESG spółek w Polsce. Budowanie wartości spółki poprzez raportowanie danych pozafinansowych ESG*) conducted for the Polish Association of Listed Companies (SEG), GES and Accreo Taxand (page 22).

ESG: WHAT WE DON'T KNOW ABOUT LISTED COMPANIES

The need to restore confidence in the crisis-ridden business, the European Union's efforts in that respect and growing interest in responsible investing are just a few arguments of the proponents of non-financial data reporting. However, reporting on environmental, social and governance data (the ESG data) is not yet a trend in the Polish market, as indicated among others by the results of **CentrumCSR.PL's screening study**. The study showed that although 75% of the largest Polish companies include information on non-financial aspects of their operations on their websites, the information published there is very general and selective. Only 20% of the surveyed companies publish CSR reports and only half of them do it in accordance with the recognised standards, e.g. GRI's Sustainability Reporting Guidelines.

An important stimulus to improve the situation could be pressure from analysts and investors, for example those interested

in responsible investing. However, to be able to invest responsibly, one should have access to the ESG data of companies. This is a case of a vicious circle. Perhaps an effective solution (although some might find it too crude) would be the expected future legislative pressure, for instance from the European Union, and the need to meet to the growing expectations of foreign markets. Before that happens, the thing to do is continue ESG education of companies, market analysts and investors.

RESPONSIBILITY AND INNOVATION

The buzz word of the recent few months has been innovation – innovative operations are to be a cure-all for problems caused by the economic crisis and ensure a competitive advantage and long-term growth to companies. The study **Innovation and CSR in the largest Polish companies** (*Innowacyjność a społeczna odpowiedzialność biznesu wśród największych przedsiębiorstw*) commissioned by Responsible Business Forum shows the relation between innovation and CSR in Polish companies. As many as 78% respondents agreed that CSR may be a source of innovation in a company. A strong relationship between both is also shown in the responses to the question about implementation of innovation; 89% respondents admitted to having implemented certain innovations in their companies recently; the same was confirmed by 97% respondents from the group of companies that actually have a CSR strategy. The respondents also pointed out to the fact that CSR may have the biggest impact on organisation innovations in the first place, then on process and product innovations, while having the lowest impact on marketing innovations. The question is whether companies implement innovations because they have a CSR strategy, or whether it is the other way round: innovative companies implement CSR strategies. Regardless of the direction of the dependency, the important thing is that the two notions are seen as connected. The study shows that companies managed in a modern way have no shortage of innovative thinking and sense for responsibility for own actions.

INTERSECTORAL COOPERATION: A CHALLENGE WORTH TAKING

Cooperation between entities representing different sectors is one of the key factors that support achievement of sustainable goals. A few studies conducted in 2012 touched upon the issue of relations between the business and non-governmental sectors. The study conducted by Responsible Business Forum as part of the **Intersectoral cooperation for CSR in Silesia project** (*Współpraca międzysektorowa na rzecz CSR na Śląsku*) showed

the biggest barriers and benefits perceived by the private sector in the context of cooperation with NGOs. Apparently, the most important barriers were lack of time and resources (23%), unfavourable legislation (12%) and difficulties in verifying credibility of NGOs (10%). While the first two factors are independent from NGOs, the latter suggests that NGOs should carefully look into transparency of their operations. The fact that over 1/3 of the respondents (36%) admitted that they did not see any barriers to cooperation with NGOs is an optimistic sign. With regard to benefits of such cooperation, representatives of private sectors mentioned flexibility, commitment and efficient operations among other things. These elements of competitive advantage should be the focus of non-governmental organisations to build their position.

The study conducted by the Klon/Jawor Association in cooperation with Harvard Business Review and Ashoka Poland shows how the private sector's commitment to social issues is perceived by NGOs. Over 4/5 of the surveyed NGO representatives said that businesses seek involvement in CSR activities to boost their image. The second most important motivator was connected with advertising and promotion and included improving brand recognition or promoting specific products. Genuine interest in social problems, willingness to help and spend money and resources for a higher cause were quoted as the third most important reason.

The quoted studies clearly point out to barriers in intersectoral cooperation, both on the side of NGOs and the business sector. What may be even more important, they include helpful suggestions for both parties on how to overcome these barriers and how to organise common activities to make them as effective as possible.

WOMEN AT THE TOP: A CURE FOR CRISIS?

In November 2012, the European Commission adopted a legislative proposal which stipulates that by the year 2020 women are to represent 40% of members of supervisory boards of companies listed on the stock exchange (excluding SMEs). This was the effect of the campaign for increasing women's presence in governing bodies of companies in Europe, which was launched by Viviane Reding, EU Commissioner for Justice, Fundamental Rights and Citizenship. The final proposal raised a lot of discussions, in which a recurring motif was the impact of women's presence on management boards on financial performance of the companies in question.

Credit Suisse's **Gender diversity and corporate performance** study reviews financial results of 2,360 companies from all over the world during years 2005 - 2011. The study shows that those of the surveyed companies that had at least one female member on their management boards had been 26% more profitable than those with men-only management. The authors of the study identified seven factors that may explain that relationship:

- Having women as management board members does not have direct effect on the company's financial results but is a message to the market about high level of corporate governance in the company, which has an impact on investors' perception of that company.
- Gender diversity of a team (in this case a management team) has a positive effect on the team's effectiveness as proved also by other studies.

- The presence of both men and women on a management board ensures a broader spectrum of leadership skills.
- Among university graduates the majority are women, therefore excluding women from management boards leads to a shortage of talented and well-educated managers on the top.
- Management teams with women as members have better understanding of consumer behaviours as women are responsible for most of shopping decisions.
- The presence of women on management boards ensures better performance in the corporate governance area (e.g. a more effective communication with employees).
- Women are also less inclined to take risk, which results in better financial performance in the long run.

The results of Deloitte's report entitled **Women and power in business. Does gender matter when building position and influence within an organisation?** (*Kobiety i władza w biznesie. Czy płeć ma znaczenie dla budowania pozycji i wpływu w organizacji?*) indicate that the crisis may be a chance for women to get more decision-making power as companies are more willing to look for new and innovative ways to grow. The dangerous aspect of that empowerment is the phenomenon described as "glass cliff": once they break through the glass ceiling, women are more likely to occupy positions that have a higher risk of failure. Thus, the times of crisis are on hand an opportunity for women to get more power and influence with regard to the company's development directions, but on the other hand this is associated with a higher risk of failing.

It will take some time before we see the effects of the European Commission's decision on quote requirements for supervisory boards of public companies, which was taken last year. The studies confirm that greater diversity in management boards of companies has a positive impact on their financial performance and can minimise negative effects of operations on society and environment.

COSTLY CLIMATE CHANGES

In late November/early December 2013, Poland will host the next United Nations Climate Change Conference. Before media start debating whether fighting climate changes is in the interest of Polish economy, one should look into the **Climate Vulnerability Monitor** report which clears the doubts in that matter. The authors of the report suggest that already now the climate changes (resulting in bad crops and natural disasters caused by weather changes) cause approximately 400,000 deaths per year, and that 1.7% of global GDP was spent in 2010 for fighting negative social and economic effects of such changes. According to the report, the progressing climate changes will have the gravest social effects in India, Pakistan, Nigeria or Democratic Republic of Congo; in terms of economic effects, the most affected countries will be China, India and the USA. A broad spectrum of threats certainly provides food for thought. The report analyses impact of climate changes and high emissions of greenhouse gases in four areas: natural disasters, changes in living conditions, impact on health and impact on economy.

Poland was mentioned as the country particularly threatened by fires, shrinking water resources and increased skin cancer rates. The main conclusion from the reading is that climate changes will affect to a larger or smaller extent most of the

world. It is therefore unreasonable to hope that Poland will somehow manage to escape them, also in economic terms.

ECOLOGY IN TIMES OF CRISIS

One might expect that political and economic predictions of hard times, which prompted both businesses and consumers to look for savings, make a bad omen for environment protection. This was partly confirmed by the TNS OBOP study commissioned by the Ministry of Economy in 2012, investigating environmental awareness and behaviours of Poles. The results of the study show clearly that everyday problems related to work, health and deteriorating financials occupy thoughts of an average Pole much more often than protection of the natural environment. Only 7% respondents identified environment protection as an important challenge for Poland, although we should note that ¾ of the respondents regard it as a factor that may have a positive impact on the country's economic development.

The most frequently quoted main environmental problem in Poland was waste management (selected by 49% respondents). The authors of the study suggest that this might have been influenced by the recent public debate about municipal responsibilities in this regard. Other issues mentioned by the respondents were, in the order of importance, water pollution, air pollution and natural disasters. What is interesting, although Poles rarely associate environment protection with savings (only 16% respondents indicated that option), the economic distress generally encourages saving on natural resources through reducing food wastage and lower consumption of electricity and water.

The respondents also admitted to saving money: compared to the year before, the percentage of individuals inclined to bear additional costs associated with environment-friendly products dropped from 47% to 35%, while the number of respondents unwilling to pay more for green energy increased from 45% to 50%. One may argue that in the current circumstances, Poles will be more in favour of CSR actions encouraging responsible consumption and reducing production of waste rather than off-setting carbon footprint or promoting eco-products for which the consumers would have to pay more.

TRUST PAYS OFF

Trust is one of the key foundations of social life and has a vital role in establishing and maintaining business relations. Sadly, the level of social trust in Poland is very low as shown in the results of studies conducted in 2012 by the polls agency Centrum Badania Opinii Społecznej (CBOS). Less than 1/4 of the respondents (23%) admitted that in general most people can be trusted. Interestingly enough, the figures are more optimistic if we look at the domain of business relations only. The proportion of respondents maintaining that it pays off to trust business partners and those who believe that trusting business partners generally ends badly is more or less balanced (38% and 37%, respectively). It is worth noting that the ratios have changed significantly over years: in the 2002 study when the question was posed for the first time, the trusting respondents represented only 24%, while the proportion of the non-trusting ones reached 45%. Perhaps one of the factors contributing to such a significant difference in the trust levels is the paradigm shift in companies: moving from neoliberal economic thought

which puts profits first regardless of the costs towards the sustainable development philosophy.

An incident which occurred in 2012 and which might affect the level of social trust to businesspeople was the Amber Gold scandal. In the CBOS poll of October 2012, the respondents were asked to point out factors or individuals responsible for the affair. Most of the respondents (61%) put the blame on Amber Gold's owner; other factors were bad legislation and naivety of people who trusted the promise of big profits and decided to invest in gold certificates. We must hope that such stand-alone incidents which undermine reputation of the business sector will not affect the growing tendency to show trust in business relations.

Renata Putkowska
Marcin Grzybek
Responsible Business Forum

QUOTED STUDIES

- Environmental awareness and behaviours of Poles (*Badanie świadomości i zachowań ekologicznych mieszkańców Polski*), TNS Poland's poll for the Ministry of Environment, 2012.
- Climate Vulnerability Monitor, DARA, 2012.
- Gender diversity and corporate performance, Credit Suisse, August 2012.
- Innovation and CSR in the largest Polish companies (*Innowacyjność a społeczna odpowiedzialność biznesu wśród największych przedsiębiorstw*), Responsible Business Forum, 2012.
- Women and power in business. Does gender matter when building position and influence within an organisation? (*Kobiety i władza w biznesie. Czy płeć ma znaczenie dla budowania pozycji i wpływu w organizacji?*), Deloitte, October 2012.
- The blind eye of justice, or who's responsible for the Amber Gold affair (*Przymknięte oko wymiaru sprawiedliwości, czyli o odpowiedzialności za aferę Amber Gold*), CBOS, October 2012.
- CentrumCSR.PL Screening. The largest Polish companies and CSR (*Screening CentrumCSR.PL. Największe polskie firmy a społeczna odpowiedzialność biznesu*), CentrumCSR.PL Foundation, 2012.
- Intersectoral cooperation for CSR in Silesia (*Współpraca międzysektorowa na rzecz CSR na Śląsku*), Responsible Business Forum, 2012.
- Social trust poll (*Zaufanie społeczne*), CBOS, March 2012.

Chances for promoting CSR: competence development and financial support

Polish translation of the ISO 26000 standard should probably be considered the most important event of 2012 for the promotion of CSR in Poland. Among the tasks pursued in 2012 by the Polish Agency for Enterprise Development (Polska Agencja Rozwoju Przedsiębiorczości, PARP) in order to disseminate the idea of social responsibility, the most important was finalisation of the study "Evaluation of the progress of implementation of CSR standards" (*Ocena stanu wdrażania standardów społecznej odpowiedzialności biznesu*). One of the purposes of the study was to check whether entrepreneurs understand the notion of corporate social responsibility and which of the CSR areas defined in the ISO 26000 standard they plan to develop in their companies.

During the study, awareness of the notion of corporate social responsibility was confirmed by 31% entrepreneurs; however, detailed questions concerning specific activities revealed that awareness was mainly theoretical. A vast majority of entrepreneurs identifies CSR as occasional charity work or sponsorship, and fail to see connection between CSR and daily business operations.

The problem has a complex nature and to a large extent results from respondents' approach to running a business. More than half of the respondents fail to conduct a systematic analysis of the outcomes of their operations, which is mainly due to the belief that their companies have little effect on the surrounding. On the other hand, lack of awareness of the environmental impacts stems from lack of analysis of such effects. It is a vicious circle. The results of the study also point out to that problem: 14% of the entrepreneurs think that their company has no stakeholders, that is individuals or entities which influence or are influenced by the operations of the company.

Low awareness of owners is translated directly to company operations. Less than every fourth company performs actions for the benefit of the local community. When assistance is provided, it usually takes the form of financial support for a charity organisation or sponsoring sports or cultural events. Provision of company resources for the benefit of the local community, such as means of transportation, premises, machinery or volunteer work, is much less common.

In terms of pro-environmental activities, the picture is a little brighter: 70% respondents declare that they try to reduce consumption of water, energy and other resources; they usually apply simple solutions which do not require a lot of investments, such as installing power-saving lighting or switching off

electronic devices when not used. Only one in five respondents modernise their manufacturing processes. An important factor in that context is the company's financial and HR potential, as the companies that implement environment-friendly solutions often rely on own resources.

Evaluation of companies' plans for the coming year related to CSR commitment does not produce clear-cut results. On the one hand, 5% to 15% respondents plans to increase their commitment to specific CSR areas, and if the trend were consistent, this would be a good sign for the future. On the other hand, 16% to 30% companies have no plans to get involved in any particular CSR area, and about 60% thinks that what they do is sufficient. In terms of the most important barriers to CSR implementation, the respondents mentioned financial expenditure (38% respondents), lack of time, complex nature of the issue, lack of knowledge and skills (each indicated by 30% respondents), and lack of connection to daily operations (19%). The results show two main intervention areas, namely raising CSR competences and providing financial support to companies that implement the CSR concept.

Aware of the existing barriers to disseminating the CSR concept, PARP promotes sustainable and socially responsible ways of conducting business. One of PARP's initiatives is the project called "Increasing competitiveness of regions through CSR" (*Zwiększenie konkurencyjności regionów poprzez społeczną odpowiedzialność biznesu (CSR)*) financed through the Swiss-Polish Cooperation Programme funds. More than PLN 10 million from the project budget for 2013 will be spent on subsidies for SMEs implementing the CSR activities. Information meetings for entrepreneurs and training seminars for local government representatives were already held in 2012. After the meetings, over 80% admitted that the information will be useful for their work. Let us hope that the declaration will translate in interesting CSR initiatives, producing valuable material for the next reports on good practice.

Małgorzata Jelińska

*Chief Specialist, Pilot Programs Department
Polish Agency for Enterprise Development (PARP)*

Corporate foundations in Poland

In 2012, the Polish Donors Forum (*Forum Darczyńców*) conducted a comprehensive study of corporate foundations and started a project aimed at developing common standards for their operation.

This was the second such study conducted for the Polish Donors Forum. The report published five years ago was the first and the only such report in Poland. Nowadays, the activity of corporate foundations is much more visible, with new foundations rapidly emerging. More and more companies establish foundations which carry out the parent's social responsibility activities, thus centralising such activities in one place and to some extent separating them from the company. At the same time such foundations help the founders build better relations with stakeholders and strengthen the companies' socially responsible image.

The latest study conducted by the Klon/Jawor Association at the request of the Polish Donors Forum identifies 117 corporate foundations, of which ca. 90 are active. The study surveyed 55 organisations. Like in other countries with developed institutional philanthropy, most of corporate foundations in Poland (36%) are established by companies from the financial sector. A characteristic trait for Poland is a wide popularity of corporate foundations in the media and publishing industry.

Polish corporate foundations' budgets vary, with an average annual budget amounting to PLN 1,250,000; every fifth foundation has a budget exceeding PLN 5 million. Not all foundations receive funds from their founding companies, which seems odd for a country where corporate philanthropy is well developed. Lack of proper endowment may indicate that the founder's decision to establish the foundation was not properly thought out or incorporated in the company's strategy.

Corporate foundations usually address their activities to children and young people (71%). Every third foundation focuses on healthcare and social assistance, and approximately the same percentage (30%) deal with education. Typically, corporate foundations finance other entities, in particular public institutions (78%) and NGOs (69%). Over 2/3 foundations give assistance to individual persons by giving them money or funding scholarships. Providing funding in form of grants is also an important part of foundations' activities (73%), with the funds allocated to grants ranging from PLN 2,000 to PLN 16,000,000. Nearly half of foundations also make in-kind contributions, and a little over 1/4 offer free services. Areas of support explored by Polish corporate foundations (children, young people, and the sick) are popular in the society and safe in terms of brand image. Lack of engaging in more controversial issues that may be risky to the company image is understandable at this early stage of Polish corporate philanthropy. It will be interesting to watch the companies gradually venture into new areas of so-

cial support provided through their foundations over the next years.

In terms of employment, corporate foundations are usually small or micro-organisations: 36% foundations employ 2–4 people, while 24% have no staffs but rely on the human resources of the parent company. As many as 55% foundations declare involvement of company employees in volunteer work for or through the foundation, and it seems that the trend will continue to develop. The study also surveyed the foundation/founder relations, methods of determining social goals or measuring results.

As indicated by the study results, corporate foundations are recognised by Polish companies as an important tool for carrying out the CSR strategy and building company image. However, companies fail to use the full potential of their foundations. Very often a foundation's activity is not related to the founder's activity or corporate social responsibility. Lack of such connection combined with absence of consistent strategy for operation of the foundation or measuring its performance makes it more difficult to build the desired image, and therefore create a competitive advantage.

The full report from the corporate foundation study and detailed information on the project "Improving quality of public tasks performed by corporate foundations in Poland" (*Podwyższenie jakości realizacji zadań publicznych przez fundacje korporacyjne w Polsce*) can be found on www.forumdarczyncow.pl.

The project is co-funded through EU funds as part of the European Social Fund.

Agata Tomaszewska
Coordinator of the project "Improving quality of public tasks performed by corporate foundations in Poland"
Polish Donors Forum

Development of responsible investing in Poland

Enthusiasts of responsible investing are scarce in Poland. Some regard it as a fashion, while some have not heard of it. However, responsibility is a very important factor in investing and ethical considerations go hand in hand with purely financial motivations, even if this is seen as uncommon. Responsible investing includes verifying whether a particular company respects its natural and business environments. Lack of compliance generates additional risks, such as risk of sanctions, risk of reputation, or risk of employees, clients and suppliers, affecting the company's financial performance. Responsible investing is therefore profitable, and in fact generates more and more profits.

The importance of responsible investing will be growing, therefore the sooner we start investing responsibly, the higher the profits. The growing importance may be caused by a number of reasons: the level of financial reporting, the growing social responsibility of investors, the increasing involvement of the state or possible regulatory interference.

The current level of financial reporting is so high that additional requirements in that respect are hardly possible. On the other hand, financial reports reflect only a fraction of a company's value. Additional information is provided in the area of environmental, social and governance factors (ESG). Companies inform the public of their ESG activities to attract investors. Another reason for increasing popularity of responsible investing is responsibility of investors. Like consumers who prefer buying more responsible products (in terms of environment or animal protection), individual investors will bring their funds to institutions which will invest them in a responsible way.

Another important issue is the increased involvement of the state in flow of funds. This refers to funds that are under direct control of state institutions, such as sovereign funds, or new forms of influencing the economy, such as financial interventions during the subprime crisis. We should also mention funds where the state has indirect influence (e.g. pension fund, environmental fund). The state's involvement will be even more important, and will grow in two ways: by increasing level of funds at the state's disposal, and by stronger influence over cash flows which were free from political pressures earlier. That latter aspect may involve enforcing responsible investment behaviours through appropriate legislation. In view of increasing objections towards corporate governance, expressed among others by the European Commission, and the resulting regulatory initiatives, we may expect that ESG will become the next investment requirement. Perhaps in a few years' time each li-

censed financial institution will be able to invest only in entities that submit appropriate ESG reporting or even achieve the minimum reporting requirement.

Considering the growing importance of responsible investing in Poland, the Polish Association of Listed Companies (SEG), GES and Accreo Taxand made an effort to get the companies prepared as part of the project "ESG analysis of the companies in Poland" (*Analiza ESG spółek w Polsce*). All of the 831 companies listed in the Warsaw Stock Exchange (including the new NewConnect market) were reviewed. The results of the review were published on a special platform which the surveyed company could access and where they could make comments and, most importantly, see how they are perceived by investors who pay attention to the ESG area.

The survey will be repeated annually becoming a substantial body of knowledge. Entities interested in making responsible investments will have access to the world's unique database, which will enable evaluation of listed companies from the ESG perspective against the whole population of listed companies, and from a dynamic perspective covering a period of several years. I hope that this aspect will positively highlight the Polish equity market and will contribute to more accurate valuations of the companies listed in that market.

Mirostlaw Kachniewski, PhD

*President of the Management Board
Polish Association of Listed Companies (SEG)*

ESG REPORTING IN THE POLISH EQUITY MARKET:

- 98.8% of Polish listed companies publish corporate governance data
- 72.9% of listed companies do not publish any data related to environment management
- 77% of issuers do not publish CSR reports

Based on the 2012 study "ESG analysis of the companies in Poland" (Analiza ESG spółek w Polsce).

Corporate Social Responsibility: A European Perspective

Over the last year, the financial crisis and its effects on both society and the global economy has brought unprecedented challenges to companies, governments and communities in Europe and beyond. As a result, traditional business perspectives on competitiveness, survival and profitability are increasingly being questioned. So, what does corporate social responsibility (CSR) mean in this context? And what trends have we been witnessing from European enterprises and stakeholders?

2012 has evidently been a year of turmoil in Europe, not only for the financial and public sectors but also for business as employees, customers and suppliers at local, regional and international level have all begun to feel the impact of the crisis. However, the challenging economic situation has not meant less focus on CSR. On the contrary, it has highlighted the need for companies to develop a CSR strategy that is truly embedded in their day-to-day operations and engage in an enhanced dialogue with their stakeholders to build mutual trust.

In this context, over the last twelve months, CSR Europe has experienced an increased demand in services, particularly those services that are linked to core elements of business practice and strategy. Moreover, we are witnessing more and more business leaders taking an active role in combatting some of the barriers to sustainable growth, such as climate change, demographic change or ageing populations, which are believed to only be overcome with the help of social innovation.

Examples of such innovations can now be witnessed from companies across all business sectors. For example; technological companies IBM and Hitachi are now involved in the development of energy and transport grids to overcome the challenges posed by urbanisation; consumer goods companies, such as Nestlé or Unilever, have adopted plans to source and produce sustainably through the consolidation of sustainability goals with their overall business goals; and financial companies, such as Citi Group, are increasingly aiming to promote social inclusion by providing microfinance in Base of the Pyramid markets.

At policy level, the increasing interest in the business opportunities associated with innovative CSR approaches, together with the growing stakeholder expectations for corporate accountability and responsible business practices both within and outside Europe, has continued to push the European CSR agenda forward. In October 2011, the European Commission (EC) published a Communication on its renewed strategy on CSR for the period 2011-2014. Through its Communication, the

EC has demonstrated its commitment to supporting CSR and has recognised the potential for CSR to contribute to sustainable development and competitiveness in Europe.

However, we believe that emphasis on the innovation and opportunity dimension of CSR could have been stronger and that the need for innovation and practical collaboration is more important than general public commitments. For example, maximizing opportunities through social innovation and practical collaboration lies at the very heart of our Enterprise 2020 initiative: a reference initiative for companies committed to developing innovative business practices and working together with their stakeholders to provide solutions to emerging societal needs. Through active engagement in Enterprise 2020, CSR Europe's members have access to an open platform for innovation and exchange; this allows them to address societal challenges in a practical way and develop thought leadership and practical tools that can be replicated in other areas and sectors.

Our durable commitment is also to ensure a stronger focus on the innovation dimension of CSR. Through Enterprise 2020, our goal is to act as the European platform for action for companies willing to make best use of their social innovation and positive impacts on society through sustainable business models, products and services.

The year 2013 will undoubtedly bring with it a new set of challenges, however, those companies that find the right balance between minimizing risks through accountability and maximizing opportunities through social innovation will find themselves amongst the most successful companies - there has never been a more pressing time for business to play a role in society!

My tips for success in 2013

1. **Highly developed CSR management and transparency** – A company's ability to manage and mitigate exposure to environmental, social and governance issues is a key driver in determining its viability.
2. **Social innovation as business strategy** – seize the opportunities in tackling societal issues to simultaneously create business and social value
3. **Collaboration** – No single company, policymaker or organisation can successfully work in isolation to address today's complex social and environmental challenges

About CSR Europe

CSR Europe is the leading European business network for Corporate Social Responsibility with around 70 multinational corporations and 36 national partner organisations as members. Since its launch, CSR Europe has become an inspiring network of business people working at the very forefront of CSR across Europe and globally. Together, the network represents over 4000 companies in Europe. CSR Europe addresses societal challenges through the Enterprise 2020 Initiative, which fosters collaborative action and shapes the business contribution to the European Union's Europe 2020 strategy for smart, sustainable and inclusive growth. For more information visit www.csreurope.org

Stefan Crets

Executive Director, CSR Europe



A credit for the ticket to growth

The world's financial and economic crisis highlighted the challenges facing social participants. Income inequalities are growing in developing and highly developed countries alike, while the number of individuals enjoying the sweet fruits of capitalism is very small. The current state of affairs raises important questions: is quick economic growth possible in the situation where the well-being of the majority of the society members is at best stagnant? How to deal with growing unemployment? What can we do to avoid a financial crash and accelerate economic development?

There are many possible answers. The ones preferred by heads of most states, such as budgetary cuts and attempts to keep deficit in control have not yielded the desired results. Nearly half a decade after the financial crisis European economies falter, showing little symptoms of recovery. At the same time, because of increasing importance of financial markets, decisions made on forums such as the G20 Summit show an imbalance between the interests of the majority and the power of the few politically influential groups. Social scientists and those who are not satisfied with such state of affairs ("the Outraged") talk about a fight between 99% of the society and the remaining 1%. Putting aside social effects of the phenomenon, the fact that political and economic power has been accumulated by financial institutions has a clear influence on economic strategies of states, and therefore the future and form of capitalism itself.

To ensure that economies return to the quick development path, the key thing is to regulate the international financial system. At the INET conference in Berlin, Professor Dirk Bezemer from the University of Groningen observed that "credit is what credit does", which means that it can both fulfil socially useful development functions and support pathologies. Troubles of real-life economies are caused mainly by the fact that credit does not fulfil its socially useful function. The huge financial sector bubble sucks in the needed investment resources to cater for its own needs. Thus, the excessive amount of private rather than public debt is the root cause of the chronic weakness of economies forced to provide for the financial gamble.

The remedy should include separating the traditional deposit and credit banking from the risky investment banking. In the times of global finance, lack of such a firewall may lead to a systemic crisis of the whole financial sector, including that part of the sector that is needed for financing real economy. Separation of banking functions should be supported with other regulations, including preferential treatment of long-term

loans for projects of high added value per capita. With global challenges, competitive advantage should be gained like in the best time of capitalism: through innovation and improving work efficiency, not through low wages that ultimately backfire on a macro level. The answer to current problems suffered by economies is therefore investment projects that will change their structure. This is especially important in the fast-paced global world.

Will those changes occur, and if yes, when can we expect them? In a study developed for the Club of Rome, a team of analysts led by Professor Jorgen Randers predicts that this will happen around the fourth decade of this century, after a series of new financial crises. In the meantime we will witness quick increase in importance of developing countries, not only BRICS (Brazil, Russia, India, China and South Africa), but many others which are not yet economically advanced. Their power, including political power, will be growing, and decision-making processes will be transferred to regions. Europe and Poland must get ready for these changes. The world is not going to stay in one place, and the only chance to catch the economic development train is to use the credit to transform the current model of capitalism.

Krzysztof Mroczkowski
„Nowy Obywatel”

Human rights in business: UN Guiding Principles on Business and Human Rights

When in the middle of 2011 the United Nations Human Rights Council unanimously¹ adopted the UN Guiding Principles on Business and Human Rights², many expressed doubts concerning implementation of the recommendations aimed at improving the perception of human rights in business.

However, the number of best practices, case studies, legislative solutions, studies, tools and procedures presented in the United Nations Forum on Business and Human Rights in December 2012 was impressive. The pragmatic and systemic approach of the Guiding Principles to ensure that human rights are respected by the business sector as well as the public sector (state as the legislative and executive power, but also a sector that employs a number of people), taking into account relations between operations of individual actors, proved to be spot on.

Within only 18 months from their adoption, the Guiding Principles had a great influence a number of international standards, including OECD Guidelines for Multinational Enterprises (new chapter on human rights), Global Compact (the announcement that implementation of the two GC human rights principles requires implementation of the UN Guiding Principles), or ISO 26000.

They also influenced the policymaking of international organisations, including the European Union. The European Commission, which adopted the new definition of corporate social responsibility compliant with the UN Guiding Principles in 2011, resolved to develop its own action plan for implementing the Guiding Principles and to support the business sector in that process, but also called on the member states to take similar action. Since June 2012, developing National Action Plans postulated by EC has been an obligation undertaken by EU member states (including Poland) with a concrete deadline (2013) as part of the Foreign Affairs Council Conclusions on EU Strategic Framework and Action Plan for Human Rights and Democracy.

In Poland, the subject was initially taken up by the CSR Team, an advisory body to the Prime Minister, coordinated by the Ministry of Economy. However, the Guiding Principles refer to all human rights and their area of interest falls within competences of many key state offices, including the Ministry of Labour and Social Policy, Ministry of Justice, Ministry of Foreign Affairs, or Government Plenipotentiary for Equal Treatment. It is vital that these bodies cooperate with one another.

The UN Guiding Principles emphasise the value of involving all

stakeholders in the implementation, and recommend including the representatives of business sector and civic society in the process. An appropriately designed work process, which takes into account social consultations, will increase the chance of developing a socially acceptable and therefore more effective action plan. Furthermore, the discussions held during the process will raise the society's awareness of the issue.

The conference devoted to implementation of the Guiding Principles, held by the Allerhand Institute in January 2013³, showed that there are many solutions, mechanisms and tools that have been tested by other countries and businesses and may be worth reviewing for development our own approach to both the process of creating a National Action Plan for implementation of the UN Guiding Principles and the contents of such Plan. Necessary support may be obtained from the United Nations Working Group on the issue of human rights and transnational corporations and other business enterprises⁴.

A lot of initiatives aimed at improving adherence to human rights in business are already taking place. There are also many strategic documents that may be construed as consistent with the UN Guiding Principles (e.g. Vision 2050), even though they are dispersed. It is important to identify, link and harmonise such documents. A thorough analysis is also needed to identify key areas that have so far been neglected.

Beata Faracik
Human Rights and Business Programme Coordinator
Allerhand Institute

¹ Poland co-sponsored United Nations Human Rights Council resolution A/HRC/17/4.

² The UN Guiding Principles show how through:
– the state's duty to protect against human rights abuses,
– the corporate social responsibility to respect human rights,
– access to remedy through judicial or non-judicial mechanisms, whether state-based or independent,
we may ensure corporate social responsibility while minimising companies' infringement of employee rights or negative impacts on the environment.

³ Implementing UN Guiding Principles on Business and Human Rights. Opportunities, challenges, and National Action Plan, Warsaw, 23 January 2013, www.prawaczlowiekaibiznes.allerhand.pl

⁴ www.ohchr.org/EN/Issues/Business/Pages/WGHRandtransnationalcorporationsandotherbusiness.aspx



Disability as a new challenge for CSR

Modern social responsibility, which is based on building lasting relations externally as well as internally, requires each company to look carefully at its human resources policy. It must take into account the needs and potentials of the staff while finding benefits of diversification of workforce. The new approach also requires an open attitude to hiring groups that are traditionally regarded as “difficult to market”, including people with disabilities. From a Polish CSR perspective that group is sadly underrepresented. As an example, all of the top 30 companies from the 2012 Responsible Business Ranking pay contributions to the State Fund for the Rehabilitation of the Disabled (PFRON). In the context of Polish legislation, this means that none of them has fulfilled the required disability employment quota of 6%.

The reasons for such a state of affairs are of course complex and are related to both companies and the disabled persons themselves. According to the available data, the reasons are based more on stereotypes and negative beliefs rather than objective facts. Employers fear that a disabled employee will be less efficient; they also point out to high costs of removing access barriers and adapting workstations to the needs of a disabled person, inadequate or insufficient qualifications and lack of work experience of disabled candidates¹. People with disabilities are perceived as troublesome rather than valuable workers. In reality, however, they have considerable potential which is worth using: 34% of the disabled have at least secondary school education, and 40% have vocational education. Nearly 87% of unemployed people with disabilities have work experience².

In most of the cases (94%) disability does not significantly affect the mobility (ability to move freely) of those people. Serious problems with sight or hearing affect a small percentage of the disabled people (6% and 0.3%, respectively). Therefore, the need to adapt the workspace applies only to a small fraction of cases. What is more, nearly 2/3 of the disabled have no problems with performing everyday tasks or think that such problems are not really serious³.

The above findings contradict the stereotypical picture of a disabled person that may affect decisions and attitudes of potential employers and co-workers. On the other hand, the disabled often hid their disabilities (which in most cases are not visible), fearing that the information might have negative implications for their situation at work, or make no attempt to look for a job.

We need actions which will help overcome fears and doubts on both ends of the labour market. But why do we want and need to talk about the issue? The primary reason is the gloomy demographic prospects for Poland and Europe. Aging societies mean that the supply of workforce will be seriously limited and therefore we should use all available resources. Disability is strongly correlated with age, and as such must be included in the company HR policy. The other reason is connected with a major social policy event that took place last year, namely Poland's ratification of the United Nations Convention on the Rights of Persons with Disabilities. In this way, we endorsed our commitment to respect these rights (including the right to work) and encourage the market to do the same. To confirm that commitment, on 7 December 2012 the Polish parliament passed a resolution on counteracting social exclusion of persons with disability, which will induce appropriate actions.

Businesses that commit to CSR should act on that commitment using the experience of companies that have successfully implemented relevant programmes. Both the employers and the disabled may also count on professional help of non-governmental organisations and employer associations, which have gathered some experience connected with including people with disabilities in the open labour market. Including the disability issue in a company's HR policy may contribute to its business success and benefit all interested parties: the disabled – by increasing their economic independence, the company owners – by providing them with stable and motivated personnel, and co-workers – by building a climate promoting tolerance and diversity.

Alina Wojtowicz-Pomierna
Vice Director of the Office
of the Government Plenipotentiary for Disabled People
Ministry of Labour and Social Policy

¹ Institute of Public Affairs (ISP), 2009.

² Economic Activity Survey (BAEL), GUS, 2012.

³ The health status of Polish population in 2009 (*Badanie stanu zdrowia ludności Polski w 2009 roku*), GUS, 2011.

Organizational governance

Organizational governance is a system through which an organisation makes and implements decisions aimed at achieving its goals. (...) Organizational governance is the most important factor that enables an organisation to take responsibility for its own decisions and actions, and integrate social responsibility for the whole organisation and its relations. Organizational governance in the context of CSR has a special trait: as the main area in which the company should operate, it is also a factor that increases the organisation's ability to act in a socially responsible manner in respect of other key areas. This unique feature stems from the fact that an organisation that wants to be socially responsible should have a corporate governance system which will enable the company to supervise CSR principles and implement them in practice.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



Organizational governance

| No | Company | Practice | Category |
|----|--|--|----------------------|
| 1 | Antalis Poland | RACE 2012 | management |
| 2 | Bank BGŻ | Advisory boards in BGŻ Bank | stakeholder dialogue |
| 3 | Bank BGŻ | CSR in credit risk analysis workshops | management |
| 4 | Bank BGŻ | Opening responsible business report "Bank of local communities" | reporting |
| 5 | CEMEX | Involvement of top management in Sustainable Development | management |
| 6 | CEMEX | Transformation in the CEMEX – processes and structures improvement | management |
| 7 | EDF Polska | Centralisation of support function | management |
| 8 | ENEA S.A. | ENEA Capital Group Corporate Social Responsibility 2011 | reporting |
| 9 | Fortum Power and Heat Polska | Revised Fortum Code of Conduct | ethics |
| 10 | Grupa LOTOS S.A. | Public consultations Code of Ethics of the LOTOS Group | ethics |
| 11 | Grupa LOTOS S.A. | Stakeholders' involvement in the process of updating CSR strategy | stakeholder dialogue |
| 12 | Henkel Polska Sp. z o.o. | Compliance | ethics |
| 13 | Job Impulse Polska (Grupa Job) | Code of ethics | ethics |
| 14 | Lyreco Polska S.A. | Lyreco Code of Ethics | ethics |
| 15 | Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A. | Approval of the CSR structure with the reporting process by the standard of the Global Reporting Initiative | management |
| 16 | PKO Bank Polski | Code of Ethics | ethics |
| 17 | Polska Telefonia Cyfrowa S.A. | Compliance at PTC | ethics |
| 18 | Polska Telefonia Cyfrowa S.A. | ISO 26000 standard in the internal audit was used as the basis for the establishing of long-term CR strategy | stakeholder dialogue |
| 19 | Polski Koncern Naftowy ORLEN SA | Ethics Officer | ethics |
| 20 | Polski Koncern Naftowy ORLEN SA | Values of PKN ORLEN SA | ethics |
| 21 | Prima Sara Lee Coffee and Tea Poland Sp. z o.o. | Code of Conduct | ethics |
| 22 | Tchibo Warszawa | The whistleblowing hotline for Tchibo employees | ethics |
| 23 | Tebodin Poland | Sustainability Report 2011 | reporting |
| 24 | Tebodin Poland | Tebodin Quality System | management |

ORGANIZATIONAL GOVERNANCE

ETHICS

For **Fortum Power and Heat Polska**, following its corporate Code of Conduct is the best way to ensure that stakeholders see it as an honest and reliable business partner. The Code of Ethics is one of the key elements of the CSR strategy of **Grupa LOTOS** valid until 2015. The Code of Ethics of **Job Impulse** includes guidelines followed by the company when working with disabled people. The **Lyreco** Code of Ethics helps the company not only to strengthen its market position, but also to share its vision of success with its employees. As a company of public trust, **PKO Bank Polski** adheres to strict transparency rules in all of its operations, with ethics and values always treated as a priority. Therefore, relevant standards have been reviewed and a Code of Ethics of **PKO Bank Polski** has been developed and adopted. The Compliance at **Polska Telefonia Cyfrowa** policy has been developed in order to minimise the risk related to potential violations of the rules of ethics, which may lead, among other things, to the company's reputation being compromised and to direct financial losses. **PKN ORLEN** has reviewed its Key Values and Code of Ethics valid since 2005 and drafted a new document – **PKN ORLEN Values and Code of Practice**. In 2012 **PKN ORLEN** elected its Ethics Officer for the second time. **Henkel** operates across many markets and cultural areas, always pursuing the values enshrined in the system of codes of conduct and principles shared by all of its employees. The Corporate Compliance Department is responsible for fostering and ensuring the correct understanding of these rules. For **Prima Sara Lee Coffee and Tea Poland**, the Code of Conduct is a collection of universal rules valid for all employees of the international corporation **D.E Master Blenders 1753**. It is a point of reference when it comes to making any business decision. An important element related to complying with ethical rules is a guarantee of full confidentiality, which helps to build employees' trust in the company. The whistleblowing hotline for **Tchibo** employees is a secure communication channel through which employees may report any unethical or illegal activities they become aware of.

MANAGEMENT

When providing credit financing, a bank has an impact on the natural environment and the local community and therefore an analysis of the associated risk is a key element of the sustainable credit policy of **Bank BGŻ**. In 2012, a series of workshops on CSR in credit risk analysis of institutional clients was held. In 2012 **CEMEX Polska** undertook the implementation of a number of changes in its organisational culture and leadership profile. **Antalis** was another company which realised that changes needed to be made. The RACE 2012 project is a strategic plan of transformation of the company, intended to strengthen **Antalis's** offer and services relying on CSR. **EDF Group** in Poland includes 10 member companies which used to perform all operational functions independently until only a short while ago. In order to streamline and integrate some areas of its activity, a Shared Services Centre was created to increase profitability and improve the efficiency of the company's operations. **Tebodin Poland** constantly implements procedures intended to ensure the appropriate quality of service, activities aimed to boost safety at work and support environmental protection. At **GAZ-SYSTEM**, a sustainable development management structure was developed in order to efficiently perform activities related to corporate management in terms of sustainable development. It describes the scope of responsibility and authorisations valid in the organisation, lays down rules for communication and planning, as well as principles of financial settlement of projects. The pursuit of sustainable development is also an important aspect of the operations of **CEMEX Polska**. The company's management board is active in supporting and initiating sustainable development activities.

STAKEHOLDER DIALOGUE

Bank BGŻ has introduced Client Advisory Boards, i.e. it has engaged in a long-term dialogue with a key stakeholder group. **Grupa LOTOS** has involved all key stakeholders in its CSR strategy review process, conducting quantitative public opinion polls on a sample of 1,900 respondents, as well as qualitative individual in-depth interviews with ca. 40 stakeholders. In 2012, as part of preparing the roll-out of its long-term CSR strategy, **Polska Telefonia Cyfrowa** conducted an internal CSR audit in accordance with the ISO 26000 standard.

REPORTING

The 2011 CSR Report of **Grupa ENEA** was drafted so that stakeholders could gain better insight into the strategic goals of the Group, as well as the undertakings and initiatives of the group intended to support their implementation. Stakeholders' needs also became the fundamental driver for **Tebodin Poland** to issue the 2011 Sustainability Report. Publishing the Bank of Local Communities report is an important step for **Bank BGŻ** towards the implementation of the CSR strategy adopted by the Bank in 2010.

Human rights

Human rights are fundamental rights of all people. There are two broad categories of human rights. The first category comprises civil and political rights, and includes the right to life, the right to freedom, the right to natural justice in law and the right to freedom of speech. The other category is related to economic, social and cultural rights, such as the right to work, the right to food, the right to appropriate standards of healthcare, the right to education and the right to social security. (...) Each organisation is obliged to respect human rights, also within its sphere of influence.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



HUMAN RIGHTS

Human rights

| No | Company | Practices | Category |
|----|-----------------------------|--|-----------|
| 1 | Bank BPH | Diversity in Bank BPH | diversity |
| 2 | Carrefour Polska Sp. z o.o. | Supported employment: an innovative form of professional activation for people with disabilities | diversity |
| 3 | Orbis S.A. | Code of Conduct protecting children from sexual abuse in tourism | education |

Respect for human rights is a principle enshrined in major international documents relevant for corporate social responsibility, including the Global Compact, ISO 26000 standard, OECD guidelines for multinational enterprises, Tripartite Declaration on Multinational Enterprises and Social Policy of the International Labour Organisation and the new UN guiding principles on business and human rights. However, despite human rights being the cornerstone of all CSR standards, related practices hardly ever become the main pillar of CSR strategies of companies operating in Poland.

EDUCATION

In the framework of its preventive and awareness-raising activities for the protection of children, **Orbis** signed a Code of Conduct (under the honorary patronage of the Chief Police Officer and in collaboration with Dzieci Niczyje Foundation) protecting children from sexual abuse in tourism.

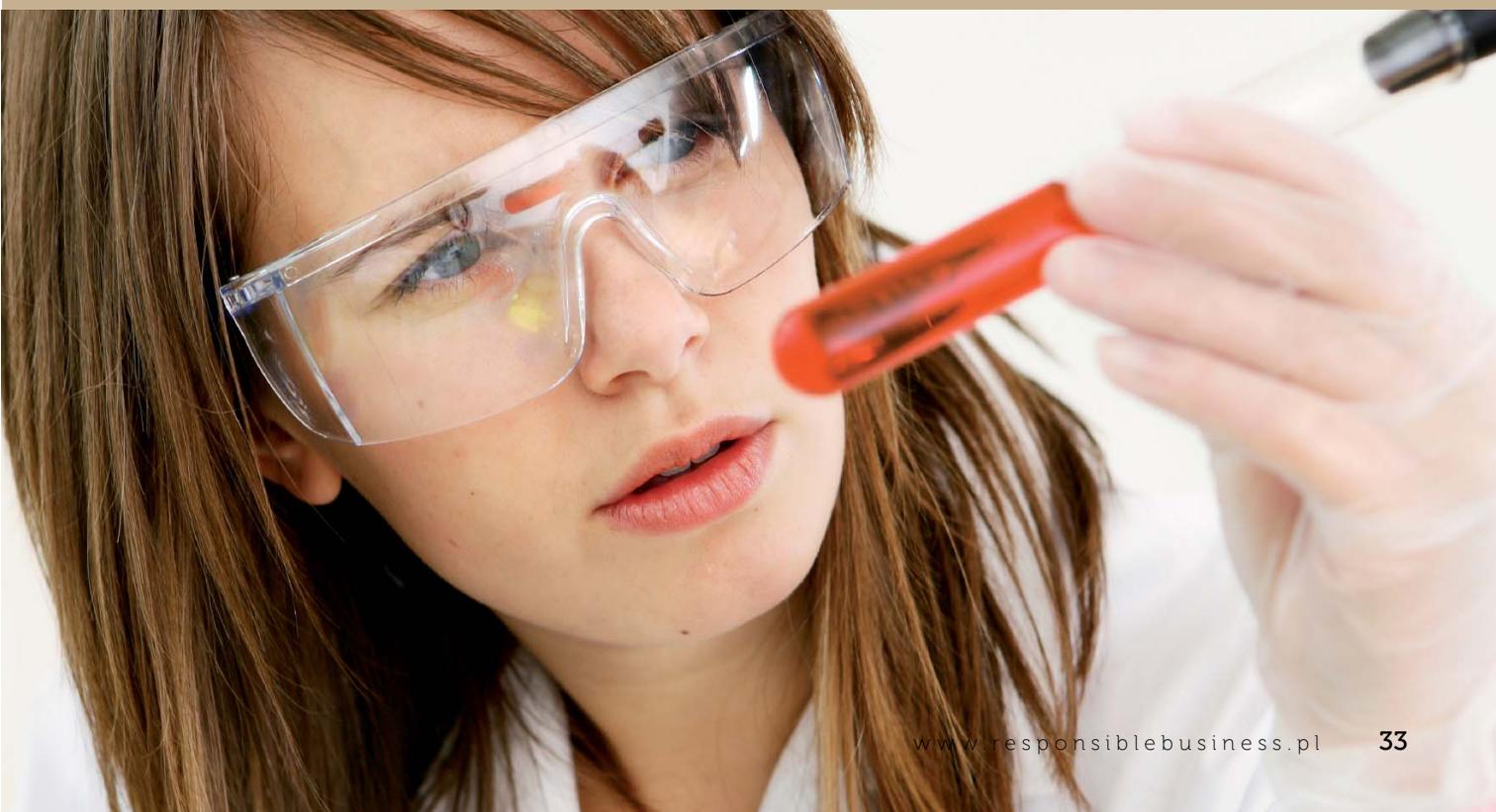
DIVERSITY

Appreciating diversity and using the experience, opinions and insights from almost 6,000 **Bank BPH** employees is the main premise of the strategy entitled Diversity in Bank BPH. While implementing its diversity policy in 2012, **Carrefour Polska** worked with EKON Association to provide training opportunities for 150 mentally ill and intellectually challenged people diagnosed with severe and moderate disability – 62 of them found jobs.

Labour practices

Labour practices followed by an organisation include all policies and practices related to the work performed by, within or on behalf of such an organisation, including outsourced work. Such practices go beyond the organisation's relation with its direct employees or duties relating to currently owned or controlled workplace. Best practices at workplace include recruitment and promotion of employees, disciplinary procedures and dealing with complaints, transfer and relocation of employees, termination of employment contracts, training and improving skills, health and safety, and any policies or practices that affect working conditions, especially the work time and salaries. Best practices in this respect also include recognising employee organisations and representation, and participating of employee and employer organisations in general labour agreements, social dialogue and tripartite consultations in order to solve social issues related to employment.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



LABOUR PRACTICES

Labour practices

| No | Company | Practices | Category |
|----|------------------------------|--|---|
| 1 | AEGIS MEDIA | Wellbeing AEGIS | work-life balance |
| 2 | ASTOR Sp. z o.o. | ASTOR competition for employees | dialogue with employees/ /employee participation |
| 3 | Aviva | Work-life balance | work-life balance |
| 4 | Cappgemini Sp. z o. o. | Business Mama | a parent-friendly company |
| 5 | Cappgemini Sp. z o. o. | Cappgemini Granting Programme "We Invest in Good Ideas" | employee voluntary work schemes |
| 6 | Carlsberg Polska | Growing an accountable safety culture among employees | safety in the workplace |
| 7 | CEMEX | Health and Safety leadership programme | safety in the workplace |
| 8 | CEMEX | Leadership in Sustainability training programme | training and development |
| 9 | Citi Handlowy | The Senior Volunteering | employee voluntary work schemes |
| 10 | Coca-Cola HBC Polska | Company of Fans | adaptation and integration |
| 11 | CreditAgricole Bank Polska | "I act cause I like it" volunteer programme | employee voluntary work schemes |
| 12 | EDF Polska | Dealing with stress | employee health |
| 13 | EDF Polska | E-learning platform Ecampusmanager | training and development |
| 14 | EDF Polska | H&S message | safety in the workplace |
| 15 | ENEA S.A. | Energy Knowledge Competition "1 of 10 thousand" | safety in the workplace |
| 16 | Getin Noble Bank S.A. | The Fellowship employee volunteership | employee voluntary work schemes |
| 17 | GlaxoSmithKline | "Step by step" project | safety in the workplace |
| 18 | Global e-Business Operations | Happy Parenting | a parent-friendly company |
| 19 | Grupa GPEC | "Coaction - Local Involvement" Programme | employee voluntary work schemes |
| 20 | Grupa GPEC | GPEC for Mum and Dad | a parent-friendly company |
| 21 | Grupa GPEC | GPEC Group Development Academy | training and development |
| 22 | Grupa GPEC | Sport in GPEC | employee health |
| 23 | Grupa Raben | CSR week | employee health |
| 24 | IBM BTO | Homeworking | flexible employment forms |
| 25 | ING Bank Śląski | ING Volunteer Programme | employee voluntary work schemes |
| 26 | Kompania Piwowarska SA | Volunteering Platform | employee voluntary work schemes |
| 27 | Lyreco Polska S.A. | LyrECO innovator | dialogue with employees/ /employee participation |
| 28 | Lyreco Polska S.A. | Safety Umbrella | safety in the workplace |
| 29 | Lyreco Polska S.A. | Volunteering – Volunteers Presidents | employee voluntary work schemes |
| 30 | Microsoft | I have power | work-life balance |

| No | Company | Practices | Category |
|----|--|---|---|
| 31 | Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A. | Trainings for subcontractors | safety in the workplace |
| 32 | Orange Polska | Management of employees satisfaction | dialogue with employees/ /employee participation |
| 33 | Orange Polska | Orange Passion | work-life balance |
| 34 | Piotr i Paweł S.A. | Shape Brand | employee health |
| 35 | PKO Bank Polski | Staff development programme | adaptation and integration, training and development |
| 36 | POLPHARMA SA | Dialogue with employees after the Employees' Engagement Survey | dialogue with employees/ /employee participation |
| 37 | Polska Telefonii Cyfrowa S.A. | Employee Assistance Programme | work-life balance |
| 38 | Polski Koncern Naftowy ORLEN SA | Near misses program | safety in the workplace |
| 39 | Polskie Górnictwo Naftowe i Gazownictwo SA | Dragon boat races in Gdansk | adaptation and integration |
| 40 | Pomorska Spółka Gazownictwa | Employees' CSR education | safety in the workplace |
| 41 | Prima Sara Lee Coffee and Tea Poland Sp. z o.o. | Performance Management | training and development |
| 42 | Prima Sara Lee Coffee and Tea Poland Sp. z o.o. | Work Conditions | safety in the workplace |
| 43 | Prima Sara Lee Coffee and Tea Poland Sp. z o.o. | Youth Employment | adaptation and integration |
| 44 | Procter & Gamble Polska | Grant program for volunteers | employee voluntary work schemes |
| 45 | RWE Polska | Parent at work | a parent-friendly company |
| 46 | Shell | Be Well | employee health |
| 47 | Skanska Property Poland | Introduction program for new employees of Skanska Property Poland | adaptation and integration |
| 48 | Skanska Property Poland | Near Miss Campaign | safety in the workplace |
| 49 | Tebodin Poland | Safety Week | safety in the workplace |
| 50 | Tesco Polska | Management program Extraclass – the chance for development for young talents | training and development dialogue with employees/ /employee participation |
| 51 | Tesco Polska | Staff Forum – effective form of employer and employees dialogue and cooperation | dialogue with employees/ /employee participation |
| 52 | Tesco Polska | Values Leaders 2012 – competition | /employee participation |
| 53 | TNT Express (Worldwide) Poland Sp. z o.o. | Drive me Challenge Courier Competition | training and development |
| 54 | Totalizator Sportowy | Skills academy – training and coaching for managers and sales employees | training and development |
| 55 | TRI (Poland) | TRP Hobby Club | adaptation and integration |
| 56 | TU Europa S.A. | Kuźnia Europy | training and development |
| 57 | UPC Polska | In Heroes | employee voluntary work schemes |
| 58 | Volkswagen Poznań | Checkup | employee health |

LABOUR PRACTICES

| No | Company | Practices | Category |
|----|---------------------|--------------------------|-------------------------|
| 59 | Volkswagen Poznań | Demographic challenges | employee health |
| 60 | ZT "Kruszwica" S.A. | Program Behaviour Change | safety in the workplace |

ADAPTATION AND INTEGRATION

The "Introduction" orientation programme is intended to help new **Skanska Property Poland** employees feel comfortable in their new job as quickly as possible. In the light of the high turnover rate of employees working as sales representatives, a decision was made at **Prima Sara Lee Coffee and Tea Poland** to create a programme which would facilitate the initial adaptation of new employees at the company. **PKO Bank Polski** organises induction meetings called "Good Morning in the Bank", as well as the "PKO After Hours" scheme to support team-building projects by co-financing sporting, cultural and leisure events. **Polskie Górnictwo Naftowe i Gazownictwo** co-finances dragon boat crews to help with employee integration. The TRP Hobby Club was established to build team spirit in the **TRI (Poland)** team. Thanks to the club, employees are encouraged to spend their time in an active way after hours. As a sponsor of UEFA EURO 2012TM, **Coca-Cola HBC Polska** launched the Company of Fans programme, enabling each employee to take part in numerous competitions and quizzes. Almost 100 employees were awarded with tickets to UEFA EURO 2012TM matches.

FLEXIBLE EMPLOYMENT FORMS

A teleworking system allows **IBM BTO** employees to work from home. The company and the employee sign an agreement specifying how many days a week telework will be performed by the latter. The company provides the employee with a computer, Internet access and a phone.

SAFETY IN THE WORKPLACE

CEMEX has introduced an HSW leadership programme targeted at CEMEX facility managers who can contribute to shaping safe behaviour patterns among their subordinates. As most accidents at work take place in the construction industry, **Skanska Property Poland** has organised an action drawing the attention of all employees to potentially dangerous situations, which have not resulted in accidents. As part of the Safety Week, **Tebodin Poland** launched the "Working Safely" campaign obligating every director, head of department and project manager to visit the construction sites they oversee at least 12 times a year. At **Lyreco**, an HSW competition was carried out once every month. **ENEA** was another company which used a contest to raise HSW awareness. During the European Safety Week, **EDF Polska** started the Safety News programme, with every piece of news dedicated to another HSW topic. **GlaxoSmithKline** is running another multi-faceted project promoting safety at work, with special emphasis on collecting information on potential events likely to cause accidents. In collaboration with its employees during numerous meetings and workshops, **ZT "Kruszwica"** devised a collection of safe behaviour principles. **Carlsberg Polska** is shaping a culture of safety among its employees by preventing accidents, organising an awards system, a safe driving academy, first aid training as well as chemical rescue drills in its breweries. **Operator Gazociągów Przesyłowych GAZ-SYSTEM** offers a series of training courses to its subcontractors, entitled "Health and Safety at Work and Environmental Management in working with subcontractors performing hazardous gas work". **Polski Koncern Naftowy ORLEN** has created a coherent and comprehensive programme which makes it possible for employees to report specific safety hazards and to react to them, as well as to monitor the entire process. To ensure employee safety, **Prima Sara Lee Coffee and Tea Poland** organises safe driving courses for company car users.

A PARENT-FRIENDLY COMPANY

Global e-Business Operations has introduced the Happy Parenting programme under which employees are entitled to additional parental leave, flexible working hours, telework and additional funding for childcare. 62% of all **Capgemini** employees are women, 83% of whom are aged between 25 and 35. The Business Mama programme is intended to encourage young mothers to return to work after maternity leave, creating a positive working environment with recent mothers in mind. **Grupa GPEC** works to support both parents in reconciling professional and private life. Mothers and fathers will benefit from additional thirty day-long leave after the child is born, as well as from a new-born allowance, pharmacy vouchers, school starter kit and partial funding for summer camps and nursery school or a baby-sitter. **RWE Polska** organised a series of educational workshops in 2012 for parents who work for the company.

TRAINING AND DEVELOPMENT

Tesco Polska has implemented the Management Programme Extraclass for graduates of M.A. studies who want to develop professionally and get promoted to a managerial position. The programme envisages intensive training for 12 months in a selected **Tesco** store. **Totalizator Sportowy** is organising the Skills Academy – a diverse project focusing on developing its employees' skills, e.g. as regards time management, negotiating techniques and age management. Series of development talks and annual interviews inspire many employees to work even more efficiently and to search for new development opportunities. The European Forge of **TU Europa** is an original programme for over-achievers with a high professional potential. All training sessions are tailored to the individual needs of particular employees. **PKO Bank Polski** supports its employees in improving their productivity by acquiring knowledge and skills. The management team will be invited to participate in the Management Academy and the Competence Academy. **Grupa EDF** in Poland employs 3,500 employees, 500 of whom work in managerial positions and therefore the company has launched the Ecampusmanagers e-learning platform. **CEMEX Polska** is also offering e-learning courses to its employees under the title "Leadership in Sustainability". Similar training courses are organised by **Pomorska Spółka Gazownictwa** in order to broaden the employees' knowledge of the CSR activities undertaken at the company. Internal recruitment is a priority for **Prima Sara Lee Coffee and Tea Poland**. Its employee assessment system is a helpful tool in the procedure. Besides planning specific tasks, the system also features a functionality which enables employees to specify the direction of development and promotion. Activities aimed at minimising harmful emissions and fostering environmental protection are a priority for the sustainable development policy of **TNT Express (Worldwide) Poland**. The company has launched an original initiative known as Drive Me Challenge, in which several couriers compete in a tournament comprised of several stages. It provides them with an opportunity to test themselves and acquire additional skills in an attractive and motivating way.

DIALOGUE WITH EMPLOYEES/EMPLOYEE PARTICIPATION

Information flow in a large company may be a difficult issue for managers. An important element of communication, which has allowed **Tesco Polska** to cope with the problem, consists in operating Employee Forums and Regional Forums organised by the company. One of the main management challenges is ensuring employee job satisfaction. To face up to that challenge, **Orange Polska** has implemented an Employee Satisfaction Management programme, which meets the need to improve employee experience throughout the life-cycle of the organisation. **POLPHARMA** seeks to create positive working and development conditions to ensure employee engagement, which is a cornerstone of future success on the market. To achieve that goal, every two years the company conducts studies to find out what factors influence employee buy-in and to what extent. The main idea underpinning the LyrECO innovator programme is fostering sustainable development and enhancing employees' commitment to their own personal development, as well as that of the entire organisation. Any employee of **Lyreco Polska** may participate in the project, with the exception of the management team. In order to highlight the accomplishments of its employees every year, **ASTOR** organises the ASTOR Competition for Employees. Prizes are awarded by employees to their peers. **Tesco Polska** has decided to emphasize the significance of values and to reward the people whose attitude inspires others. The role models were chosen in the 2012 Value Leaders opinion poll.

LABOUR PRACTICES

WORK-LIFE BALANCE

The Employee Assistance Programme is a programme run by **Polska Telefonii Cyfrowa**. The fundamental assumptions of the EAP include providing employees with an opportunity to learn about tools which can help them raise their quality of life. **Aviva** is determined to create a positive working environment for all of its employees, allowing them to reconcile professional and private life. The work-life balance also involves seeking harmony between professional and private life, without the need to limit employees' self-fulfillment potential. **Orange** has introduced the Orange Passion programme, which creates the right conditions for the employees to pursue their hobbies and interests. In order to ensure the wellbeing of its employees, **AEGIS MEDIA** has implemented the Wellbeing AEGIS scheme. To achieve the goals of the programme, and to promote healthy lifestyle, a range of elements has been introduced, including a healthy diet, exercise and personal development. The "I Have Power" programme was created by the HR Department of **Microsoft** to offer training sessions, courses and work-life balance advice to all of its employees, along with self-improvement and personal development tips.

EMPLOYEE VOLUNTARY WORK SCHEMES

Citi Handlowy has launched the Senior Volunteering programme devised for retired employees of the Bank. The project aims to ensure social inclusion of elderly people by enabling them to share their professional and life experience with others. The employee voluntary work programme of **Credit Agricole Bank Polska** consists of three elements: a Map of Initiatives, a Grant Programme and the "Classy Bank" educational campaign. The Volunteering Platform is an original and innovative tool of **Kompania Piwowarska**, meant as a one-stop-resource for all data about voluntary work initiatives at all stages (from the initial idea to project reporting and settlement). As part of the "We Invest in Good Ideas" Grant Programme, **Capgemini** employees can receive co-financing for their social projects benefiting the broadly understood local community. A Grant Programme for Volunteers has also been introduced at **Procter & Gamble Polska**. The Fellowship Employee Volunteering is the title of a voluntary work programme of **Getin Noble Bank**, also executed in the form of a grant programme for employees. In Heroes is a competition organised as part of the employee voluntary work programme of **UPC Polska**, open to all employees of the company looking for co-financing for social activities. Joint Action – Local Engagement is another programme thanks to which employees have a chance to implement their own ideas benefitting the local community. A special committee is appointed to assess the ideas of the employees of **Grupa GPEC**. The extensive employee voluntary work programme at **ING Bank Śląski** has a long-standing tradition. Even the official work regulations include a provision about 8 hours working time for voluntary work. The Presidents-Volunteers Coalition helps corporate leaders exchange good experiences and determine the development areas for voluntary work in Poland. **Lyreco** is one of the members of the Coalition.

EMPLOYEE HEALTH

Prolonged stress exposure may lead to a deterioration of mental and physical health, which in itself is a serious problem. **EDF Polska** has recognised the need to introduce anti-stress policies. The project consisted in involving as many stakeholders as possible in activities aimed at learning to deal with stress (including trade unions). **Volkswagen Poznań** started working on a project which consisted in boosting the motivation and health of the company's human resources in the context of the ongoing demographic changes and rising average age of the company's employees. **Volkswagen Poznań** also introduced the Checkup initiative. It is a voluntary program (employees must explicitly agree to participate) offering comprehensive health check-ups so that employees can monitor their health and prevent illnesses. Most Poles lead a sedentary lifestyle. The amount of physical exercise they get is extremely limited. These are some of the reasons why in 2012 – a year of important sporting events – the **Piotr i Paweł** retail chain decided to create its own employee sports team. This team-building solution aims to promote an active lifestyle and Olympic ideas. **Grupa GPEC** sponsors the Lotos Trefl Gdańsk volleyball team, which allows its employees to participate in matches and meetings with volleyball players. The Be Well health programme by **Shell** focuses on improving the employees' quality of life. It consists in detecting risk factors in areas such as physical activity, nutrition, mental health and addictions. It also offers many interesting activities and health initiatives to its employees. **Grupa Raben** organised a CSR Week for its employees in 10 European countries. The employees had the opportunity to participate in informative sessions about healthy nutrition, have their blood pressure and glucose levels measured and take part in workshops with a physical therapist.

The environment

The society faces a number of environmental challenges, including depletion of natural resources, pollution, climate changes, destruction of natural habitats, extinction of species, destruction of entire ecosystems and degradation of urban and rural areas inhabited by man. As the world's population grows and consumption of resources increases, these changes are becoming more and more serious threats to human safety and the health and welfare of society. It is important to identify patterns of production and consumption, and ensure sustainable use of resources per capita. Issues related to environment on a local, regional and regional level are interrelated. To address these issues, a comprehensive, systemic and collective approach is required.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



THE ENVIRONMENT

The environment

| No | Company | Practices | Category |
|----|------------------------------|---|-------------------------------------|
| 1 | BOŚ Bank | H2O Design | environmental education |
| 2 | Capgemini Sp. z o.o. | Waste segregation in office | eco-office |
| 3 | Carlsberg Polska | Green Office | eco-office |
| 4 | CEMEX | EMAS certification in Chelm cement plant | certification |
| 5 | CEMEX | Recultivation of the former mine in Sitno | biodiversity |
| 6 | CEMEX | Reducing water use in CEMEX | eco-efficiency |
| 7 | Diageo Polska Sp. z o.o. | GreenIQ team | environmental programmes |
| 8 | EDF Polska | Adaptation of cogeneration units to work without stocking of ashes | eco-efficiency |
| 9 | ENEA S.A. | Duplex printing | eco-office |
| 10 | Fortum Power and Heat Polska | Electric car marathon | sustainable transport |
| 11 | GlaxoSmithKline | Green Lab | eco-office |
| 12 | Global e-Business Operations | Bike Day | sustainable transport |
| 13 | Global e-Business Operations | Eco-kids | environmental education |
| 14 | Global e-Business Operations | Electronic waste collection | recycling |
| 15 | Grupa Allegro | "Spin kilometers, park with climate" project | sustainable transport |
| 16 | Grupa GPEC | ECO-GPEC | environmental programmes |
| 17 | Grupa Kapitałowa Pelion S.A. | Eco Project Pelion | environmental programmes |
| 18 | Grupa LOTOS S.A. | Usage of natural gas for heating and technological purposes in Grupa LOTOS S.A. | eco-efficiency |
| 19 | IKEA Retail | Ekological advertisement at IKEA Targówek | environmental education |
| 20 | IKEA Retail | IKEA goes for sustainable LED technology | eco-efficiency |
| 21 | IKEA Retail | IKEA Łódź for nature | environmental education |
| 22 | IKEA Retail | Make your office green with IKEA Kraków | eco-office |
| 23 | IKEA Retail | Sustainable transport at IKEA Kraków | sustainable transport |
| 24 | INVESTIN Sp. z o.o. | Eco Friendly ("Green") Office | eco-office |
| 25 | Kompania Piwowarska SA | "Ecology pays off" project | environmental education |
| 26 | Kompania Piwowarska SA | RECYCLED BAGS | recycling |
| 27 | KPMG Sp. z o.o. | No printing Day | environmental education |
| 28 | Lyreco Polska S.A. | Eco driving | sustainable transport |
| 29 | Lyreco Polska S.A. | Green Products Assesment | certification |
| 30 | Mondial Assistance | Environment | eco-office, environmental education |

| Lp. | Nazwa firmy | Nazwa praktyki | Kategoria |
|-----|----------------------------|--|--------------------------|
| 31 | Orange Polska | Orange Recycling | recycling |
| 32 | Orange Polska | Refurbishment | recycling |
| 33 | PepsiCo | Airport Carbon Accreditation | certification |
| 34 | POLPHARMA SA | Water management at Grodzisk Mazowiecki snack plant | eco-efficiency |
| 35 | P.P. „Porty Lotnicze” | Promotion of biking regularly to work | sustainable transport |
| 36 | Ricoh | Eco-driving – how to mitigate organization’s climate change impact | sustainable transport |
| 37 | Schenker Sp. z o.o. | An intermodal transport as ecological product | sustainable transport |
| 38 | Skanska Property Poland | Tenant Green Education | environmental education |
| 39 | Stena Recycling Sp. z o.o. | STENA Eco-station – the first recycling station in Warsaw | recycling |
| 40 | Tchibo Warszawa | 3E for Environment | environmental programmes |
| 41 | Tchibo Warszawa | Green Shop Certificate | certification |
| 42 | Tebodin Poland | Sustainability construction | eco-construction |
| 43 | TRI (Poland) | WARM-BIZ, CO ₂ reduction | eco-office |
| 44 | Volkswagen Poznań | Blue grants Volkswagen Poznań | environmental programmes |

ECO-OFFICE

One of the fundamental ideas behind running a green office involves limiting the use of printing paper. **ENEA** introduced a duplex printing rule – all printers at the company’s offices are by default set to black and white duplex printing mode. Waste generated during daily office work is another area frequently addressed by companies in their environmental strategies. **Capgemini** has introduced a waste segregation system in its offices in Krakow and Katowice. **GlaxoSmithKline** is running the Green Lab project, implementing various solutions to prevent wasting energy, water and reagents, as well as to ensure correct waste segregation in its laboratories. **TRI (Poland)** limits its CO₂ emissions by conducting an awareness campaign across its offices to encourage staff to maintain an optimum room temperature in their workplace. All the offices of **Mondial Assistance** feature environmental plaques reminding employees that they can easily help to protect the environment in their everyday lives. **Carlsberg Polska** has deployed a range of environmentally-friendly solutions: all waste is segregated, plastic bottles are compacted in special crushers, all envelopes are made of environmentally-friendly paper and Christmas cards are made of organic cotton; meetings and conferences are organised as green events and all paper comes from recycling. **INVESTIN** now meets the requirements of the green office certificate, including consistent environmental education efforts addressed to employees and other stakeholders, compliance with valid legal regulations, directives and environmental protection standards, waste segregation, protection of natural resources by limiting energy, water and paper use, as well as promoting modern energy-saving technical solutions. **IKEA Retail** has shared its experience in running a green office and sustainable development initiatives at the confer-

THE ENVIRONMENT

ence entitled: “Green Office – Green Business Standards” organised by the Environmental Partnership Foundation.

RECYCLING

Kompania Piwowarska used banners from its former advertising campaigns to create recycled bags, sewn by employees of a social firm dealing with professional integration of people with moderate and severe disabilities. **Orange Polska** buys used mobile phones in its stores and online to raise environmental awareness and inform about the importance of recycling natural resources. The company is also running a project involving professional refurbishment of mobile phones and other devices, including modems, and selling them at promotional rates. **Stena Recycling** is a company offering comprehensive corporate waste management services, educating the public at large and creating opportunities for the development of recycling in Poland, e.g. by running recycling stations in Warsaw. **Global e-Business Operations** has conducted a three-day-long electronic waste collection among its employees.

ECO-EFFICIENCY

Water is one of the key natural resources for **CEMEX** and therefore the company introduces a range of activities to reduce water use in the production of concrete. Water is also the focus of attention for **PepsiCo**, which has also implemented solutions intended to recycle water in its production plant. A long-term goal for PepsiCo is to convert the facility into a net zero water plant. **Grupa LOTOS** is executing a long-term project intended to promote the use of natural gas for heating and technological processes. **IKEA Retail** is planning to replace all light-bulbs and lamps it offers with LED ones by 2016 and to replace all lighting equipment in IKEA buildings with more environmentally-friendly systems (mostly LED). **EDF Polska** has decided to invest in limiting the amount of combustion waste released into the environment at the company's two CHP plants.

BIODIVERSITY

CEMEX has worked towards regenerating former mine headings while at the same time helping the natural environment and protecting biodiversity. Several smaller and shallower water reservoirs with plant life were created and adapted so that animals could be reintroduced into the ecosystem. Ten species of reptiles (out of all 13 inhabiting lowland areas) have been observed in the reclaimed area.

SUSTAINABLE TRANSPORT

In order to minimise its negative environmental impact, **Lyreco Polska** has been holding training session for its employees in order to train them in eco-driving techniques. Similar projects are executed by **Ricoh**. The eco-driving workshops are intended for technical staff members. **Fortum Power and Heat Polska** got involved in promoting sustainable transport by co-organising an electric car marathon. Over a period of 10 days, electric cars from various countries competed along the route from Tallinn to Monte Carlo. Intermodal transport at **DB Schenker Logistics** envisages transporting goods using various means of transport but in the same freight unit (e.g. a container or semi-trailer), which is moved as required from one means of transport to another. That means that goods travel most of the way by rail. During the 2012 European Week of Sustainable Transport **IKEA Retail** joined in various activities to promote cycling among its employees and Krakow residents. **POLPHARMA** is popularising regular cycling to work among its employees. During its Bike Day **Global e-Business Operations** rewards each employee who cycles to the office with a small gift. On an everyday basis, the company also promotes carpooling. Thanks to virtual (in the form of an online animation) and real 10 km runs initiated by **Grupa Allegro**, inhabitants of the region could win bicycle stands for their regions.

ECO-CONSTRUCTION

Tebodin Poland educates its employees in the area of LEED and BREEAM building certifications. It encourages its customers for execute their projects in compliance with sustainable construction guidelines. It also uses modern organisational solutions to limit water and electricity use in its buildings.

CERTIFICATION

2012 saw the successful completion of the EMAS re-certification initiative of Cementownia Chełm, owned by **CEMEX**. By implementing the Eco-Management and Audit Scheme (EMAS), the facility willingly goes the extra mile, not only following but also exceeding the basic

requirements set forth in applicable legal regulations. P.P. "Porty Lotnicze" was successful in its initiative to obtain the Airport Carbon Accreditation for Warsaw Chopin Airport. Subsequent stages of the ACA programme include limiting its carbon footprint, involving the airport's partners in joint actions to reduce greenhouse gas emissions and achieving as well as maintaining a zero emissions level. **Tchibo Warszawa**, together with the Environmental Partnership Foundation, created the Green Shop Certificate. **Lyreco Polska** has launched a Green Products Assessment System.

ENVIRONMENTAL EDUCATION

KPMG in Poland started the No Printing Day campaign aimed to encourage as many companies and individuals as possible to refrain from printing anything on just one symbolic day of the year – each first Friday in October. As part of the Eco-Kids project, **Global e-Business Operations** conducted environmental awareness classes for 32 children aged between 6 and 10. **IKEA Retail** in Łódź also prepared educational campaigns and free workshops for children about living in a sustainable way. **Mondial Assistance** joined in an education project revolving around illegal trade in exotic animals. **Volkswagen Poznań** has announced an environmental grant competition for the local community living near the VWP facility. **BOŚ Bank** organised a competition for the best bank card design for young people aged between 13 and 18. New cards constitute an element of environmental education, feeding into the bank's mission. The winning designs are gradually released by the Bank. **IKEA Retail** held the first campaign in Poland conducted using natural advertising media: gigantic furniture made of fresh grass, advertising slogans cleaned out on pavements (so-called Clean Ads), and billboards overgrown with flowers. **Kompania Piwowarska** reminded consumers and retailers about the benefits of reusable packaging. The campaign was a reminder of how much one can gain choosing beer in a reusable bottle. **Skanska Property Poland** organises various initiatives for employees of leaseholders moving into Skanska buildings.

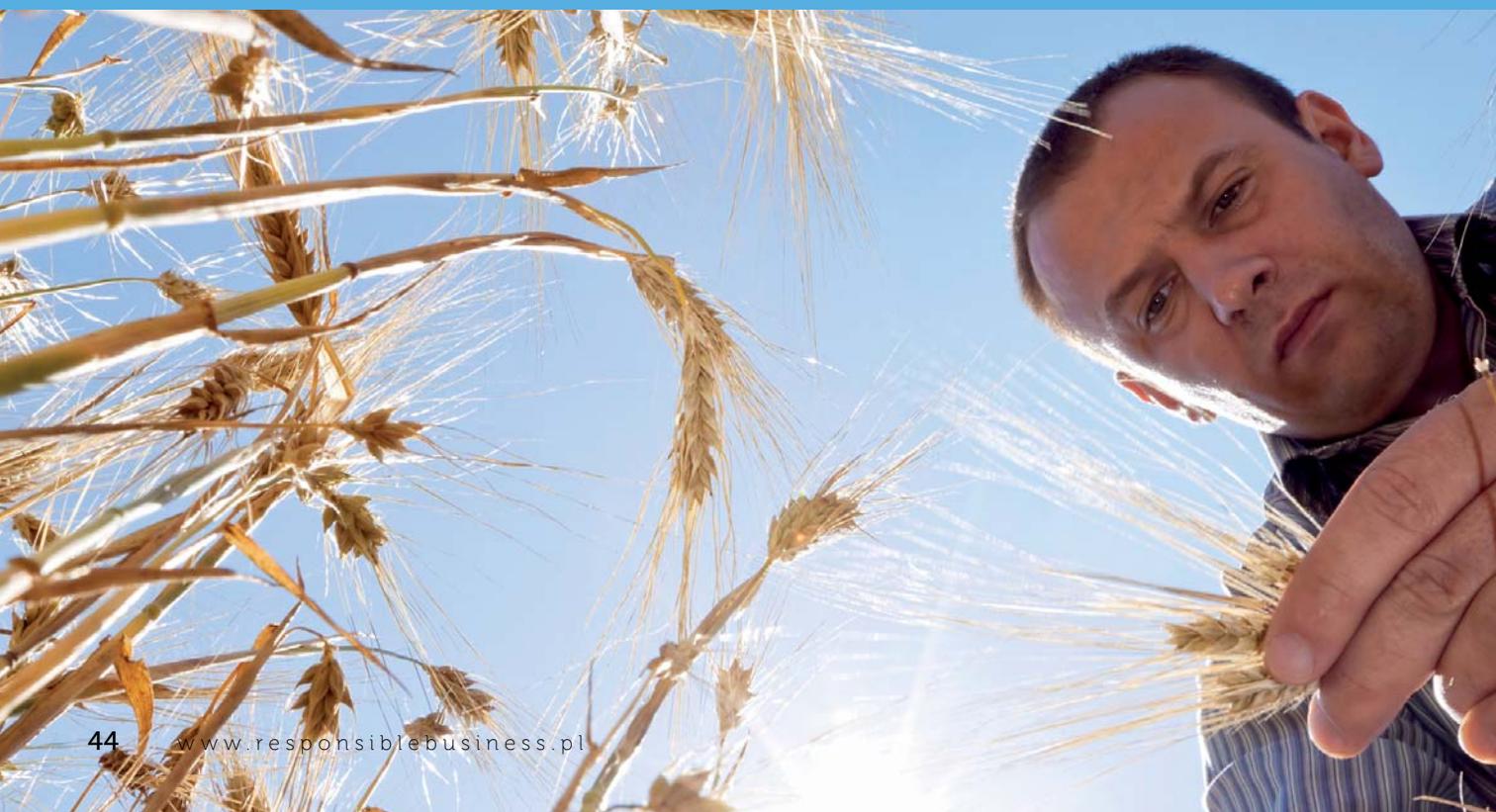
ENVIRONMENTAL PROGRAMMES

As part of the EKO-FIRMA project, **Grupa GPEC** introduces new solutions which limit its negative impact on the natural environment, including: modernisation of its CHP plants and transmission networks, the development of co-generation to produce heating and electricity at the same time, introducing tablets for technical staff and limiting printing at the company, as well as introducing eco-paper. **Grupa Kapitałowa Pelion** now boasts an entire Eco-Team, established as a result of a grass-roots initiative of staff members from various departments. The group's meetings, where new initiatives and ideas are created, are held once every month. A long-term environmental programme in the field of sales and administration is an integral part of the CSR strategy of **Tchibo Warszawa** – 3E for the Environment: educating, engaging and eco-innovations. **Diageo Polska** has created the GreenIQ Team working in three fields: eco-offices, eco-events and eco-communication.

Fair operating practices

Fair operating practices comprise ethical behaviours of enterprises in their relations with other organisations, including government organisations, partners, suppliers, contractors, clients, competitors and associations of which they are members. Issues related to fair commercial practices include preventing corruption, responsible involvement in activities in the public sphere, fair competition, socially responsible operations, relations with other organisations and respecting ownership rights.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



Fair operating practices

| No | Company | Practices | Category |
|----|--|--|---|
| 1 | Carrefour Polska Sp. z o.o. | Educational workshops for entrepreneurs | market education |
| 2 | CSRinfo | Dialogue Academy | stakeholder dialogue and market consultations |
| 3 | DuPont Poland Sp. z o.o. | Global Food Security Index | market education |
| 4 | GASPOL | Future of Rural Energy in Europe (FREE) | market education |
| 5 | ING Bank Śląski | Vendors' Management Procedure | vendor relationship management |
| 6 | Lyreco Polska S.A. | Code of Ethics for suppliers | vendor relationship management |
| 7 | METRO GROUP | Let's talk about commerce | market education |
| 8 | Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A. | Transmission Network Code – consultation with market | stakeholder dialogue and market consultations |
| 9 | Polski Koncern Naftowy ORLEN SA | Dissemination of knowledge on shale gas exploration and traditions of the oil industry in Poland | market education |
| 10 | Polski Koncern Naftowy ORLEN SA | Future Fuelled by Knowledge (FFbK) | market education |
| 11 | Polskie Górnictwo Naftowe i Gazownictwo SA | Strategy of the Social Dialogue concerning the exploration of the shale gas and managing the public debate | market education |
| 12 | SGS Polska Sp. z o.o. | Promotion of LBG model in Poland as a tool to measure the impact of business on society – development of LBG network | market education |
| 13 | Teva Pharmaceuticals Polska sp. z o.o. | Healthy Dialogue | market education |
| 14 | Totalizator Sportowy | Responsible Retailer – trainings for LOTTO sales agents | market education |
| 15 | Volkswagen Poznań | Quality Conference for Suppliers | vendor relationship management |
| 16 | Zakłady Azotowe „Puławy” Spółka Akcyjna | PUŁAWY Competence Center | market education |

VENDOR RELATIONSHIP MANAGEMENT

Thanks to the Vendor Management Procedure at **ING Bank Śląski**, the vendor management process is comprehensive, verifiable and documented every step of the way. Vendor selection rules and criteria are closely related to the business process, control and feedback system. **Lyreco Polska** has introduced a Code of Ethics applicable to its vendor relationships. The Code describes its obligations as regards respecting human rights and correct employment, HSW and environmental management practices, compliance, efficiency, transparency as well as taking the right measures to protect the confidentiality of all information. **Volkswagen Poznań** organised a Quality Conference for Suppliers which provided a platform for exchanging valuable experience. The Conference aimed to strengthen direct relationships with vendors and streamline communication and cooperation.

FAIR OPERATING PRACTICES

MARKET EDUCATION

The idea behind **METRO GROUP'S** Let's Talk about Commerce project is drawing the attention of the political circles and the general public to the role of the trade sector – one of the key branches of the Polish economy, employing ca. 2 million people and generating almost 20% of the country's GDP. **Carrefour Polska** shares its business experience by organising educational workshops for entrepreneurs under the title: "Improving the results of corner shops – franchising as an effective business solution". Future Fuelled by Knowledge is a project implemented by **Polski Koncern Naftowy ORLEN**, which aims to initiate and enhance the quality of the public debate about the most important challenges for the Polish and the global economy, as well as public awareness of the essential economic issues affecting the country. Shale gas has become one of the centrepieces of the debate. In Poland, shale gas has caught the public eye and unleashed a heated debate on various aspects of sourcing gas from unconventional sources. The company has implemented an educational programme focusing on that theme. In turn, **Polskie Górnictwo Naftowe i Gazownictwo**, which holds the largest number of Polish shale gas deposit prospecting and exploration licenses, has developed a Social Dialogue Strategy with regard to searching for unconventional gas deposits and holding a public debate. **GASPOL** has become involved in the Future of Rural Energy in Europe Forum (FREE), which intends to put the spotlight on the energy needs of rural and suburban areas. According to the World Health Organisation, more than half of all patients fail to follow doctors' orders. In Poland, one of the main reasons for this problem is deficient communication between the doctor and the patient. The Healthy Dialogue awareness-raising programme run by **Teva Pharmaceuticals Polska** has been devised to increase patient compliance through efficient communication with doctors. **Totalizator Sportowy** works to increase awareness and broaden retailers' knowledge on gambling-related hazards and responsible retailing. The strategy of **Zakłady Azotowe "PUŁAWY"** envisages building and strengthening the company's competences on the market of artificial fertilisers – the PUŁAWY Competence Centre was established to achieve that goal. The centre shapes the profile of a modern agricultural entrepreneur, raising farmers' competences, disseminating research results concerning fertilizers and forging new relationships between business and science. **DuPont Poland** is the brains behind a coherent tool called the Global Food Security Index, which enables a comprehensive approach and study of safe wholesome food necessary to meet the nutritional preferences and needs of the population and to lead a healthy active life. An important element of CSR policies is measuring their effectiveness as well as social impact. **SGS Polska** was involved in activities aimed to promote the LBG model in Poland as a tool to measure the impact of business on society. It also contributed to the development of the LGB network.

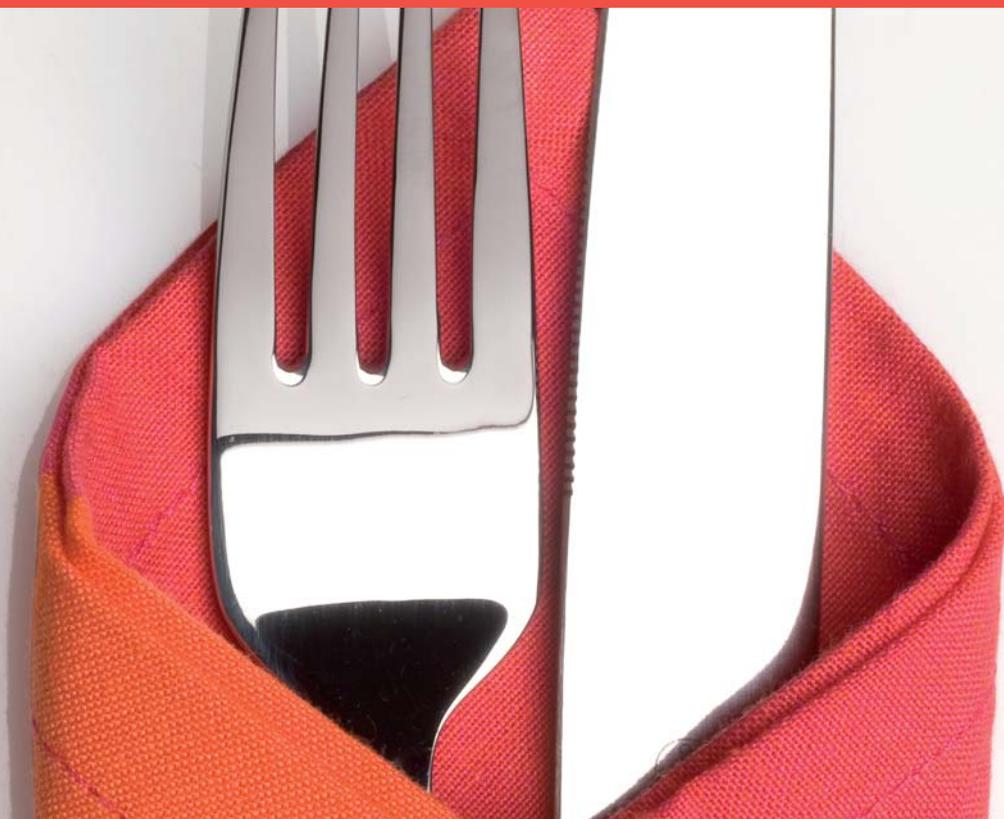
STAKEHOLDER DIALOGUE AND MARKET CONSULTATIONS

For two years **CSRinfo** and **Orange Polska**, with support from **AccountAbility** and the Ministry of the Economy, implemented a project intended to change the situation as regards stakeholder dialogue practices. The AA1000 standards series was translated and educational meetings were held, along with a conference and a workshop session. In coordination with other market players, **Operator Gazociągów Przesyłowych GAZ-SYSTEM** developed a new Transmission Network Maintenance and Operations Manual describing the technical rules for petrol trading on the commodity exchange.

Consumer issues

Organisations that supply products and services to consumers and other clients have certain responsibilities to such consumers and clients. (...) Consumer issues related to CSR include among other things reliable marketing, protection of health and safety, balanced consumption, addressing and settling disputes, protection of customers' data and privacy, access to essential products and services, taking into account sensitive and socially disadvantaged consumers, and education.

PN-ISO 26000:2012: Guidance On Social Responsibility, November 2012



CONSUMER ISSUES

Consumer issues

| No | Company | Practices | Category |
|----|--------------------------|---|---------------------------------------|
| 1 | Bank BGŻ | Free account for NGOs | availability of products and services |
| 2 | Bank BGŻ | Plan Senior – special account dedicated to retired people | availability of products and services |
| 3 | Citi Handlowy | Building Financial Independence for Women Program | consumer education |
| 4 | Diageo Polska Sp. z o.o. | RD Campaign: “Alcohol is Responsibility” | consumer education |
| 5 | ENEA S.A. | Access to ENEA.pl for people with disabilities | availability of products and services |
| 6 | Lafarge | Build your house with Lafarge | services for customers |
| 7 | Orange Polska | Campaign against unfair competition | consumer education |
| 8 | Orange Polska | Digital inclusion | availability of products and services |
| 9 | Orange Polska | First-aid application | health and safety |
| 10 | P.P. „Porty Lotnicze” | AED at Warsaw Chopin Airport | health and safety |
| 11 | RWE Polska | Customer in the centre of attention | services for customers |
| 12 | TAURON Polska Energia SA | Education and information campaign “Fuses of TAURON” | consumer education |
| 13 | TAURON Polska Energia SA | Social campaign “Low emission – high risk” | consumer education |
| 14 | Tchibo Warszawa | Sustainable Tchibo coffee products | eco-labeling |
| 15 | Tchibo Warszawa | Tchibo sustainable textile and wood product range | eco-labeling |
| 16 | Tesco Polska | Healthy Appetite – your personal healthy eating advisor in a smartphone | consumer education |
| 17 | Unilever Polska | Sustainable Household Management Campaign | consumer education |

AVAILABILITY OF PRODUCTS AND SERVICES

Bank BGŻ offers a free account for NGOs, enabling them to use selected banking services free of charge. Counteracting digital exclusion of older and disabled people is one of the priority goals of the strategy of **Orange Polska** and a challenge brought to the company's attention by stakeholders. The company established a team specialising in adjusting its offer, customer service and communication to the needs of the elderly and disabled. The team also organises educational activities. **ENEA** was yet another company which recognised the needs of this group of customers, launching ENEA.pl – a website for people with disabilities, aligned with the WCAG 2.0 international website accessibility standards. In order to prevent financial exclusion of elderly people, **Bank BGŻ** introduced a special account dedicated to retired people. The offer is intended for customers aged over 60.

CONSUMER EDUCATION

Orange Polska aims to make its customers aware of dishonest sale practices used by various market players. Mainly targeting seniors, the company used various communication channels to pinpoint the techniques used by dishonest traders and highlighted the key things to

do before signing any binding document. It advised customers on how to withdraw from a dishonest agreement and where to get help if they were cheated. To tackle the problem of dishonest sellers, **TAURON** conducted a campaign focusing on the creation of TV and radio spots as well as press articles and a "Consumer's Guide". **Diageo Polska**, representing the alcohol industry, implemented a campaign entitled "Alcohol is responsibility. Drink wisely" with educational materials distributed in shops and off-licence sections. **TAURON** also focused on air pollution, holding an informative action intended for users of obsolete heating systems in multi-family buildings in several cities across Silesia. As part of the program called Building Financial Independence for Women, in collaboration with the Centre for Women's Rights, **Citi Handlowy** touched upon the topic of financial education of women affected by violence. The project aimed to enhance their skills in personal finance management, sensible use of bank credits and loans, managing household budgets and planning their financial future. **Tesco Polska** developed the "Healthy Appetite" application, turning smartphones into personal nutrition advisors to bring the importance of a healthy and balanced diet to their customers' attention. As part of the Gospodarni.pl project **Unilever** takes action to inform its employees and customers alike about rational and responsible management of the available resources.

HEALTH AND SAFETY

P.P. "Porty Lotnicze" provided Warsaw Chopin Airport with almost 50 automated external defibrillators (AED), which are now available in the terminals and other areas at the airport. They are very easy to use thanks to their recorded instructions and detailed description on the device. **Orange Polska** developed the First Aid smartphone application featuring practical tips about helping victims of various accidents.

SERVICES FOR CUSTOMERS

RWE Polska came up with a range ideas and initiatives concerning the development of the company. At the initial stage of the project entitled "Customer in the Centre of Attention" various proposals were created to bring the best results in a short time. Later, long-term activities supporting further orientation of the organisational culture towards foregrounding customers' needs were introduced. **Lafarge** developed a special website and application entitled "Build your house with Lafarge", which enables users to create a visualisation of selected elements of their dream house and surroundings without the involvement of architects and using only the company's products.

ECO-LABELING

Tchibo Warszawa offers a range of organic cotton goods certified by independent organisation in line with the Organic Exchange 100 Standard and the Organic Exchange Blended Standard. Tchibo is also a distributor of furniture made of tropical and boreal timber sourced exclusively from forests compliant with Forestry Best Management Practices certified according to the guidelines of the Forest Stewardship Council (FSC®). The share of organic coffee in Tchibo's offer has grown from 13% in 2011 to ca. 22% in 2012.

Social involvement and local community development

Social involvement and local community development are integral elements of sustainable development. Because each organisation has an impact on society, social involvement extends beyond identifying and engaging stakeholders; it also includes supporting and building relations with the community. Most of all, however, it requires recognising the value of such a community. It is recommended that social involvement of an organisation should emerge from the recognition that the organisation is a stakeholder in the community and has common interests with it. (...) Questions related to local community development, to which the organisation may contribute, include creating jobs by expanding and diversifying business operations, and through technology development. An organisation may also have a contribution in creating wealth and revenues through social investment projects and by means of local economic development initiatives, propagating of education and competence development programmes, promoting and protecting culture and art, and providing and/or disseminating community healthcare services.

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Social involvement and local community development

| No | Company | Practices | Category |
|----|--------------------------------|--|---|
| 1 | 24/7PR | PR START | job creation and skills development |
| 2 | ABB Sp. z o.o. | ABB's social project in Aleksandrów Łódzki: "Student with a passion, engineer with a future" | job creation and skills development |
| 3 | AEGIS MEDIA | Future Proof – Local actions as a part of a global strategy of the Group AEGIS MEDIA | a good neighbour |
| 4 | ASTOR Sp. z o.o. | ASTOR's President For a Day | educational projects for children and the youth |
| 5 | ATERIMA | Free German Audio Lessons | job creation and skills development |
| 6 | Bank BGŻ | Ride with your head on | road safety |
| 7 | Bank Gospodarstwa Krajowego | Young Citizen | educational projects for children and the youth |
| 8 | Bank Zachodni WBK | Liders of Europe | educational projects for children and the youth |
| 9 | Bank Zachodni WBK | Santander Universidades | supporting science |
| 10 | Bayer | Baylab - popular science media showroom | educational projects for children and the youth |
| 11 | BOŚ Bank | 2 PLN for wild animal | socially responsible marketing |
| 12 | Carrefour Polska Sp. z o.o. | "Supplementary alimentation with Carrefour" programme | charity and philanthropic work |
| 13 | CEMEX | Educational program for schools in Chełm | educational projects for children and the youth |
| 14 | Citi Handlowy | "First Million" Game | educational projects for children and the youth |
| 15 | Citi Handlowy | Recovery of Polish Art | art and culture |
| 16 | Coca-Cola Poland Services | Leader Sports Animators | physical activity |
| 17 | Deloitte | "Become a blood donor" campaign | charity and philanthropic work |
| 18 | Deloitte | Donations and employees | charity and philanthropic work |
| 19 | Diageo Polska Sp. z o.o. | Social Communities | a good neighbour |
| 20 | E. & J. Gallo Winery | Get BAREFOOT and give back! | a good neighbour |
| 21 | EDF Polska | Open Door Days | a good neighbour |
| 22 | Ergo Hestia | Portrait of Pomerania | a good neighbour |
| 23 | Fabryka Komunikacji Społecznej | Fairy tales out of fairy tale | charity and philanthropic work |
| 24 | Fabryka Komunikacji Społecznej | Portal kampaniespoleczne.pl | adult education |
| 25 | Fortum Power and Heat Polska | Bicycle trip "From heap to Scandinavia" | a good neighbour |
| 26 | Fortum Power and Heat Polska | Energy by education | educational projects for children and the youth |

SOCIAL INVOLVEMENT AND LOCAL COMMUNITY DEVELOPMENT

| No | Company | Practices | Category |
|----|--|--|---|
| 27 | Fortum Power and Heat Polska | Energy game | educational projects for children and the youth |
| 28 | Fortum Power and Heat Polska | Fortum for Silesian children | a good neighbour |
| 29 | Fortum Power and Heat Polska | Summer with theatre | a good neighbour |
| 30 | Global e-Business Operations | CSR Olympic games | charity and philanthropic work |
| 31 | Global e-Business Operations | Mentoring for students | job creation and skills development |
| 32 | Global e-Business Operations | This is project! | educational projects for children and the youth |
| 33 | Grupa Allegro | Allegro Employees Auctions | charity and philanthropic work |
| 34 | Grupa Allegro | "Feed the dog" with Tablica.pl | charity and philanthropic work |
| 35 | Grupa GPEC | Christmas are also warm... | a good neighbour |
| 36 | Grupa Kapitałowa Pelion S.A. | Dignity Day | educational projects for children and the youth |
| 37 | Grupa Kapitałowa Pelion S.A. | Mother you are not alone | charity and philanthropic work |
| 38 | Grupa Kapitałowa Pelion S.A. | Łódź Marathon "Dbam o Zdrowie" | charity and philanthropic work |
| 39 | Grupa Kapitałowa Pelion S.A. | Together We Can Do More! | social investments |
| 40 | Grupa Kapitałowa Pelion S.A. | You may have to be St.Claus | charity and philanthropic work |
| 41 | Grupa Muszkieterów | Musketeers for Polish women | preventive care activities |
| 42 | Grupa Muszkieterów | We collect blood for Poland | charity and philanthropic work |
| 43 | Grupa Żywiec | Coalition for the Sobriety of Youth | educational projects for children and the youth |
| 44 | Horus Innowacyjne Materiały Przemysłowe Sp. z o.o. | Be Visible – Be Safe | road safety |
| 45 | IBM | IBM Grant Services – NGOs capacity building | social investments |
| 46 | IBM | IBM internship for people with ASD (Autism Spectrum Disorder) | job creation and skills development |
| 47 | IBM | Teachers Try Science | adult education |
| 48 | IKEA Retail | Program "You can count on the family" | socially responsible marketing |
| 49 | ING Bank Śląski | Internship with Lion | job creation and skills development |
| 50 | IQ Marketing | Let's hire AS (autistic person) | job creation and skills development |
| 51 | Jeronimo Martins Polska S.A. | Cooperation with Caritas Poland | charity and philanthropic work |
| 52 | Jeronimo Martins Polska S.A. | European Championship 2012 of the Children form Care Homes – sponsorship | charity and philanthropic work |

SOCIAL INVOLVEMENT
AND LOCAL COMMUNITY DEVELOPMENT

| No | Company | Practices | Category |
|----|--|--|---|
| 53 | Lafarge | Childrens Home support | charity and philanthropic work |
| 54 | Lafarge | Educational Area of Lafarge | educational projects for children and the youth |
| 55 | Lyreco Polska S.A. | Lyreco for Education | charity and philanthropic work |
| 56 | MASPEX-GMW Sp. z o.o. S.K.A. | The Puchatek Safety Club | road safety |
| 57 | NIVEA Polska Sp. z o.o. Grupa Beiersdorf | NIVEA Soccer School | physical activity |
| 58 | NSG Group w Polsce | Internship program for unemployed | job creation and skills development |
| 59 | Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A. | Communication about investments | a good neighbour |
| 60 | Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A. | School starter kits | a good neighbour |
| 61 | Oracle Polska Sp. z o.o. | Cleaning up the garden at the orphanage | charity and philanthropic work |
| 62 | Orange Polska | Guidance for young people about safety internet | educational projects for children and the youth |
| 63 | Orange Polska | Orange Educational Islands | educational projects for children and the youth |
| 64 | Orange Polska | Orange Studios | social investments |
| 65 | Orbis S.A. | Accordeon of authonomy | job creation and skills development |
| 66 | PKO Bank Polski | Bank Honorary Blood Donation Campaing | charity and philanthropic work |
| 67 | Polska Telefonía Cyfrowa S.A. | Christmas Charity Auction | charity and philanthropic work |
| 68 | Polska Telefonía Cyfrowa S.A. | Volunteering programme "T-Mobile around the world" | charity and philanthropic work |
| 69 | Polski Koncern Naftowy ORLEN SA | Competence wolontariat | educational projects for children and the youth |
| 70 | Polski Koncern Naftowy ORLEN SA | Interactive portal "Feel the chemistry" | educational projects for children and the youth |
| 71 | Polski Koncern Naftowy ORLEN SA | ORLEN for public health and life | charity and philanthropic work |
| 72 | Polskie Górnictwo Naftowe i Gazownictwo SA | Sunny school bag | charity and philanthropic work |
| 73 | Polskie Górnictwo Naftowe i Gazownictwo SA | 5th edition of the natural gas contest "Play with Gazus" | educational projects for children and the youth |
| 74 | Polskie Górnictwo Naftowe i Gazownictwo SA | "Stroke with an apple on head" competition | educational projects for children and the youth |
| 75 | Polskie Górnictwo Naftowe i Gazownictwo SA | Computer window to the world | charity and philanthropic work |
| 76 | Polskie Górnictwo Naftowe i Gazownictwo SA | Making a difference with a bird feeder | a good neighbour |

SOCIAL INVOLVEMENT AND LOCAL COMMUNITY DEVELOPMENT

| No | Company | Practices | Category |
|----|---|--|---|
| 77 | Polskie Górnictwo Naftowe i Gazownictwo SA | Never alone with Santa Claus | charity and philanthropic work |
| 78 | Pomorska Spółka Gazownictwa | Knowledge transfer | job creation and skills development |
| 79 | Prima Sara Lee Coffee and Tea Poland Sp. z o.o. | Youth Employment | job creation and skills development |
| 80 | Procter & Gamble Polska | Thank you, Mom | socially responsible marketing |
| 81 | Provident Polska S.A. | Become The Leader with HR Team | job creation and skills development |
| 82 | PZU | Competition "Healthy Municipality" | preventive care activities |
| 83 | Radisson Blu Hotel, Kraków | Kraków Business Run | charity and philanthropic work |
| 84 | Scanmed Multimedix | Choose health! Remember about prevention | preventive care activities |
| 85 | Scanmed Multimedix | Win a life – do mammograms! | preventive care activities |
| 86 | Schenker Sp. z o.o. | Sales Consulting Trainee Programme | job creation and skills development |
| 87 | Siemens Sp. z o.o. | Siemens report "Sensible and preventive" and "Health – A male thing" | preventive care activities |
| 88 | Skanska Property Poland | Involvement in local initiatives to support the creation and development of urban spaces | art and culture |
| 89 | TAURON Polska Energia SA | Project "The heroes of the day" | charity and philanthropic work |
| 90 | TAURON Polska Energia SA | Project "The houses of positive energy" | charity and philanthropic work |
| 91 | Tesco Polska | I Charity Run – Tesco for Children | charity and philanthropic work |
| 92 | TRI (Poland) | Plan your career-cooperation with high schools and universities | job creation and skills development |
| 93 | TU Europa S.A. | Employee volunteering | charity and philanthropic work |
| 94 | Tymbark-MWS Sp. z o.o. S.K.A. | From the backyard to the stadium for the Tymbark Cup | physical activity |
| 95 | Unilever Polska | Global Handwashing Day | educational projects for children and the youth |
| 96 | UPC Polska | Internet Starter | adult education |
| 97 | Wawel SA | Sweet Children's Day | charity and philanthropic work |
| 98 | Wydawnictwo Zwierciadło | Zwierciadło Foundation | art and culture |

A GOOD NEIGHBOUR

While making new investments, **GAZ-SYSTEM** is often forced to enter privately-owned land – therefore the company goes to great lengths to ensure its positive relationships with the local community and for the last few years it has adopted a systemic approach to communication related to investment projects. Moreover, the company funds school starter kits for first-graders living in the investment project area. **Fortum Power and Heat Polska** is restructuring to increase efficiency, which also entails lay-offs and therefore it is trying to support the local community and in particular children in danger of marginalisation. As part of local work, **Grupa AEGIS MEDIA** has conducted various environmental and social projects. A Social Communities Group was established at **Diageo**, which joined in a voluntary work programme as well as charity work for Warsaw's children's centres. **E.&J. Gallo Winery**, as part of its collaboration with local communities from six cities, implemented various environmental and social initiatives. **EDF Polska** organised Open Door Days for people living in the vicinity of its power plant and CHP facility, giving them an opportunity to visit the premises and learn more about heat and power generation processes. The Pomerania Gas Trading Department of **Polskie Górnictwo Naftowe i Gazownictwo** co-organised workshops for representatives of the local community in order to bring the seemingly disparate groups of young and elderly people closer together. **Grupa GPEC**, in coordination with its clients, earmarks the money which normally goes towards funding Christmas gifts for clients, for supporting those in need living in the vicinity. **Grupa Ergo Hestia**, in collaboration with a local newspaper, is conducting cyclical public opinion polls among inhabitants of the Pomerania Region. The polls serve to pinpoint the challenges faced by the region and to present development recommendations.

PREVENTIVE CARE ACTIVITIES

Scanmed Multimedis conducted a preventive care campaign addressed to the local communities of 5 cities where the company operates. The Musketeers for Polish Women project aims to encourage women, especially those from small towns, to take advantage of breast cancer preventive care, including free mammographic test in a mammo bus parked in front of **Grupa Muszkieterów** shops. A similar, although smaller-scale campaign addressed to women from Krakow only was conducted by **Scanmed Multimedis**. Statistics from the Ministry of Health indicate that approximately 3,500 women each year are diagnosed with cervical cancer and almost 2,000 die. Women do not want to take the test, although it is now more and more accessible. **Siemens** joined in preventive care activities through its Sense and Prophylaxis Campaign, which included the publication of a report entitled "Why Polish Women do not undergo cytology tests" in 2011, followed by "Health – A Man's Thing" in 2012. **PZU** co-organises an educational project entitled Healthy Municipality Competition, addressed to local authorities. The municipalities compete to achieve the best turnout rates at screening tests. Financial awards for health promotion are given to the best-performing regions.

JOB CREATION AND SKILLS DEVELOPMENT

Having commissioned a new plant in Poland, **NSG Group** implemented a special traineeship programme for the region's unemployed, in collaboration with local employment offices. **Pomorska Spółka Gazownictwa** contributed to the launch of a qualifying vocational course for gasworks technicians. The course allows for the integration of the school system with the business circles to adapt the contents of vocational training programmes to the current needs of the local labour market. **Provident** introduced a traineeship programme for students interested in HR management and policies. As a result, two people were invited to do a paid 2-month traineeship in the company's HR department. **ING Bank Śląski** organises summer placements for students. Placement opportunities are proposed by the bank's employees working in various departments. **Prima Sara Lee Coffee and Tea Poland** also provides traineeships for students, helping them to learn more about how an international corporation works, as well as how to use its tools and how to work in international teams. The Sales Consulting Trainee Programme is a paid traineeship programme in the sales department of **DB Schenker Logistics**, intended for graduates and students in their final years at university. The best participants are offered a fast-track career in sales and the position of an account manager. **Global e-Business Operations** contributed to the Mentoring for Students programme, i.e. an initiative of the Wrocław University of Economics. Six mentors from the company – long-standing experts in various business areas – supported students within the framework of the initiative. In order to ensure highly-qualified human resources and enrich the knowledge of young people studying mechatronics at university, **TRI (Poland)** decided to organise tours of its facility, during which high school and university students could learn

SOCIAL INVOLVEMENT AND LOCAL COMMUNITY DEVELOPMENT

more about the company's profile and organisational culture, visit the production hall and follow the manufacturing process, as well as see the machine park. As a result of talks with its stakeholders, **ABB** launched the Student with a Passion, Engineer with a Future project, which consists in supporting education in the field of sciences. **Agencja 24/7 PR** implemented an original programme called PR START, which allows graduates of all university courses to learn the ins and outs of the art of PR and to start working in the industry. **ATERIMA** prepared a series of 26 free sound-based lessons in German, which could be downloaded from its website for free. The free course makes it easier to find a job in Germany for women aged over 50, for whom the lack of language skills constitutes a barrier to entering the labour market. The labour market is virtually inaccessible to autistic people. **IQ Marketing** and **IBM** took part in the project for people with ASD called Let's Hire AS, which intends to survey the potential and professional needs of people suffering from autism and to offer traineeships. To enable especially vulnerable young people to enter the labour market, **Orbis** launched a project consisting of a series of training courses, traineeships and psychological support sessions.

SOCIAL INVESTMENTS

The Dbam o Zdrowie Foundation of **Grupa Kapitałowa Pelion** initiated a project which relies on cooperation with other organisations to integrate the provision of assistance services to the elderly, as well as to people who are sick, impoverished or threatened by social exclusion. **IBM Grant Services** is a grant programme under which NGOs receive free support in the form of business services from the company. The development of the information society and the spread of new technologies in education is one of the key social challenges for **Orange Polska**. The company established modern Internet rooms in 50 towns of up to 20,000 inhabitants.

CHARITY AND PHILANTHROPIC WORK

At Christmas, **Deloitte** employees hold a fund-raiser for children's centres. The company makes an additional contribution, doubling the amount of money collected by the employees. Once every quarter or every six months, employees of **Grupa Allegro** organise Internet auctions, where all proceeds go towards helping selected children suffering from serious diseases. The employees, along with the customers and vendors of **Lyreco** raise funds for the **Lyreco** for Education foundation. Each year before Christmas, employees of **Polska Telefonía Cyfrowa** take part in the Christmas Charity Action. For the last few years employees of **TU Europa** have prepared Christmas gifts for children and families in financial difficulties.

Sporting events are a special form of charity actions. Since 2011 **Grupa Kapitałowa Pelion** has been organising the Łódź Marathon Dbam o Zdrowie. The event combines sports with modern charity work. Each runner may start its own fund-raiser for a selected charity or public benefit organisation. When running or cycling, employees of **Polska Telefonía Cyfrowa** kept track of the kilometres they travelled using endomondo, a mobile app. The kilometres were then converted into money which was used to support terminally ill children. In 2012 **Tesco** organised the 1st **Tesco** for Children Charity Run. The objective was to rally as many employees, customers and representatives of partner companies behind the idea. **Radisson Blu Hotel Kraków** co-organised a relay race with the participation of companies from Małopolska to raise funds for the beneficiaries of a foundation helping victims of accidents.

Demand for donated blood is still very high and therefore campaigns encouraging people to become honorary blood donors are vital. **Deloitte** organises cyclical blood collections among its employees and other entities located in the same building. **Grupa Muszkieterów** has conducted a country-wide campaign called We Collect Blood for Poland five times already. Blood may be donated in special ambulances parked next to the chain's supermarkets. The Bank Honorary Blood Donation Action is also constantly developed by **PKO Bank Polski**, inviting acclaimed artists to help with the promotion. Bone marrow is urgently needed as well. **TAURON** has become involved in expanding the database of marrow donors and is helping to raise awareness of the issue. The company covers 80% of the cost of the test necessary to enter an employee into the database of donors.

The period leading up to Christmas is a time when most companies try to make children's dreams come true. Employees of **Grupa Kapitałowa Pelion** buy gifts and prepare parcels for underprivileged children and families, which they deliver themselves. **Lafarge** employees also presented children from Warsaw's children's homes with packages. **Oracle Polska** is also

supporting a children's home: in 2012 its employees working as volunteers cleaned the garden and playing fields of the facility after winter. **Fabryka Komunikacji Społecznej** recorded stories for children and delivered them to children's homes. Everyone who bought presents for a selected children's home received a record as a thank-you gift. In this way, those who received gifts could also give something to others. Since 2005 Grupa **TAURON** has been actively involved in improving the living conditions in the children's homes located in the area where the Group operates. As part of **Wawel Sweet Children's Day** organised for more than 450 public childcare institutions, children's homes receive more than 6 tons of sweets, as well as gifts every year. **Global e-Business Operations** holds an annual picnic for its employees' families. In 2012, 15 children from the Children's Home in Wrocław were invited as well. **Jeronimo Martins Polska** provided funds, as well as material and organisational support for the Polish and the European Championship of the Children from Care Homes "Hope for the Euro". **Carrefour Polska** has become involved in a supplementary alimentation programme for children at Caritas day centres in Poland. As part of the project, children also received 1,200 school starter kits. Caritas Polska also works with **Jeronimo Martins Polska**. Through the Biedronka retail chain, the company reaches many communities. Family fairs were among the most important joint events. The Pomeranian Gas Trading Department of **Polskie Górnictwo Naftowe i Gazownictwo** supports the work of the "Not Alone" Club of Assistance to Children and the Youth with Limited Mobility. As part of the "Schoolbag" projects, 100 backpacks with supplies were donated to children. In the Christmas period, employees together with the beneficiaries of the Club baked Christmas cookies in a bakery located in one of the shopping centres. **Grupa Kapitałowa Pelion** supported 16 Single Mother's Homes, equipping them with medical and hygienic supplies, as well as supporting young women in entering the labour market. Employees of **Polskie Górnictwo Naftowe i Gazownictwo** equipped a single mother's home with a complete computer station with Internet access and held a series of workshops and training courses to boost computer literacy. **PKN ORLEN** materially and financially supports professional and volunteer fire brigades all over Poland. In 2012, 60 units were supported. Charity actions also focused on helping animals. **Tablica.pl**, a website run by **Grupa Allegro**, organised a virtual feeding action to help dogs from selected shelters. By clicking on the screen, Internet users could fill a virtual bone. When the bone was full, the dog was "fed", i.e. received real pet food which was sent to the shelter.

ROAD SAFETY

BGŻ started an educational programme called Ride with your Head On, addressed to middle school students (research shows that they often cycle to school). The activity aims to promote safe behaviour among all road traffic participants. Another project revolving around this theme but intended for early years students is called the Puchatek Safety Club, organised by **MASPEX-GMW**. In 2012, 60% of Polish schools participated in the programme. **Horus Innowacyjne Materiały Przemysłowe** provided 50% of all nursery schools in Bydgoszcz with high-visibility vests and other accessories. Around 1,600 children were also taught about basic rules for walking along roads and at pedestrian crossings and 2,000 cyclists had their bikes coated with high-visibility adhesive tape to be more visible on the road.

EDUCATIONAL PROJECTS FOR CHILDREN AND THE YOUTH

Orange Polska launched a special project aimed to equip hospital dayrooms with educational multimedia stations for children. The pilot project was introduced in 15 centres in Poland. The **ASTOR** President for a Day project is an original pioneering project put together by the company's employees for children with learning problems, social difficulties or coming from underprivileged backgrounds. The president of the company steps down for one day, and the position is taken over by children. **Bayer** has opened Baylab – a multimedia-based popular science lab, as a new place where children, young people and adults alike can meet with science. Under the auspices of the National Museum in Kielce, **Lafarge** has established an education centre for children and families. Employees of **Grupa Kapitałowa Pelion** joined in activities promulgating dignity among the youth. High-profile public figures are invited to take part in Dignity Day (on the third Wednesday in October) and share their professional and personal experience. Unilever, as part of its Sustainable Living programme is promoting hand washing. **Unilever's** voluntary workers ran special classes in nursery schools to remind children about that important everyday habit.

The establishment of the Coalition for the Sobriety of Youth is a response to the expectations of the social partners voiced during the Social Dialogue exercise of **Grupa Żywiec**. It

SOCIAL INVOLVEMENT AND LOCAL COMMUNITY DEVELOPMENT

is a long-term programme which constitutes a cooperation platform for representatives of local communities, including parents, teachers, the municipal guard, police, fire-fighters, NGOs and retailers. **Orange Polska** has been highlighting the theme of web security for many years now. The company operates a special team responsible for reacting to ICT hazards, as well as disseminating safe Internet use practices. Among its other projects, the team has also created two guidebooks – “Safe Computer” and “Safe You”, written in a simple language easy to understand for the average reader. Reacting to the low level of technological advancement of Polish youth and trying to debunk the myth of chemistry being a difficult and incomprehensible science, **PKN ORLEN** developed an educational website entitled poczujchemie.pl. **CEMEX Polska** launched a long-term programme offering environmental classes for young people attending schools near the cement plant. Recognising the potential of modern technologies, **Citi Handlowy** prepared a web-based game called “First Million”. The main aim of the project addressed to various social groups (middle school, secondary school and university students, as well as adults) is to educate them about business and finance. A game as a financial education tool was also used in the Leaders of Europe project. This international project of **Bank Zachodni WBK Foundation** was created for students from Polish schools, as well as young people of Polish descent living in Lithuania and Ukraine. To raise energy and environmental awareness among young people, **Fortum Power and Heat Polska** co-organises a Community Creation Competition addressed to nursery and primary school pupils. The Pomeranian Gas Trading Department of **Polskie Górnictwo Naftowe i Gazownictwo** is involved in educational activities addressed to children and the youth related to natural gas and environmentalism, organising competitions revolving around the topic. **PKN ORLEN** has twice financially and substantively supported social campaigns encouraging high school students to organise social projects. When executing social projects, young people do something useful not only for others, but also for themselves, as they acquire valuable experience and skills, sought after on the labour market – leadership, motivating others to make an effort and accomplishing one’s goals. **Bank Gospodarstwa Krajowego**, in partnership with the Centre for Civic Education, is implementing the Young Citizen programme, which aims to encourage young people to be active in their own communities. **Global e-Business Operations** managers share their knowledge and competences in the field of management and participate in a project promulgating entrepreneurship among students and teachers from 20 middle schools.

SOCIALLY RESPONSIBLE MARKETING

BOŚ Bank earmarks PLN 2 from each EkoLokata and cash loan that it sells for a specific protected animal species. Every time a customer produced the IKEA FAMILY card at the cash desk while shopping at **IKEA**, the company donated PLN 0.5 to the Scholarship Fund. The company then doubled the funds raised in this way. When buying **Procter & Gamble Polska** products marked with the Olympic symbol, customers had a chance to win a place for their child in a special camp organised in collaboration with the Polish Olympic Committee and offer a place to children from underprivileged backgrounds.

PHYSICAL ACTIVITY

Coca-Cola Poland Services seeks to play an active role in encouraging physical activity and improving the wellbeing and quality of life of people of all ages. Leader Sports Animators is a programme designed for local animators who organise various leisure activities, school programmes and events involving physical activity. **NIVEA Soccer School Programme** was created for children aged 7–13, their parents, coaches and local communities. The programme made it possible to create a group of 200 coaches – active ambassadors of the programme in the region. **Tymbark** is organising the largest football tournament for 10-year-olds in Europe. In 2012, 140,000 children participated in the programme, which means that one in every three 10-year-olds was involved.

ADULT EDUCATION

The website kampaniespoleczne.pl run by **Fabryka Komunikacji Społecznej** focuses on social campaigns and promotes them, raising awareness and helping to change people’s attitudes. The publisher of the website bears all the costs of the work of the editorial team, without making any profit from operating it. **UPC** has prepared a free simple programme which allows digitally excluded people to get to know the Internet. The project aims to encourage young people to invite their friends and family members to the world of the Internet. Just an hour is enough to teach people to communicate online, develop their passions and even make new friends. Advanced technologies are now present everywhere, providing new opportunities in every area of life, including education. Teachers Try Science

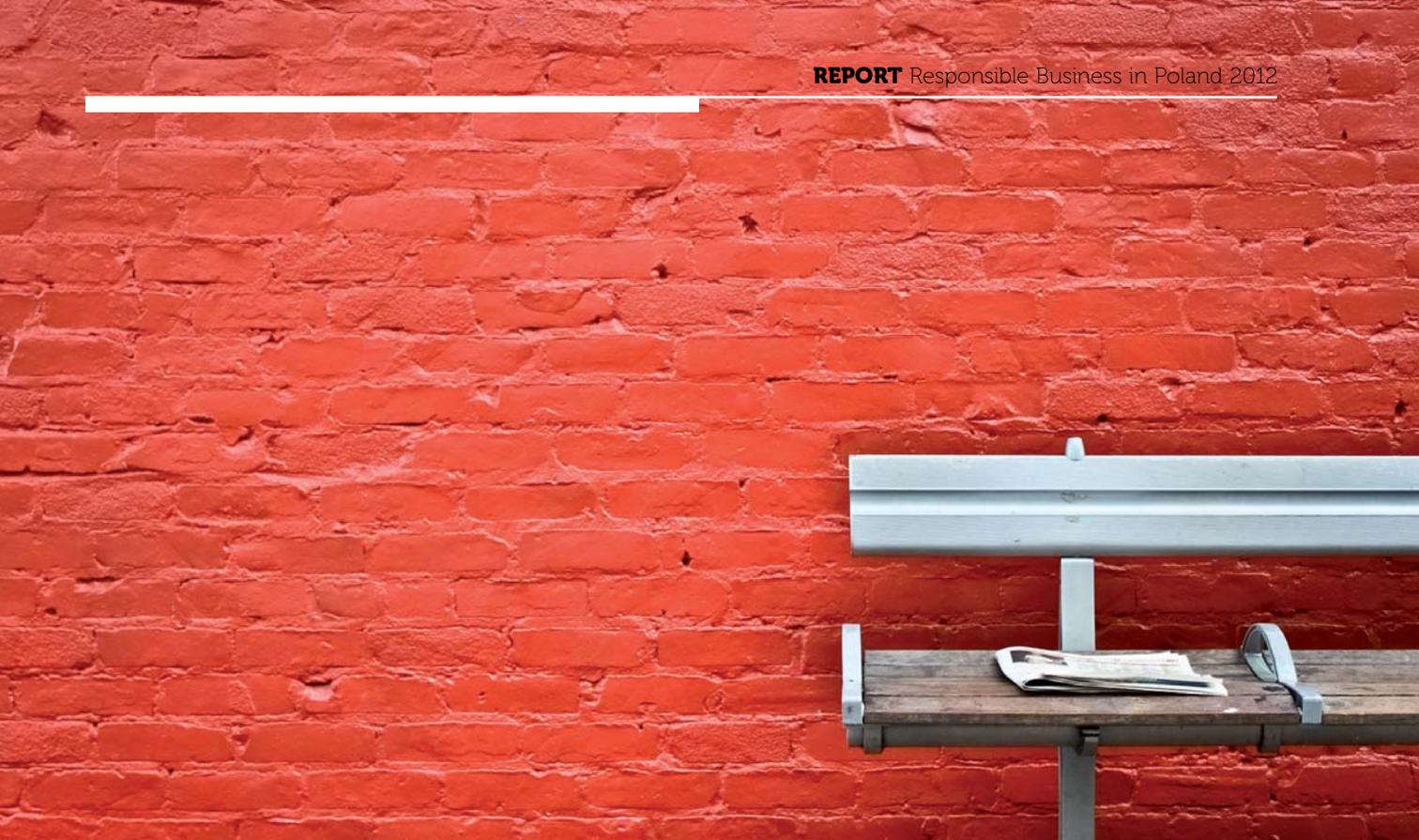
is a project run by **IBM** to acquaint teachers with modern technologies and to show them how to use technology in their work.

SUPPORTING SCIENCE

The Santander Universidades programme by **BZ WBK** supports Polish universities in executing various projects (in the field of research, science, education, etc.) which are crucial from the university's perspective. Selected higher education centres conclude framework agreements with the bank enabling students, employees and/or graduates to take part in global programmes organised by leading universities in the USA and Singapore, as well as in traineeships at **BZ WBK**.

ART AND CULTURE

Citi Handlowy, in cooperation with the Ministry of Culture and National Heritage, works to recover Polish works of art lost during World War II. **Skanska Property Poland** is renovating the mosaics by a Wrocław-based artist created in 1968 on the walls of Wrocław's buildings. The works were fully covered with graffiti and unkempt greenery. **Wydawnictwo Zwierciadło** is implementing a unique project, having established the first private youth orchestra in Poland – the Young Polish Philharmonics. Thirty-nine most talented students of 2nd degree musical schools were selected in auditions held all over Poland to become part of the orchestra.



Press monitoring in 2012

- Total number of articles concerning CSR and related topics from 1st January till 31st December 2012.

3342

Over 3300 articles regarding corporate social responsibility and related topics were published in 2012. Abstracts of 31 articles, in our opinion the most interesting ones or representing most popular thoughts, are available in the “Overview of selected articles from 2011” section of the Report.

A Calendar contains selection of events regarding CSR, and is divided into 1) conferences, seminars, meetings, 2) contests, awards, 3) projects, initiatives, actions, 4) reports, research and publications.



Selected CSR initiatives in 2012



The number of events in the Calendar and the number of articles prove that the topic of responsible business in Poland has become popular and diverse.

ABOUT THE RESPONSIBLE BUSINESS FORUM



CONTACT DETAILS
 e-mail: biuro@fob.org.pl
www.odpowiedzialnybiznes.pl
 facebook.com/ForumOdpowiedzialnegoBiznesu

13 years on the market

RESPONSIBLE BUSINESS FORUM
 IS THE OLDEST AND LARGEST NON-GOVERNMENTAL
 ORGANISATION IN POLAND DEALING WITH ALL ASPECTS
 OF CORPORATE SOCIAL RESPONSIBILITY

The Forum is a think-and-do-tank, advocating responsible business principles and taking the company's environmental and social impact into account. We are a platform of cooperation and dialogue, setting new trends and directions in the area of corporate social responsibility and sustainable development in Poland.



ABOUT THE RESPONSIBLE BUSINESS FORUM

CSR 2.0 Communication, Education, Technology Conference –

More than **150** participants



>> Wayne Visser

KEY MILESTONES IN 2012



4 debates in the “Responsible Business Talks” series



2012 CSR Fair
Almost **70** exhibitors



Publication of the “Responsible Business in Poland 2011. Good Practices” Report

RespEn Project.
A way to boost the competitiveness of small and medium enterprises during the economic crisis (project leader: Pomerania Development Agency).



VI Ranking odpowiedzialnych firm 2012

6th Responsible Companies Ranking 2012 (with RBF as a patron; the ranking is published by Gazeta Prawna daily, in collaboration with the Leon Koźmiński Academy and PwC).

SELECTED PARTNERSHIP PROGRAMMES



Project: Intersectoral collaboration for CSR in Silesia (project leader: the Chamber of Craft and Small and Medium Enterprises in Katowice).

A vision of sustainable development for Polish business 2050 (in collaboration with the Ministry of the Economy and PwC).



2012 Social Reports competition (in collaboration with PwC and SGS)

ABOUT THE RESPONSIBLE BUSINESS FORUM



CONTACT PERSON
Agnieszka Gajek
e-mail: agnieszka.gajek@fob.org.pl

PARTNERSHIP PROGRAMME

is a comprehensive collaborative programme involving the RBF and **companies recognised as responsible business leaders**, which contribute to spreading CSR ideas in Poland through their commitment and activities.

2 LEVELS OF COLLABORATION

Strategic Partner
– A company seeking to share its experience in the field of responsible business, which undertakes to support the development of the CSR idea in the long-term and to develop its related activities.

Supporting Partner
– A company or institution which supports the RBF in professional and efficient management of the association, providing it with tools or services.

Cooperation with:

43

Strategic Partners

IN 2012

Cooperation with:

12

Supporting Partners

PROJECTS IMPLEMENTED AS PART OF THE PARTNERSHIP



newsletter

Analiza tematyczna

>> Quarterly thematic analyses: communications from the European Commission, watchdog organisations, Rio+20 Earth Summit, Women in Business



>> Networking and integration

Meetings with an expert

CSR Europe Webinars





CONTACT PERSON

Magdalena Andrejczuk
 e-mail: magdalena.andrejczuk@fob.org.pl
www.kartaroznorodnosci.pl
 facebook.com/zarządzanieroznorodnoscia

DIVERSITY CHARTER

is an international initiative promoted by the European Commission, present in **12 EU countries**.
 More than **6,000 employers** across the European Union have already signed the Charter.

The inauguration of the Diversity Charter in Poland took place on 14 February 2012 at the Office of the President of the Council of Ministers. The Charter was officially signed by 14 Presidents of major companies in Poland.



Diversity in the workplace

stands for various employees who differ in terms of their age, gender, disabilities, religion, marital status and lifestyle.

Diverse people translate into diverse ideas, greater efficiency, as well as a friendly workplace and equal opportunities for everyone, whoever they are.

In 2012, **42 companies and organisations** have signed the Diversity Charter in Poland. More employers are constantly joining in.

The awareness-raising programme of the Diversity Charter involves:

- Training courses,
- Meetings with experts,
- Exchanging knowledge and experience among signatories,
- A tool for the implementation of the provisions of the Charter.

The Polish Diversity Charter is a part of the European Diversity Charter Platform operating under the auspices of the European Commission Directorate-General for Justice.



HONORARY PATRONAGE

PEŁNOMOCNIK RZĄDU DO SPRAW RÓWNEGO TRAKTOWANIA



Ministerstwo Pracy i Polityki Społecznej

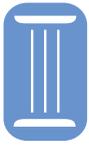
COMPANIES PARTICIPATING IN THE AWARENESS-RAISING PROGRAMME OF THE DIVERSITY CHARTER IN 2013



DIVERSITY CHARTER COORDINATOR IN POLAND IN 2013



ABOUT THE RESPONSIBLE BUSINESS FORUM



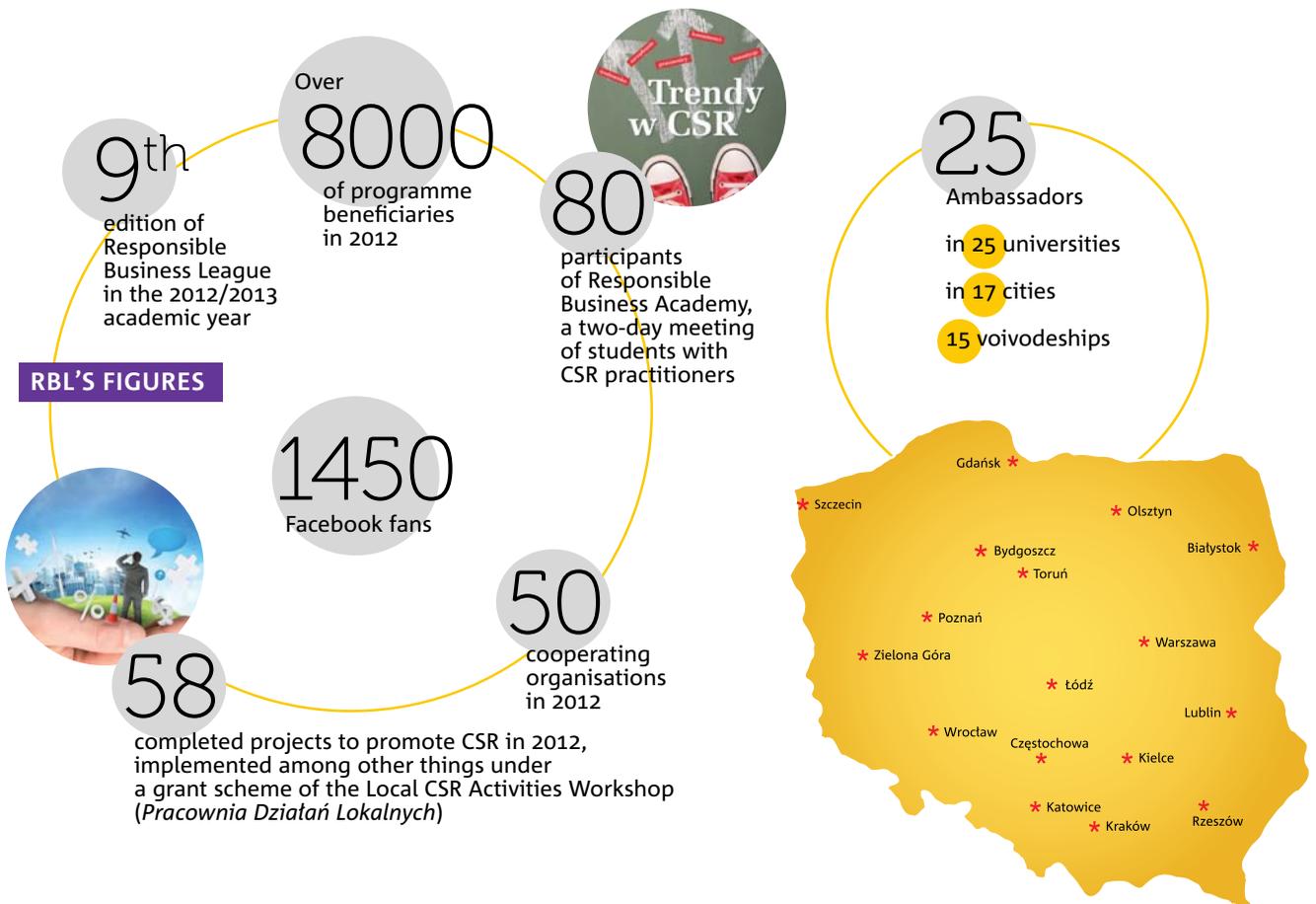
LIGA
ODPOWIEDZIALNEGO
BIZNESU

CONTACT PERSON
Piotr Sobolewski
e-mail: piotr.sobolewski@fob.org.pl
lob@lob.org.pl
www.lob.org.pl

[facebook.com/LigaOdpowiedzialnegoBiznesu](https://www.facebook.com/LigaOdpowiedzialnegoBiznesu)

RESPONSIBLE BUSINESS LEAGUE

is a partnership educational programme addressed to students and student organisations with an aim of creating new innovators, managers and leaders of change. It provides a platform for exchanging knowledge and experience between CSR practitioners and young people. It is also a tool for building social awareness about CSR, and a place of action and energy.



RESPONSIBLE BUSINESS LEAGUE IN 2012

PARTNERS



HONORARY PATRONAGE



MEDIA PARTNERS



COOPERATING MEDIA



www.responsiblebusiness.pl



STRATEGIC PARTNERS



SUPPORTING PARTNERS

