



REPORT RESPONSIBLE BUSINESS IN POLAND

2015

English summary



RESPONSIBLE
BUSINESS
FORUM

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"Responsible business in Poland 2015. 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 454 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.

Dear Ladies and Gentlemen,

It is for the fourteenth time that we deliver to you the report "Responsible Business in Poland. Best Practices." Traditionally, the report presents long-established practices which are often deeply embedded in business strategies, as well as innovative products and services, new concepts regarding the workplace, and new solutions in the area of environment protection or enhancing companies' internal regulations.

Social activities, including efforts focused on local communities, are invariably the most popular. This often gives grounds for dissatisfaction or criticism on the part of organisations which do not regard this form of a company's involvement as a valuable component of its CSR programme. There is no doubt that such activities do have a real positive impact on the world around us. They deliver tangible benefits to the beneficiaries of scholarship, educational or health awareness programmes, as well as entire local communities in which businesses operate.

But then again, there is the question of the level of maturity and strategic dimension of corporate social responsibility in companies where CSR activity comes down to only one aspect, namely the social commitment. Such companies are willing to share the profit they earn, but they completely dismiss the challenges involved in earning it, as well as opportunities to overcome them.

This happens at a loss not only to the companies themselves, but also to their environment. This leads to questions about the correlation between the declared values and actual business practices, and occasionally also to doubt about the intentions behind CSR activities, let alone criticism. The companies give up their innovation potential, and miss the opportunity to build a business that could create lasting change, making the world a better place. With or without them, the change will inevitably come. Even as you are reading this, new, previously unknown products, services, and even business models are coming into being. The winners in the competition are 'blue ocean' ideas, including those which are based on combining strategies for making a profit with strategies for promoting the common good, prevention of social exclusion (inclusive business models), social entrepreneurship, or collaborative / sharing economy. Increasingly often, journalists and economists ask if the end of capitalism draws nigh, and if the well-known social and economic models are still sufficient. The vague feeling that the time of transformation has come and the world is at the turning point now extends far beyond media debates. In view of this, it is only natural to assume that business as usual is no longer enough.

But, as the saying goes, a journey of a thousand miles begins with a single step. Having said that, no matter how much progress the companies that have embarked on the journey have made with their CSR strategies, we are happy that they have decided to set out. For this reason, on behalf of myself and the rest of the team, I would like to congratulate all of the companies which have their practices discussed in this report. I would also like to take this opportunity to thank all the Employees and Partners of the Responsible Business Forum for taking up and successfully completing a challenge that required so much patience, determination, and creativity.

I strongly encourage you to read the articles which open our publication. As we deliver this report, we are already planning its fifteenth, jubilee edition, wishing all of you – and ourselves – successful implementation of many innovative projects which will be described in it.

Marzena Strzelczak
Director General,
Responsible Business Forum

#CSRwPL2015

As we celebrated the 15th anniversary of the partnership for CSR and the Responsible Business Forum, we asked ourselves what was a success, and what was a failure in responsible business; and tried to determine which areas we could regard as mature and fully fledged, and which ones required our further attention. We gathered our reflections and conclusions in the report “Biznes, który zmienia świat. 15 lat biznesu społecznie odpowiedzialnego w Polsce” (Business That Transforms the World. 15 Years of Corporate Social Responsibility in Poland). This article will focus on what happened in CSR in 2015.

TRADE UNIONS FOR ALL

The Constitutional Tribunal ruled that it was unconstitutional to restrict the right to join a trade union to individuals who perform work on the basis of an employment contract. The important ruling of the Constitutional Tribunal means that individuals who perform work on the basis of the so-called junk contracts are also eligible to join trade unions. In the substantiation of the ruling, Judge Rapporteur Marek Zubik of the 5-person adjudicating panel said that “in view of the fact that the Constitution explicitly grants the freedom of establishing of and associating with trade unions, the legislator has no right to restrict this freedom by determining the category of persons eligible to establish or join a trade union.” It remains to be seen how the ruling will be put into effect, and whether the head offices of the existing trade unions will be able to launch effective information and recruitment campaigns, and help to establish new trade unions where they could not previously exist.

COMPANY = IDEA

The 5th edition of the European Forum for New Ideas in So-pot organized by the Polish Confederation of Private Employers Lewiatan was devoted to the state of Europe in the face of growing social inequalities, different types of radicalism, and geopolitical threats. One of the sessions was even entitled “Jak naprawić kapitalizm” (How Can Capitalism Be Fixed); unfortunately, no single remedy was found. During the EFNI, Professor Hausner put forward his concept “company = idea,” based on two fundamental premises: “Firstly, all human activity, including economic one, has a cultural foundation. In this sense, economy is also culture, i.e. a domain of axiologically charged communication and cooperation. Secondly, the meaning of any specific activity cannot be inferred from the activity alone. It can only be grasped through reflection on

the development trajectory of the entity who has undertaken the activity. This is true about both individuals and collectives, including organisations, and business organisations. Any activities undertaken by a company can only be meaningful if the company has its own idea and adheres to its own system of values ensuing from its ‘life trajectory’ and setting its direction for the future.” Time will tell if this new concept will become a Polish variant of CSV, or just another take on CSR.

ANTI-CORRUPTION

Published annually by Transparency International, the Corruption Perceptions Index (CPI) measures the perceived level of corruption issues worldwide based on information provided by businesspeople and analysts from all over the world, including experts who live in the ranked countries. In the European Union, the most corrupt country is Bulgaria which came in 69th. Poland (with a score of 62) was the 30th in 169 countries included in the index. It improved its score by one point compared to the preceding year, and by two points compared to 2013. So we are getting cleaner, aren't we?

LESS CARBON

Shifting funds away from carbon-intensive investments is no longer uncommon in the global financial sector, but the approach seems much less obvious in the Polish political context. It is all the more noteworthy that ING bank decided to discontinue its financing of new coal-fired power plants and thermal coal mines worldwide with immediate effect. ING will also refuse to finance any new clients whose business is over 50 percent reliant on operating coal-fired power plants or thermal coal mines. The bank emphasised its commitment to financing renewable energy projects; in 2014, projects related to renewable energy sources (wind, solar, hydro, and geothermal) accounted for 43% of ING's project financing worldwide. This is an increase in comparison to 2009, when the share of renewables only accounted for 23% of the bank's involvement. Will other banks follow suit? Could it be the rise of socially responsible financing, with investors in many countries deciding to shift away from projects which rely on fossil fuels towards investments which support renewable energy?

MORE SOCIAL CLAUSES

Warsaw has joined cities which actively use socially responsible public procurement procedures. On 1 September 2015,

the Mayor of Warsaw Hanna Gronkiewicz-Waltz signed a decision introducing the requirement to include obligatory social clauses in a number of categories of public procurement contracts, including contracts for such services as catering, care, indoor maintenance and cleaning, summer and winter pavement and roadway maintenance, vegetation maintenance, or construction work. For the remaining categories of public procurement contracts and the contracts below the threshold of EUR 30,000, which are exempt from the obligatory application of the public procurement procedure, social clauses are the recommended practice.

What is more, the Polish government adopted recommendations for the public administration to include social clauses in public procurement contracts, which is definitely good news in view of the fact that the government and territorial self-government administrations spend PLN 160 billion annually on their public procurement contracts.

MONITORING OF NON-FINANCIAL INFORMATION DISCLOSURE

CentrumCSR.PL Foundation conducted civil monitoring of Polish companies to see if they disclosed information about the key non-financial aspects of their activity. The results for individual companies and sectors of industry can be found in a dedicated online tool. CentrumCSR.PL Foundation also focused on the sustainability performance of Special Economic Zones. They house dozens of companies which employ almost 300,000 people. They profit from substantial government subsidies. The outcome of the monitoring is far from optimistic. Companies achieve the best results in terms of publishing CSR content on their websites (66.9%). Only 16.3% of the monitored companies employ a person responsible for CSR. Only 31.7% have a code of ethics in place, and 42.7% pursue a coherent CSR policy. Social report publication is still a marginal rather than standard practice. Only 13.2% of companies ever do it (and 86.6% of those which do take the effort, base their information on the Global Reporting Initiative indicators, which reflect international standards.) Stock exchange listed companies may publish CSR information in their annual reports. 48.6% take this opportunity. The majority of businesses report on their environmental commitments (66%). 50.2% focus on human rights, 33.4% on the supply chain, and 32.5% on anti-corruption activity. Each of the monitored companies received detailed information about their performance. Hopefully, the monitoring will be conducted periodically, and will encourage companies to intensify their efforts.

WHAT ABOUT HUMAN RIGHTS?

In March 2015, over 30 NGOs, including the Responsible Business Forum, made an appeal to Prime Minister Ewa Kopacz, calling on the Polish Government to develop a National Action Plan for business and human rights, which would conform to the UN Guiding Principles on Business and Human Rights, unanimously endorsed by the Human Rights Council in its resolution of 2011. The signatories to the appeal emphasised that a well-orchestrated National Action Plan for business and human rights would be a major step towards Poland's stable social and economic growth based on respect for the fundamental human rights. They also stressed the urgent need to designate a ministry or ministries which would

be responsible for this task, and/or to establish an interministerial group operating at the level of the Chancellery of the Prime Minister for this purpose, as well as the need to consult the work plan that would result in the development of the National Action Plan with all stakeholder groups. In July, the NGOs were notified in response that the Ministry of Foreign Affairs shall be in charge of coordinating the activities. Let us hope for more specific actions in 2016.

DIVERSITY STILL IN DEMAND

2015 was another year of growing interest in diversity management. The Diversity Charter closed the year with 122 signatories. Those who attended the 2nd National Diversity Day celebrations, took part in debates and workshops on eliminating stereotypes and building responsible leadership. Special Guest Manfred Wondrak elaborated on unconscious bias which affects our decisions in both private and professional life.

The Diversity Congress focused on the performance of diverse teams, and Professor Mike Thompson discussed the notion of wise leadership.

The LGBT Business Forum Foundation prepared the first best practices guidebook for the employment of LGBT people in Poland “Otwierając się na różnorodność” (Getting Open to Diversity), which includes findings from a survey revealing that 45.6% of LGBT people in Poland have encountered workplace discrimination, and as many as 4.2% have experienced physical violence. Once again, the foundation conferred the Rainbow Bee Awards. Agora was recognised as the most LGBT-friendly Polish company; the award in the ‘Surprise’ category was presented to mBank, and in the ‘Organisation’ category – to the Austrian Cultural Forum. The Rainbow Wasp Anti-Award went to the owner of the Ciechan beer brand.

ETHICS

The Ethics Officers' Coalition was established at the Global Compact Conference. It comprises of more than 70 businesses and organisations including the National Bank of Poland, the National Fund for Environmental Protection, and the Social Insurance Institution. The Coalition is a platform for sharing practical advice on ethics programme management. Anyone who intends to develop a corporate ethics programme can count on the support of more experienced ethics officers. A working group which develops the standards of ethics for Polish companies was also formed within the framework of the UN Global Compact.

NEW FORMS OF VOLUNTEERING

For the last few years companies have been increasingly looking to engage their employees in skill-based volunteering which provides them with an opportunity to share their core professional skills. Interestingly, volunteer opportunities have also emerged for professionally active 55+ adults. Learning to volunteer and taking part in social activities with their employer's support, they can prepare for retirement without concerns about feeling useless or excluded. Volunteering helps them to discover a fascinating social activity to carry

on at that stage of their lives. In 2015, the President-Volunteers Coalition continued to be active. It provided business leaders – presidents and members of executive boards from socially responsible companies – with civic engagement opportunities; 34 members of the Coalition worked for almost a hundred hours, helping 2100 different beneficiaries including children, university students, young entrepreneurs, and disadvantaged communities.

ON THE GOVERNMENT SIDE

The Corporate Social Responsibility Team set up as a subsidiary body of the former Ministry of Economy held four meetings in 2015. In the period between the meetings, the Team gathered in Working Groups which developed recommendations for the Ministry of Finance including the transposition of the Directive 2014/95/EU as regards disclosure of non-financial and diversity information into Polish legislation; drew up projects for raising public awareness of CSR through activities targeted at universities, schools, and the media, and a guidebook for the reporting entities; developed projects promoting CSR education; and provided recommendations for the implementation of CSR principles on the regional level through cooperation with Province Marshals' Offices. A partnership was also formed to translate the GRI G4 Sustainability Reporting Guidelines into Polish. "Wizja 2050" (Vision 2050) project was continued, with further work on social innovations, sustainable production and consumption patterns, renewable energy sources, and energy efficiency. 99 companies signed the Declaration of Polish Business for Sustainable Development.

Due to the structural transformation of the Ministry of Economy, the Team concluded its operations at the end of the year. We are still waiting for a new decision and the appointment of new team members, hoping that the body of dedicated CSR experts representing a range of industry sectors will have an opportunity to continue their cooperation.

CORPORATE FOUNDATION STANDARDS

The Polish Donors Forum published the standards for corporate foundations, developed in cooperation with 45 foundations established by companies, as well as a handbook containing guidelines for the managers of such foundations. The publication contains operational standards along with verification mechanisms, as well as practical guidance, examples of best practices, and a knowledge base.

The standards for corporate foundations were developed in a participative bottom-up process by representatives of 45 foundations from all over Poland who met every three months in the years 2012–2015 in Warsaw in order to expand their knowledge of foundations operating in Poland and abroad, and develop common operational principles through discussion focusing on organisation management and grant-making.

The guidelines included in the handbook provide foundations with information on how to formulate their mission statement and strategic goals; how to choose the support area; and how to evaluate the effectiveness of their activities. They also define optimal rules for providing support to both other organ-

isations and individuals, as well as for building relations with the foundation's beneficiaries and other stakeholders. The standards also specify the rules for corporate foundation financing and finance management, as well as building partner relations with the founder without compromising the foundation's independence, which is of paramount importance for such organisations. In addition, the standards specify which bodies should operate within a corporate foundation, what their composition should be, and how to build and maintain a team of employees and volunteers. All of the standards are governed by the overriding principles of accountability, disclosure, and transparency.

COUNCIL INSTEAD OF COMMISSION

On 11 September 2015, the Act on the Council of Social Dialogue came into effect. It replaced the Act on the Trilateral Commission. The new act was adopted as a result of cooperation initiated by trade unions, which joined their forces with employers, and later also with government representatives. Since 26 June 2013, the meetings of the Trilateral Commission had been taking place without the participation of the trade unions, which had suspended their membership of the Commission due to 'disappointment with the scant contribution to dialogue' on the part of the government. The trade unions claimed the dialogue within the framework of the Trilateral Commission was feigned, and the government merely announced its decisions.

The members of the new Council include President of Lewiatan Confederation Henryka Bochniarz; President of Employers of Poland Andrzej Malinowski; President of the Polish Craft Association Jerzy Bartnik; Vice-President of the Business Centre Club Zbigniew Żurek, and President of the Business Centre Club Convent Wojciech Warski. Employee representatives in the Council include President of the Polish Alliance of Trade Unions Jan Guz; Vice-President of the Alliance Andrzej Radzikowski; President of the Polish Teachers' Union Sławomir Broniarz; President of the Polish Union of Nurses and Midwives Lucyna Dargiewicz; President of the Federation of Polish Railway Workers' Unions Stanisław Stolorz; Vice-President of "Solidarność" Trade Union Bogdan Kubiak; and Member of the Presidium of "Solidarność" Trade Union Henryk Nakonieczny. This year will show if the new Council is an effective participative body.

PRAISE BE TO YOU

In "Laudato Si'" (Praise Be To You), the Roman Catholic Church's first-ever papal encyclical solely devoted to the protection of the natural environment, Pope Francis called on Christians to enter into dialogue about the condition of the Earth, break out of indifference, and fulfill the duty of care for creation set by the Gospel. The Supreme Pontiff reminded that each of us is part of nature, and thus dependent on nature; and that current threats require us to embrace a profound 'ecological conversion.' In the encyclical, the Pope emphasised the intimate relationship between the poor and the fragility of our planet, and the interconnection between different phenomena; criticised new forms of power derived from a new technocratic paradigm; and encouraged people to seek an alternative understanding of the economy and

progress. He pointed to the intrinsic value of every creature, the human meaning of ecology, the need for forthright and honest debate, the serious responsibility of international and local policy, and the consequences of a throwaway culture, and proposed a new, more restrained lifestyle. The encyclical has reverberated across international business communities, but has received little attention in Poland.

WORTH READING

Apart from the publications of the Responsible Business Forum, which I would like to bring to your attention (such as the thematic analysis on Sustainable Development Goals, a new edition of the "CSR Managers" study, or the publication about compliance and ethics), I would also like to recommend the scientific paper "CSR Trends. Beyond Business as Usual" edited by Janusz Reichel, Ph.D., from the University of Łódź, the publication "Polscy dyrektorzy o społecznej odpowiedzialności biznesu" (Polish Directors About Corporate Social Responsibility) edited by Professor Piotr Płoszajski from the Warsaw School of Economics, and the publication "Społeczna odpowiedzialność organizacji. Perspektywa badawcza i wyzwania praktyczne" (Social Responsibility of Organisations. A Research Outlook and Practical Challenges) edited by Zdzisław Pisz and Magdalena Rojek-Nowosielska, Ph.D., from the University of Wrocław. Both "Foresight CSR" published by Go Responsible, and "Annual CSR Outlook" compiled by CSRI-Info have a more journalistic character. "Global Compact Yearbook Poland 2015," on the other hand, discusses the latest trends, changing standards and corporate strategies for the implementation of Sustainable Development Goals. Owners of small and medium-sized enterprises will find inspiration and best practices in such publications as: "Odpowiedzialność się opłaca, czyli CSR w MŚP" (Responsibility Pays Off. CSR in SMEs) published by the Polish Agency for Enterprise Development, and "Zarządzanie wiekiem skierowane na osoby 50+ – poradnik dla matych i średnich przedsiębiorców i nie tylko" (Age Management Focused On People Aged 50+. A Guide For SMEs and Others) prepared by the Academy for the Development of Philanthropy. The report "Zrównoważone zamówienia publiczne. Możliwości, bariery, strategię" (Sustainable Public Procurement. Opportunities, Barriers, Strategies) prepared by Beata Faracik and Jolanta Szymanek for Buy Responsibly Foundation provides information on and analysis of the legal status and practical application of sustainable public procurement procedures. The report "Wpływ społeczny Orange Polska" (The Social Impact of Orange Polska) developed by the Unit for Social Innovation and Research "Shipyard" stands out as an innovative publication.

THE NEW IS ON THE WAY

2015 brought the parliamentary elections and a change of government. Even before the year ended, the events triggered changes in the management of state-owned companies. Government plans are also likely to affect the banking and commercial sectors. The word 'responsibility' appeared in the Responsible Development Plan announced by Deputy Prime Minister Morawiecki. 2016 will show if it will be reflected in CSR values and standards, and in the priorities for the Polish economy. A report on the situation will be included in an article for the next edition of the report "Odpowiedzialny

biznes w Polsce. Dobre praktyki" (Responsible Business in Poland. Best Practices).

This text includes reflections and inspirations from: Natalia Ćwik-Obrębowska, Karolina Długosz, Jacek Dymowski, Beata Faracik, Agnieszka Gajek, Zbigniew Gajewski, Ewa Gałka, Małgorzata Jelińska, Jacqueline Kacprzak, Paulina Kaczmarek, Marta Karwacka, Monika Kulik, Agnieszka Łukasik, Artur Nowak-Goctawski, Magdalena Pękacka, Magdalena Rojek-Nowosielska, Izabella Rokicka, Agata Rudnicka-Reichel, Jacek Wojciechowicz.

Thank you for your contribution!

Mirella Panek-Owsiańska
Responsible Business Forum

New Sustainable Development Goals

In September 2015, at the United Nations Summit in New York, the UN General Assembly adopted 17 new Sustainable Development Goals. Broken down into 169 more specific targets, they were developed in the course of works initiated at the Earth Summit 2012 in Rio. The starting point for the document "Transforming our world: the 2030 Agenda for Sustainable Development" was provided by activities related to the implementation of the Millennium Development Goals adopted in 2000.

Even though a majority of the Millennium Development Goals was never fully achieved, much progress has been made in many development areas over the last 15 years. Worldwide, the child mortality rate has dropped by more than half, and 91% of children in developing countries have been enrolled in schools. A similar proportion of the global population has access to reliable sources of drinking water. The number of new HIV infections has dropped by 40%.

But before the world has had a chance to fully tackle the problems it has been facing, new social, economic, and environmental challenges have emerged. This is reflected in the new, more complex Sustainable Development Goals. It might seem that the Working Group which developed the goals has raised the bar too high for UN member states. But then again, such pressing global problems as famine and poverty, extinction of animal species (e.g. as a result of unregulated hunting or over-fishing), climate change, or deforestation, leave no room for trade-offs, and firm action is the only right response.

Sustainable Development Goals were developed by 193 UN member states with the participation of civil society and business representatives. This way it was possible to take into account the needs and opinions of different stakeholders.

Low-income countries and the concern for their populations are no longer the only focus of attention. Economic growth and technological advancement enjoyed by high-income countries place them under the obligation to assume the responsibility for implementing such actions under the SDG as: ensuring access to affordable, sustainable and modern energy for all; promoting sustained and inclusive economic growth; ensuring sustainable consumption and production patterns; taking action to combat climate change; conserving the oceans and seas; restoring and promoting sustainable use of terrestrial ecosystems to prevent further biodiversity loss; and last but not least, promoting peaceful and inclusive societies.

Meeting these global aspirations will depend primarily on governments which are expected to adopt relevant legislation. However, the emphasis on environmental, economic, and social issues should also encourage business to contribute. Companies are increasingly aware of this.

But what actions can be taken to ensure success? The World Business Council for Sustainable Development collaborated with the Global Compact and Global Reporting Initiative to find a solution. The outcome of their collaboration is the SDG Compass – a guide for companies which explains the impact of the new Sustainable Development Goals on business. The aim of the SDG Compass is to assist companies in aligning their strategies to the new needs, measuring progress, and managing the projects they undertake. The guide was developed with a focus on multinational corporations, but small and medium-sized companies as well as other organisations are also encouraged to use it as a source of knowledge and inspiration. The guide presents five steps which a company should take to maximise its contribution to addressing new challenges. The steps include:

1. Learning and understanding the goals.
2. Defining a company's priorities, taking into consideration business risks and opportunities.
3. Setting goals aligned to the SDG.
4. Integrating sustainability into all areas of operation.
5. Reporting and communicating progress.

The responsibility for the way the goals will be implemented, and the degree to which they will be accomplished rests primarily with national legislative bodies. Each country should align its sustainability schemes and strategies to its commitments, and develop its own performance indicators to be able to evaluate the actions it implements. The implementation of the Sustainable Development Goals will also be monitored and analysed on the global level, and progress will be reviewed in UN Secretary-General's "SDG Progress Report." Ultimately, it is the planet and future generations that will hold us to account for meeting the goals.

Individual countries – and businesses – will surely try to make a trade-off between their own economic growth and sustainable development. What they should realise, though, is that in the long term, the two are inseparable.

Ewa Wojciechowicz
Responsible Business Forum

Out of concern for the green lungs of our planet

We live on credit. We take it each time we draw on non-renewable resources and disturb the balance of nature. Is it the price of development, or the lack of deeper reflection? As consumers, we are all too eager to enjoy the blessings of contemporary life, but we seldom see the direct relation between our choices and the quality of life and the state of our environment, which is not even called 'natural' any more.

All of us, as consumers, find it difficult to accept that the cost of low prices and broad availability of goods is extremely high, and puts a heavy burden on both nature – e.g. by causing the loss of biodiversity, shrinking water resources, or air pollution – and the lives of millions of people whose rights are continually violated. The list of problems and challenges is unending.

2015 will go down in history as the year that marked one of the most tragic man-made environmental disasters of the 21st century. Forest fires that raged across Indonesia and related damage to the green lungs of the world created a grim picture of people who were so preoccupied with economic gain that they failed to look after the Earth's most precious non-material assets.

We are all to blame for the forest fires in Indonesia. Corporations take irresponsible decisions out of desire for quick profits, but they base their decisions on the situation on the global market. And the market demands goods that are always available and affordable. According to media reports, local authorities, despite an official ban, turned a blind eye to illegal practices which had a devastating global impact, and the local business took the opportunity to obtain cheap raw material.

Deforestation of vast environmentally significant areas for cultivation, draining peatlands, and burning land for oil palm plantations had to end up in a disaster. Extended periods of extremely dry weather worsened by El Niño resulted in fires raging out of control. The fires had disastrous consequences for people and the environment. Daily gas emissions from the territory engulfed in fire exceeded daily emissions from the entire US economy, and estimates suggest that 98% of natural rainforests in Indonesia could disappear over the next 6 years, which shows the full scale of destruction.

Will business learn the lesson from Indonesia? Social and environmental problems brought about by business take a long time to solve. That is not to say nothing can be done to accelerate the long-awaited changes in the way corporations operate.

What it takes is a critical mass of consumers who speak out about the things they do not like, and are able to come together for a common cause. This is what happened after the well-known Rana Plaza tragedy: as a result of massive pressure from end consumers, meaningful decisions were taken to ensure safer and more hygienic working conditions in factories sewing clothes for the world's biggest fashion brands. Consumer awareness is growing. Realising this, companies sometimes initiate the necessary changes themselves, as is the case with environmental certification or implementation of environment-friendly solutions.

Consumer choices legitimise actions carried out by businesses. High sales reassure companies that there is nothing wrong with getting their supplies of palm oil at the cost of pain and suffering of people and animals. But we are not that uncritical, are we?

We should realise that any changes in this regard must be systemic in nature, and that they cannot be effective unless business unanimously adopts the same patterns of behaviour, exerting influence on all entities included in the supply chain. Making suppliers provide evidence to prove the legal source of palm oil, or imposing the obligation for suppliers to obtain an environmental certificate will not change anything if it is only one corporation that decides to implement such measures. Business must act in unison because it is only with a joint strategy that it can bring about a breakthrough. We already know that the process will take years to complete, but it is critical if we want to reverse the negative trends.

Owing to corporate social responsibility, business has learnt to look around and understand the bigger picture. It has also realised its crucial impact on society and the environment. Nevertheless, the economic rationale expressed as short-term profits continues to prevail over the desire for intergenerational justice in terms of ensuring access to natural resources or a quality of life which is comparable to the one we enjoy today. The Indonesian example proves how little declared intentions of being socially responsible can mean. CSR should start where the greatest social and environmental challenges are. Unless business starts regarding the environment as an important resource that requires special conservation efforts, we will continue to witness environmental disasters and bear their dire consequences.

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What's What ... CSR in Research in 2015

Being a broad and multidimensional subject, corporate social responsibility offers immense scope for research. Not unlike previous years, 2015 brought numerous analyses regarding both the general condition of business in terms of CSR activities, and more specific topics. Below you will find brief overviews of selected Polish and foreign papers.

THE CONDITION OF BUSINESS AND CSR – AN INTERNATIONAL PERSPECTIVE

In 2015, BSR and GlobeScan released their seventh annual “State of Sustainable Business Survey” based on input provided by 440 respondents from 200 member companies of BSR (Business for Social Responsibility). Key findings show that **companies increasingly embed CSR activities in their business strategies, mostly due to potential financial benefits perceived by the top-level management.** A shift towards a **more mature concept of social responsibility** is also reflected in an increased buy-in from business leaders, which translates into inward-oriented activities rather than sparse outward-looking initiatives. Similar to previous years, human rights remain a top CSR priority highlighted by respondents, closely followed by climate change prevention and securing access to basic services, which increasingly gain in importance. The prioritisation of supply chain management, including its human rights compliance, has also been rising steadily.

Investors, too, have become increasingly aware of the importance of social responsibility issues. The findings of a study conducted by the Institute for Sustainable Investing show that **more than 70% of American individual investors are interested in sustainable investing.** Two in three respondents believe that sustainable investing will become a prevalent practice in the investment market within the next 5 years. Despite the fact that the respondents realise potential benefits to business that flow from CSR activities, **only half of them can see how these could translate into their personal benefits.** Women are more likely to consider issues related to corporate social responsibility than men (40% vs. 23%). Similarly, young people (aged between 18 and 32) tend to show more interest in the topic.

CUSTOMER FOCUS

The importance of customer focus for business is reflected in the fact that **customer loyalty is the top area of concern for global CEOs** who took part in the survey “Global CEO Outlook

2015” conducted by KPMG (as much as 86% of respondents). Fewer respondents were concerned about fierce competition and keeping up with new technologies in their industry. What can a business do to retain customers? The report discussed below found that it is not only an innovative product offer, but also a focus on corporate social responsibility that counts.

To gain better insight into consumer behaviour, Nielsen conducted an annual survey of 30,000 consumers in 60 countries across the globe. The survey discussed in the “**Global Sustainability Report**” only included Internet users, yet it was apparent that **consumers are increasingly considering CSR practices of the brands they choose, and are willing to pay more for products or services which come from companies that have embraced the concept of social responsibility** (an increase to 66% of respondents as compared to 55% in 2014, and 50% in 2013). Furthermore, the survey showed that **prior to purchase, many consumers read product labels, check the manufacturing process, or seek opinion about the manufacturer** (when making a purchase, 60% of respondents are influenced by brand trust, 59% make sure if the product is healthy, and almost 45% check if the manufacturer is known for being environmentally friendly or committed to social values). Other surveys conducted by Nielsen found that consumers (especially the young ones) look for products that are not only healthy and manufactured in a sustainable way, but also affordable. According to the findings presented in the report “Looking to Achieve New Product Success? Listen to Your Consumers,” there is a wide gap related to the availability of such products, which is reflected in purchase decisions (26% of consumers wish that such products were available, but only 10% declare they would buy them).

Another global survey which puts consumers in focus was conducted by Cone Communications in collaboration with Ebiq-uity. The “**2015 Global CSR Study**” is the third edition of an international survey on consumer attitudes, perceptions and behaviours around corporate social responsibility, with a special focus on communicating CSR initiatives and activities. The on-line survey included more than 9,700 respondents from 9 of the world's largest countries by GDP (i.e. Brazil, Canada, China, France, Germany, India, Japan, the United Kingdom, and the United States.) The “Global CSR Study” reveals that **consumers expect companies to operate in a socially responsible way. What is more, they expect to be provided with specific and clearly communicated evidence for this** (e.g. via the social media). They pay attention not only to what a company does, but also to what it fails to do (e.g. no messages about envi-

ronmentally sustainable initiatives). This attests to both high expectations for organizations, as well as a better understanding of CSR messages. It is worth adding that **although only one-fourth of respondents read CSR reports, they regard the data they provide as important**, even if expressed in a way that is difficult to understand. For this reason, companies should strive to present the information in their CSR reports in a more comprehensible way, e.g. creating infographics, or using social media.

REPORTING

Companies are aware that the share of stakeholders who read CSR reports is still relatively low. However, the number of organisations which publish their non-financial reports is steadily growing (though the rate has recently declined), according to the authors of the “**Currents of Change: The KPMG Survey on Corporate Responsibility Reporting**.” The study focuses on **reporting on environmental performance, and especially carbon dioxide emissions:** it analyses the quality of carbon information released by **the world's 250 largest companies, 92% of which publish their own CSR reports.** Having analysed the reporting trends, the researchers emphasised the growing role of mandatory reporting requirements: the increase in the number of reporting companies was driven by the implementation of mandatory reporting legislation in such countries as India, South Korea, Norway, or Taiwan. The study also revealed that a growing number of organisations now include CSR data in their annual reports (three in five surveyed companies, as compared to only one in five companies in 2011). The number of companies which invest in independent report audits to assure validity of the data they publish is also on the rise.

THE POLISH EXPERIENCE

When discussing the Polish perspective, one should not fail to take account of the report “**Spółeczna odpowiedzialność biznesu w polskich realiach**” (Corporate Social Responsibility In Polish Realities) published by CentrumCSR.PL Foundation, which presents the results of the monitoring of 12 indicators: from human rights, through CSR reporting, to anti-corruption efforts, which continued for one and a half year and encompassed 227 of Poland's largest companies from 16 industry sectors. The study relied heavily on the analysis of the Polish language content published on corporate websites. According to the authors of the report, the content is “not specific, and contains neither explicit declarations nor verifiable data,” and corporate social responsibility is generally regarded as synonymous with charity. Many leading Polish companies completely ignore the subject in their messages to stakeholders. Comparisons between industry sectors discussed in the report are also worth attention. Interestingly, **the highest CSR reporting rate can be observed among companies from the raw commodity, fuel and energy sectors, with over 90% of companies reporting on their CSR activities.** It is closely followed by the financial sector (over 80% of companies). “Spółeczna odpowiedzialność biznesu w polskich realiach” is an **extensive analysis including study findings and numerous comments by experts** from a range of backgrounds. The report draws a **critical picture of Polish companies and shows there is much room for improvement** not only in terms of encouraging businesses to take up CSR activities, but also in terms of

the quality and content of communication regarding efforts in this area.

CSR WITH A HUMAN FACE: CSR MANAGERS

CSR managers discussed the state of the corporate social responsibility in Poland in a survey conducted by the Responsible Business Forum in cooperation with PBS and Deloitte. Findings show that **more than 80% out of 133 respondents can see the impact of CSR practices on the operation of Polish businesses.** Only 0.8% of respondents can see no influence of CSR practices on business activity, and 15.8% see little influence. The changes are most likely to be perceived in the way a company operates (more than 60% of respondents), and in the attention it pays to social or environmental issues. Importantly, according to the respondents, the benefits of implementing CSR activities in a company now go beyond enhancing reputation, which used to be the top rationale supporting CSR initiatives a few years ago (see “Menedżerowie 500” – “Managers 500” – surveys conducted by the Responsible Business Forum in 2003 and 2010), and also include ethics and employee commitment.

What does the respondents' work look like in practice? **First of all, it requires support ‘from above’** – such as an example set by the global parent corporation (78%) or members of the Executive Board. This helps to counterbalance **the main barrier to CSR implementation and development in an organisation, namely limited understanding of the CSR concept among top-level managers** (46% of respondents). Interestingly, according to 66% of respondents, this barrier is likely to remain the main challenge for the next 15 years, followed by the widespread opinion that CSR is unprofitable and offers no benefits (64%).

Secondly, putting theory into practice requires dedicated individuals – CSR managers equipped with useful tools and methods to promote the concept of corporate social responsibility. The list of such tools and methods is still regarded as being too short and limited, not least because **socially responsible business is all too often reduced to business operations**, and treated selectively. **The tools that CSR managers regard as the most useful in their work include stakeholder dialogue (46%) and corporate volunteering (35%);** surprisingly, the tools which ranked the lowest included management systems such as ISO or SA 8000 (11%), and charitable and philanthropic activity (13%). According to the respondents, the greatest challenges in the coming years will include not only convincing top-level managers that CSR makes sense, but also measuring the effectiveness of CSR activities. And there is going to be more and more to do: the study forecasts that businesses are going to have an increasing impact on Poland's economic growth, especially in terms of advancing a knowledge-based economy (according to 89% of respondents), and building the social capital (also 89% of respondents). For the next 15 years, the study predicts major transformations within businesses, which will result from growing consumer expectations (79%) and external regulations (EU Directive on non-financial reporting).

“**Menedżerowie CSR**” (CSR Managers) surveys conducted by the Responsible Business Forum also show the human face of corporate social responsibility in Poland. In the majority of cases, CSR has a woman's face. Almost four-fifths of the respondents who took part in the survey were women, which reflect-

ed the strong feminisation of the function. The study captured the perspective of both young people who have only recently become engaged in CSR, and professionals with many years of experience in the field: one-third of the respondents had worked in CSR for 8 or more years, 28% had shorter experience (5–7 years), and 38% had had a CSR job for less than 4 years.

It is interesting to compare the conclusions from the Polish study “Menedżerowie CSR” to the findings of Deloitte’s parallel “CSR Managers Survey 2015 in Central Europe.” The survey was based on the same methodology and encompassed 10 countries: Bulgaria, the Czech Republic, Hungary, Kosovo, Latvia, Lithuania, Romania, Serbia, Slovakia, and Slovenia. The findings of the Deloitte’s regional survey are generally consistent with the conclusions from the Polish study. They show, however, that CSR in Poland has reached a more advanced stage than in the countries in Eastern Europe. For instance, CSR managers in Poland require more of CSR activities, place greater emphasis on building employee and other stakeholder relations, and, most importantly, use ever more professional tools to measure the effectiveness of their initiatives. There are also some discrepancies in the perceived future challenges to CSR implementation: in Europe, they include, above all: the misperception of CSR as sponsoring (59% of respondents), or the lack of initiatives undertaken by the public administration (52%). Limited understanding of the CSR concept among top-level managers, which was perceived as the main problem in Poland, was only recognised by 39% of respondents.

WORKPLACE DIVERSITY MANAGEMENT

Many limited-scale studies were devoted to a workplace that is friendly to different employee groups. Out of these, “Pracodawca na TAK” (A Positive Employer) study by the Job Impulse Group is especially worthwhile. The study is innovative in that it captures the perspective of two stakeholder groups: employers (225 companies) and employees with disabilities (825 respondents with different types of diagnosed disability). According to the employers, the greatest barriers to employing people with disabilities include the **lack of relevant knowledge and experience in working with people with disabilities** (58%), and the related **stereotypes** (44%) and **concerns about lower work performance of such employees** (45%). Other important obstacles include architectural barriers which prevent people who use wheelchairs from getting employed (according to 58% of the employers), and the perceived lack of qualified employees among people with disabilities (48%). Respondents with disabilities regard these barriers as less important. Instead, they point to the **lack of access to job offers for people with disabilities** (40%) and **complex legal regulations which change frequently** (39%). On the other hand, the factors which encourage employers to hire people with disabilities include personal experience with disability, an open corporate culture, and previous experience in employing people with disabilities. Apart from providing quantitative data, the study report cited above is also a valuable source of practical guidance based on **descriptions of many best practices relevant to the employment of people with disabilities**. This topic is especially important in view of the fact that in 2015, the employment rate for working-age people with disabilities stood at 24.5%, as compared to 72% for people with no disability.

Every year, many studies focus on young people entering the labour market. Out of those published in 2015, Cone Communications’ “Millennial CSR Study” deserves special attention. The study shows that **young people aged 18–34 are enthusiastic about CSR activities implemented by businesses**. When looking for a job, they take into consideration the CSR practices adopted by their potential employer (especially true about people aged 18–24: 82% of responses in this group). Many people from this generation would be willing to accept a lower salary only to work for a socially responsible employer (as declared by more than 60% of respondents). Young people, in their capacity as consumers, also have high expectations regarding manufacturers’ social responsibility. The “Millennial CSR Study” is also interesting in that it breaks down its young respondents into such categories as male/female, young mothers, and people with above-average compensation.

The study conducted by the Responsible Business Forum in cooperation with PBS focused on the career paths of the alumni of all **Responsible Business League** editions completed between 2004 and 2014 (sample size: 107 respondents – the qualitative component, 15 respondents – the quantitative component). The Responsible Business League is an educational programme delivered by the Responsible Business Forum, which aims to educate and build a new cadre of managers, entrepreneurs, community animators, and change leaders. The study found that **young people are eager to obtain CSR knowledge relevant to both their future career** (CSR initiatives implemented by their potential employers and their own competence in this area), **and their private life** (as informed consumers). The respondents identified a huge gap in the higher education system, which tends to dismiss or selectively approach the subject of corporate social responsibility. The Responsible Business League educational programme is highly appreciated by its graduates for bridging the gap.

Agata Gruszecka-Tieśluk, Ph.D.
Responsible Business Forum

The studies discussed herein include:

- BSR/Globe Scan, State of Sustainable Business Survey, 2015
- Cone Communications, Ebiquity, Global CSR Study, 2015
- Cone Communications, Millennial CSR Study, 2015
- Deloitte, CSR Managers Survey 2015 in Central Europe. How CSR has influenced Central European societies and economies. Lessons learnt and future trends, 2015
- Forum Odpowiedzialnego Biznesu, Badanie Alumnów Programu Ambasadorów CSR, 2015
- Forum Odpowiedzialnego Biznesu, Menedżerowie CSR, 2015
- Fundacja CentrumCSR.PL, Społeczna odpowiedzialność biznesu w polskich realiach. Teoria a praktyka, 2015
- Grupa Job, Pracodawca na TAK, 2015
- Institute for Sustainable Investing, Sustainable Signals: The Individual Investors Perspective, 2015
- KPMG International, Global CEO Outlook, 2015
- KPMG, Currents of Change: The KPMG Survey on Corporate Responsibility Reporting, 2015

A CSR strategy, or the Oscar goes to...

Long range planning does not deal with future decisions, but with the future of present decisions
Peter Drucker

Two in three companies which provided information about their practices for this report declare that they have a CSR strategy in place. Most of them are large organizations (among small and medium-sized enterprises, it is only one in five and one in eight companies respectively)¹. In a survey conducted in 2014 68% of top managerial staff and 60% of non-managerial staff agreed that CSR should play a significant part in the development of a business strategy: 63% of companies officially incorporate CSR into their strategies, and 7% are considering the possibility of embedding it in their strategies².

So much for statistics. And how about the reality? Formulating a CSR strategy as a separate document still poses a major challenge for many companies, including those with long-term experience with corporate social responsibility. In 2016, the Responsible Business Forum started a series of meetings for RBF Partners under a common heading: “A Strategic Approach to CSR”. Below you will find the conclusions from the meetings. By reference to the language of the film-making industry, the adoption of a CSR strategy requires three critical components: the direction, the screenplay, and special effects³.

THE OSCAR FOR THE BEST DIRECTION

There is no doubt senior executives supervising business strategies and a coherent corporate vision play a major role in developing a CSR strategy. Surveys among CSR managers confirmed that the greatest barriers to the development of corporate social responsibility include: the lack of understanding for the CSR concept among executives (66%), and the lack of adequate education targeted at business leaders (66%). Forming a dedicated group within the organisation to work together for CSR might be a good remedy. Ideally, the group should be composed not only of the CSR manager or the staff of functional units involved in strategy-making, but also a representative of top-level management.

AND ANOTHER OSCAR FOR THE SCREENPLAY

CSR development in Poland has followed two different paths. On the one hand, there are activities undertaken by multinational corporations which carry out multiple tasks designated by their head offices located abroad; on the other hand, there are Polish companies, including many state-owned enterprises, which cannot afford the extravagance of CSR. We are dealing with an adapted screenplay when the entire business strate-

gy, including the CSR strategy, is literally transposed from the company’s head office located outside Poland. In such a case the company only engages in activities which have been determined beforehand. An interim solution is a strategy which is still based on a global framework, but its implementation is adapted to the local market, and its particular components are flexible enough for the company to have more freedom when choosing the way to implement them. Finally, both transnational corporations and Polish companies can decide on an original screenplay, i.e. develop a strategy from scratch, on the basis of dialogue with stakeholders and employee participation, taking into consideration business objectives and performance indicators, and implementing it consistently.

AND YET ANOTHER OSCAR FOR BEST SPECIAL EFFECTS

Best CSR practices discussed in this report are definitely an important component of corporate communication and an opportunity for companies to share their experience with a broad audience. However, real special effects require a strategy developed for and by people; one which is deeply rooted in (or better still, synonymous with) the business concept, consistently implemented, and addressing social, environmental, and economic challenges.

In a perfect company, what matters is more than just the direction, screenplay, and special effects. It is also the actors (all employees), costumes and make-up, score and photography (sales, communication, and marketing), editing (strategic department), and so on. Creating a CSR strategy is not about focusing on a single category; rather, it is about combining all the components of the business puzzle in the right way in order to make sure it is appreciated by those who will ultimately evaluate it (usually customers and business partners).

Magdalena Andrejczuk

Responsible Business Forum Partnership Programme Manager,

¹ Own data based on information submitted for the report “Responsible Business in Poland 2015. Best Practices.”

² “Społeczna odpowiedzialność biznesu: fakty a opinie” (Corporate Social Responsibility: Facts vs. Views) study, KPMG Poland, Responsible Business Forum, 2014.

³ The ‘Oscar metaphor’ was inspired by a comment Milena Hagemajer, Castorama, made during the RBF’s meeting entitled “Rozmowy o strategii” (Strategy Talks) on 2 March 2016.

Multicultural management in the workplace: how can business promote the inclusion of migrant workers in Poland?

Mobility is an inherent characteristic of the contemporary world. Integrated global markets, fast development of communication technologies, and the socio-demographic structure of industrial societies all contribute to growing employee mobility.

With its relatively stable economic growth, Poland is an increasingly attractive destination for foreign workers. The number of immigrants working in Poland is still marginal, but it has been rising systematically. Increasingly often, foreigners are employed not only in multinational corporations, but also in small and medium-sized enterprises.

IS MIGRATION AN OPPORTUNITY FOR ECONOMY AND BUSINESS?

Can we expect that the demand for foreign workforce will continue to grow? Definitely so. On the one hand, this is going to be related to Poland's economic growth, on the other – to the demographic decline which is bound to affect the labour market and result in a shrinking workforce. In view of the fact that workplace diversity is going to be increasingly associated with ethnic and cultural diversity, it will become essential for employees to be adequately prepared for working in a multicultural environment.

Migration can definitely provide an opportunity and competitive advantage for the Polish business. However, it is necessary to create appropriate conditions to fully tap this potential. The role of the private sector in this process still seems to be underestimated.

BEST PRACTICES FOR MULTICULTURAL MANAGEMENT IN THE WORKPLACE

Multicultural management requires a holistic approach: best practices in this area comprise multiple aspects which make up a larger whole. Beyond doubt, it must be based on respect for human and employee rights, which is also a critical part of corporate social responsibility. Another essential aspect is the promotion of immigrant inclusion, broadly defined as integration into both the new work environment and the community.

Such integration should be understood as a two-way process, in which success depends on both immigrants' commitment to adapting to the new environment, and the employer's and domestic workers' willingness to accept foreign employees. For this reason, activities promoting migrant worker inclusion in any organisation should target not only immigrants, but also domestic employees and top-level managers.

Multicultural management is a wide-ranging concept, yet it is possible to break it down into three basic areas:

Recruitment

Best practices should be applied from the very start, i.e. beginning with the recruitment process – the more so as immigrants are particularly at risk for dishonest practices in this regard. Corporate social responsibility should manifest itself in adherence to the standards of ethical recruitment that is honest and transparent for both parties. For the employer, this would mean finding an employee with relevant qualifications who can be legally employed in Poland. For the employee, this would mean finding a job which corresponds to the job posting and the qualifications they can offer, with no risk of discrimination or abuse during recruitment.

Appropriate preparation of foreign employees for working in a new environment

The next stage is ensuring appropriate preparation of foreign employees for working in a new country. Effective tools which can help to achieve this purpose include orientation training that migrant workers may complete before their departure or soon after their arrival in Poland. The so-called cultural orientation workshops delivered by the IOM are an example of such training. The aim of the workshops is to provide immigrants with basic knowledge about Poland and the Poles, and to develop attitudes which facilitate integration. Such training promotes faster adaptation of migrant workers to their new work environment, helps them to set realistic expectations for their life and work in Poland, and ensures a more effective cooperation with domestic workers and the employer.

Building multicultural competence

It is also essential to implement a comprehensive system of

activities which strengthen the multicultural competence of both managers and domestic and foreign workers. The activities should provide them with knowledge about other cultures and practical skills necessary for working and communicating within a multicultural team. Such activities should result in more effective internal communication, prevent discrimination against immigrants in the workplace, and strengthen migrant workers' identification with the company. It is recommended that both domestic and migrant workers contribute to the development of the multicultural policy for their company. Within the framework of their corporate social responsibility programmes, businesses can play a crucial role in supporting immigrant integration into local communities and promoting a positive perception of immigrants e.g. as valuable employees.

NEXT STEPS

Appropriate employee preparation for working in a multinational environment has become a prerequisite in today's global reality. In view of this, it is important that best practices for multicultural management are not only adopted, but also promoted as a crucial component of corporate social responsibility.

Joanna Łozińska

International Organization for Migration (IOM)

Joining forces is a good thing

Today, the term ‘stakeholders’ is in common use among CSR professionals. It appears in each of the many definitions regarding CSR strategies. Accurately identifying key stakeholders and mapping a company’s impact and the related business challenges should be the starting point and the foundation for a sound CSR strategy. A strategy which will help the company achieve its business objectives, while responding to the important needs of its environment. Each organisation must look for its own, unique solutions in this regard, because there is no single pattern which would work for all. However, virtually every company also faces certain challenges which are common to other enterprises from the same sector, and frequently also from other sectors or industries. These are the potential areas of cooperation: challenges that competing organisations can overcome together by implementing joint projects.

The number of such projects in Poland is on the rise. One of the first examples was the initiative “Odpowiedzialność i Troska” (Responsible Care) which brought together companies from the chemical industry. Launched in the 1980s in Canada, the project was later adopted in Western Europe, and then in Poland. The companies which work together under “Responsible Care” look for opportunities to contribute to sustainable development through adopting environmental management systems and clean technologies. In Poland, the project is coordinated by the Polish Chamber of Chemical Industry which recognised the potential for cooperation between different actors from the chemical industry and established a Committee for Sustainable Development last year. The Committee aims to support sustainable practices and promote joint communication, promotion and training throughout the chemical industry. It is the same with the fuel and energy sectors, where more than 20 companies have signed “Deklaracja na rzecz zrównoważonego rozwoju w branży energetycznej” (Declaration for the sustainable development in the energy sector) since 2009. During annual “Odpowiedzialna energia” (Responsible Energy) conferences, companies and public administration and NGO representatives discuss the outcomes of their initiatives and exchange best practices, looking to address challenges they share.

Attempts at joining forces at the sectoral level can be also found in the home appliances industry. The Union of Home Appliances Industry Employers adopted the Code of Best Practices for Selling Home Appliances which sets out the ethical business standards for the industry and requires its signatories to observe the rules of fair competition and consumer service standards. This way the Union addressed one of the most important issues common to all companies in the industry. The Code is open for accession to distributors and on-line stores, which means it brings together not only manufacturers, but also vendors. It is an excellent example of sectoral self-regulation which brings benefits to consumers. It allows them to make better shopping choices, while helping companies to eliminate any unethical practices themselves.

The spirits and brewing industries have also joined their forces, focusing on joint education and prevention programmes. In the spirits industry, these include such campaigns as “Piłeś? Nie jedź!” (Don’t Drink and Drive!), “Zdrowa ciąża” (A Healthy Pregnancy), or “Tu się sprawdza dorosłość” (Here we check if you are an adult) programme for retailers. The development of the industry’s new CSR strategy for the period 2017–2020 which is currently under way includes extensive multi-stage consultations with independent experts. The strategy is due to be published in Q4 2016.

The cooperation between different actors from the brewing industry also serves the purpose of promoting responsible drinking. The Union of Brewing Industry Employers confers “Piwne Pozytywy” Awards to honour people engaged in activities which promote positive behaviours, prevent irresponsible sale of alcoholic beverages, encourage abstinence from drinking among drivers, and seek to restrict minors’ access to alcohol. The activities include such campaigns as “Pozory mylą, dowód nie” (Appearances can be deceptive, ID is not), and “Nigdy nie jeżdżę po alkoholu” (I never drink and drive). Interestingly enough, the campaigns were supported by the fuel industry represented by the Polish Chamber of Liquid Fuels, and consequently helped to promote responsible sale of alcoholic beverages among the personnel of the convenience stores found in filling stations, and reached hundreds of thousands of drivers. In addition, “Porozumienie o współpracy pomiędzy Związkiem

Pracodawców Przemysłu Piwowarskiego a Komendą Główną Policji” (A Cooperation Agreement Between the Union of Brewing Industry Employers and the General Police Headquarters) signed in 2015 provided a formal framework for effective public-private partnership which had continued for many years, and opened up new opportunities for joint efforts in such areas as information and education programmes.

The agreement is an example of a win-win cross-sectoral cooperation between businesses and entities from other sectors such as NGOs, schools of higher education, and public administration, which pursue a shared goal. Coordinated by BuroHappold in the Polish market, the activity of a multi-stakeholder platform for energy efficient buildings, operating under the auspices of the World Business Council for Sustainable Development (WBCSD), brings together not only construction companies such as Skanska, or chemicals manufacturers such as BASF, but also NGOs and public administration representatives. Polish activities under the Ethics Officers’ programme which has been coordinated by the Global Compact since 2015 are yet another example of trans-sectoral cooperation. Initiated by a handful of companies, today the programme brings together representatives of virtually all sectors of economy.

Occasionally, businesses and organisations join their forces to further the interests of a specific region or local community in which they operate. This is the case with the Development Initiation Fund (Fundusz Inicjowania Rozwoju) which aims to increase the development potential of the Pomerania region through promoting cross-sectoral cooperation. Thanks to the commitment of some of Pomerania’s largest companies such as Polpharma SA, LOTOS SA Group which is the Fund’s General Partner, or Energa SA Group, grants are available for innovative projects which can improve the quality of life for the residents of the Pomerania Province. One of the first – if not the first – initiative of this kind in Poland was the Fund for the Town of Płock established by PKN ORLEN, Płock Town Office, UNDP, and Levi Strauss.

Apparently, cooperation can have different goals, and follow different models. By joining forces and looking for allies, we can achieve our objectives faster and more effectively. Sustainable Development Goals announced by the UN a few months ago set the direction of transformations which are necessary for the world to be able to address climate change and social and economic challenges over the next 15 years. Each company can – and should – choose the goals to which it can contribute the most. At the same time, it is important to remember Goal 17 which calls for enhancing cooperation and partnerships, and building joint initiatives and coalitions for sustainable development, taking into account the role of non-governmental actors in the process. This topic, however, deserves its own article. It is discussed at length in the latest publication “Siła współpracy” (The Power of Cooperation) by Marta Karwacka, Ph.D., which I strongly encourage you to read.

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Organizational governance

Organizational governance is a system by which an organization makes and implements decisions in pursuit of its objectives. [...] An organization's processes and structures should enable it to:

- develop strategies, objectives, and targets that reflect its commitment to social responsibility;
- demonstrate leadership commitment and accountability; [...]
- promote a fair opportunity for underrepresented groups (including women and racial and ethnic groups) to occupy senior positions in the organization;
- balance the needs of the organization and its stakeholders, including immediate needs and those of future generations;
- establish two-way communication processes with its stakeholders, identifying areas of agreement and disagreement and negotiating to resolve possible conflicts;
- encourage effective participation of all levels of employees in the organization's social responsibility activities [...]

ISO 26000:2010
Guidance on social responsibility



The report presents 36 best corporate governance practices from 28 companies. The statistics are almost identical to the data for the preceding year: 35 best practices in this area were presented in the 2014 edition of the report. Last year again, companies focused their attention on business ethics. As many as 15 best practices in this area were included in the report. Responsible management was important, too, which is reflected in 10 best practices in this category which are discussed in the report. A challenge in this area which companies definitely need to face is building effective corporate social responsibility strategies which would be aligned with the core business of the enterprise, and would provide support in this respect, while addressing important social challenges. We can also expect a major change in the area of CSR reporting which is bound to be affected by the EU Directive on the disclosure of non-financial information, starting next year.

Organizational governance practices

No	Company	Practice	Category
1	Agencja Rozwoju Przemysłu S.A.	Implementation of a Code of Ethics	ethics
2	Agencja Rozwoju Przemysłu S.A.	Implementation of CSR Strategy	management
3	ANG Spółdzielnia Doradców Kredytowych	Cooperative Governance	management
4	ANG Spółdzielnia Doradców Kredytowych	The implementation of the Code of Conduct, Ethics Committee and Ethics Officer	ethics
5	Bank BGŻ BNP Paribas	Responsible financing of the economy – CSR risk analysis in lending policy	management
6	Bank BPH	Compliance Champions Network	compliance
7	Bank BPH	Partners' Council	dialogue with stakeholders
8	Bank Gospodarstwa Krajowego	Convergence rating	management
9	BASF Polska	Online SD training for employees	management
10	BEST S.A.	Code of Ethics BEST S.A.	ethics
11	Grupa Kapitałowa LOTOS	Interior communication as a key pillar of Ethical Conduct Programme of the LOTOS Group	ethics
12	Grupa Kapitałowa LOTOS	Publishing on-line Integrated Annual Report	reporting
13	ING Bank Śląski	The Orange Code	ethics
14	Kopex Group	Internal CSR report as a method of building skills within KOPEX Group to be prepared for official reporting	reporting
15	KPMG	Code of Conduct	ethics
16	Międzynarodowy Port Lotniczy im. Jana Pawła II Kraków – Balice Sp. z o.o.	Kraków Airport's 2016-2018 Strategy for Corporate Social Responsibility	management
17	Naspers Classifieds	OTOMOTO Social dialogue	dialogue with stakeholders
18	Orange Polska	Orange Polska Social Impact	reporting
19	PEKAES SA	Ethical Code	ethics
20	Polpharma	Creating and implementation of CSR strategy for Polpharma Group	management
21	Polska Spółka Gazownictwa Sp. z o.o.	Dialogue it's our business	dialogue with stakeholders
22	Polski Koncern Naftowy ORLEN SA	CSR Strategy for PKN ORLEN	management
23	Polski Koncern Naftowy ORLEN SA	Integrated Report PKN ORLEN 2014	reporting

ORGANIZATIONAL GOVERNANCE

24	Provident Polska S.A.	Ethical Week	ethics
25	Scanmed S.A.	Code of Ethics	ethics
26	Scanmed S.A.	SA8000	management
27	Schenker Sp. z o.o. (DB Schenker Logistics)	A new approach to Social Reporting	reporting
28	Skanska w Polsce	New intranet page devoted to ethics	ethics
29	Skanska w Polsce	Workshops for employees "Our work, our values"	ethics
30	Stena Recycling Sp. z o.o.	Code of Conduct	ethics
31	TAURON Polska Energia SA	E-training "Ethics at work"	ethics
32	TAURON Polska Energia SA	Public consultation of the content of Sustainability report of TAURON Group	dialogue with stakeholders
33	T-Mobile Polska S.A.	T-Mobile Polska partner of Vision of Sustainable Development for the Polish Business in 2050	management
34	UPC Polska	Code of Business Conduct Liberty Global	ethics
35	Vivus Finance Sp. z o.o.	Code of Values	ethics
36	Zakłady Azotowe "Puławy" S.A.	Social Dialogue	dialogue with stakeholders

ORGANIZATIONAL GOVERNANCE

Human rights

An organization has the responsibility to respect human rights, including within its sphere of influence. [...] An organization's opportunities to support human rights will often be greatest among its own operations and employees. Additionally, an organization will have opportunities to work with its suppliers, peers or other organizations and the broader society. In some cases, organizations may wish to increase their influence through collaboration with other organizations and suppliers.

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In the area of human rights, the report presents 13 best practices implemented by 11 companies. There were 14 of them in the report summarising 2014, which means that similar to the previous year, this is the area in which the least practices are implemented. Companies can receive support in this regard from the UN Guiding Principles on business & human rights, which have been translated into Polish. Among the practices which are included in the report, diversity management and support for women in the workplace are the most common issues.

Human rights practices

No	Company	Practice	Category
1	ArcelorMittal Poland	Diversity	diversity
2	Bank BPH	Women's Network organization activity	women in business
3	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Power in diversity	diversity
4	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Women's Network	women in business
5	Grupa ATERIMA	The casebook creation against human trafficking for employers	prevention of human rights violations
6	Job Impulse Polska Sp. z o.o. (Grupa Job)	Grupa Job's Campaign to enhance the sense of self-esteem	diversity
7	Job Impulse Polska Sp. z o.o. (Grupa Job)	"Pracodawca na TAK" – employment and inclusion of people with disabilities.	diversity
8	Orange Polska	Diversity Week in Orange Polska	diversity
9	PwC	Business Woman Lodge	women in business
10	Scanmed S.A.	"The strength of diversity"	diversity
11	Skanska w Polsce	"Including diversity" – internal campaign devoted to Diversity and Inclusion	diversity
12	The Boston Consulting Group Sp. z o.o.	Increase of female candidates among job applications to BCG	women in business
13	TRI (Poland)	See for yourself – workshops for TRI Poland's employees	diversity

Labour practices

The labour practices of an organization encompass all policies and practices relating to work performed within, by or on behalf of the organization, including subcontracted work. [...] The creation of jobs, as well as wages and other compensation paid for work performed, are among an organization's most important economic and social contributions. Meaningful and productive work is an essential element in human development; standards of living are improved through full and secure employment. Its absence is a primary cause of social problems. Labour practices have a major impact on respect for the rule of law and on the sense of fairness present in society: socially responsible labour practices are essential to social justice, stability and peace.

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This year, the report provides an overview of 114 labour practices implemented by 56 companies. In 2015, it presented 84 best practices in this area. It is evident that companies regard labour-related issues as one of the most important aspects of corporate social responsibility. This is further confirmed by the findings of the “Menedżerowie CSR” (CSR Managers) survey conducted by the Responsible Business Forum in 2015: asked about the greatest benefits that CSR activities had brought to their businesses over the past two years, respondents indicated raising employees’ ethical awareness and increasing employee involvement as the top two. Within the area of labour practices, companies put special emphasis on workplace safety, training and development, and employee health.

Labour practices

No	Company	Practice	Category
1	3M Poland	Programs of 3M in Poland to promote good Environmental, Health&Safety practices	safety at work
2	Agencja Rozwoju Przemysłu S.A.	ARP health	employee health
3	Agencja Rozwoju Przemysłu S.A.	Health workers, support workers	employee support
4	Agencja Rozwoju Przemysłu S.A.	Internal anti-bullying policy in the IDA JSC	counteracting abuse
5	Agencja Rozwoju Przemysłu S.A.	The company friendly to parents	parent-friendly company
6	Agencja Rozwoju Przemysłu S.A.	Training and development	training and development
7	ANG Spółdzielnia Doradców Kredytowych	Tutoring Programme – volunteering programme	corporate volunteering
8	Antalis Poland	XIV Antalis Triathlon 2015	employee health
9	Antalis Poland	Kids Day	integracja pracowników
10	ANWIL S.A.	Report a threat	safety at work
11	ANWIL S.A.	Sporty ANWIL	employee health
12	ANWIL S.A.	The week of the job security and health cares	safety at work
13	ArcelorMittal Poland S.A.	Work-life balance	work-life balance
14	Bank BGŻ BNP Paribas	Corporate volunteering program “You can count on me”	corporate volunteering
15	Bank BGŻ BNP Paribas	CSR Days	employee health
16	Bank BPH	Coach for Better	training and development
17	Bank BPH	Equally fit – actions supporting employees with disabilities	employee support
18	Bank BPH	HealthAhead	employee health
19	Bank BPH	Ombudsperson	counteracting abuse
20	Bank Zachodni WBK	Competence volunteering	corporate volunteering
21	Bank Zachodni WBK	The leaders of Europe in Lithuania	corporate volunteering
22	BASF Polska	“Life in the city” – competition for employees	employee participation
23	BEST S.A.	Corporate volunteering	corporate volunteering
24	BEST S.A.	The process of adaptation	recruitment and adaptation
25	BEST S.A.	Work Life Balance	work-life balance
26	Carrefour Polska Sp. z o.o.	“The Recipe for the Master” – professional certification program for employees as part of the “Taste of Career” educational program	training and development
27	CEMEX	Health and Safety Days	safety at work
28	CEMEX	Health-enhancing program 50+	employee health
29	CEMEX	Rescue Team	safety at work
30	DB Schenker Rail Polska	Get on the Train to Help – Volunteering Programme	corporate volunteering
31	DB Schenker Rail Polska	Health and Safety Days	employee health

LABOUR PRACTICES

No	Company	Practice	Category
32	Dentsu Aegis Network Polska	Let's Share – sharing knowledge	training and development
33	Dentsu Aegis Network Polska	Wonderland – day care for children in our company	parent-friendly company
34	DOZAMEL Sp. z o.o.	Aware and Active – workplace accident prevention programme	safety at work
35	DOZAMEL Sp. z o.o.	Supporting of sport development among employees from DOZAMEL and other companies from Wrocław Industrial Park	employee health
36	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	GE Volunteers	corporate volunteering
37	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	HealthAhead	employee health
38	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Licence to Lead	training and development
39	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Support for employees	employee support
40	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Talent Development Program	training and development
41	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Work-life balance	work-life balance
42	EDF Polska	Parking space for pregnant women	parent-friendly company
43	EDF Polska	Partnership for safety	safety at work
44	EDF Polska	Towards Development	training and development
45	Grupa Kapitałowa LOTOS	Good Start for Beginners	recruitment and adaptation
46	Grupa Kapitałowa LOTOS	Move yourself with LOTOS Running Team	employee health
47	Grupa Kapitałowa LOTOS	The Day for Safety and Health at Work	safety at work
48	Grupa Kęty S.A.	Artistic contests	employee integration
49	Grupa Saint-Gobain	Anniversary competition for employees	employee integration
50	Grupa Sanofi	Mentoring in Sanofi	training and development
51	Grupa VELUX	Continuous improvement	safety at work
52	Henkel Polska Sp. z o.o.	You grow	training and development
53	Henkel Polska Sp. z o.o.	(Y)our move	employee health
54	HP Global Business Center Sp. z o.o.	Wellness	employee health
55	IKEA Retail	IWitness Global Citizens Programme – Polish edition	training and development
56	Infosys BPO Poland	Infosys MTB Team	employee health
57	Infosys BPO Poland	Infosys Run	employee health
58	Infosys BPO Poland	Workers Council	employee participation
59	ING Bank Śląski	Employer branding activities	recruitment and adaptation
60	ING Bank Śląski	Innovations as an integral element of corporate culture	employee participation
61	ING Bank Śląski	IT Tech Day	employee participation
62	ING Bank Śląski	Risk awareness	counteracting abuse
63	Jet Line Sp. z o.o. Sp. k.	Employee volunteering idea launch	corporate volunteering
64	Kompania Piwowarska SA	Focus on health	employee health
65	Kompania Piwowarska SA	Safety in logistics	safety at work
66	Kopex Group	Development Academy	training and development

LABOUR PRACTICES

No	Company	Practice	Category
67	Kopex Group	Safe Driving Day	employee health
68	Lubelski Węgiel "Bogdanka" S.A.	Safety first!	safety at work
69	Luxoft Poland Sp. z o.o.	One Team	employee integration
70	mBank	Development days for employees of mBank Group – Find your own recipe for progress	training and development
71	mBank	Knowledge Management Programme	training and development
72	Międzynarodowy Port Lotniczy im. Jana Pawła II Kraków – Balice Sp. z o.o.	Christmas collection for charity	employee support
73	Mostostal Warszawa	Side guardrail of ladder for system scaffold.	safety at work
74	MSD Polska Sp. z o.o.	Volunteering	corporate volunteering
75	Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.	First Aid Championships for the GAZ-SYSTEM S.A. President's Cup	safety at work
76	Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.	GAZ-SYSTEM Academy	training and development
77	Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.	Talent Management Programme	training and development
78	Orange Polska	Anti-corruption training	counteracting abuse
79	Orange Polska	Gamification for Orange Polska employees	training and development
80	Pelion S.A.	"Common years" portal	employee integration
81	Pelion S.A.	DOZ Academy	training and development
82	Pelion S.A.	First aid	safety at work
83	Pelion S.A.	Nordic Walking Team	employee health
84	Pelion S.A.	My day closer to Pharmacies and Patients	training and development
85	Pelion S.A.	PULS program	employee health
86	PGE Polska Grupa Energetyczna S.A.	Job Rotations - the exchange of knowledge among employees	training and development
87	PGE Polska Grupa Energetyczna S.A.	Wiki PGE – internal base of knowledge for employees	training and development
88	PKO Bank Polski	Innovation Centre	employee participation
89	Polpharma	Stop Accidents Program	safety at work
90	Polpharma	Subcontractors' safety	safety at work
91	Polpharma	Week of Safety	safety at work
92	Polska Spółka Gazownictwa Sp. z o.o.	Full access history – virtual museum of gas industry	employee integration
93	Polski Koncern Naftowy ORLEN SA	1st Sports Competition of Małopolska region	employee integration
94	Polski Koncern Naftowy ORLEN SA	Nursery	parent-friendly company
95	Polski Koncern Naftowy ORLEN SA	ORLEN Volunteering	corporate volunteering
96	Polski Koncern Naftowy ORLEN SA	Preventative healthcare at your fingertips	employee health
97	Polski Koncern Naftowy ORLEN SA	System of development of safety by innovations	safety at work
98	Polskie Górnictwo Naftowe i Gazownictwo SA	Manager's Academy in PGNiG SA	training and development

LABOUR PRACTICES

No	Company	Practice	Category
99	Polskie Górnictwo Naftowe i Gazownictwo SA	"What's mobbing?" - trainings for the employees	counteracting abuse
100	PRESS-SERVICE Monitoring Mediów Sp. z o.o.	Worker's Budget	employee participation
101	Provident Polska S.A.	Fair Player – Whistleblowing Procedure	counteracting abuse
102	Provident Polska S.A.	Week without Debts	training and development
103	PZU	PZU Family volunteering	corporate volunteering
104	PZU	Volunteering of competence	corporate volunteering
105	Schenker Sp. z o.o. (DB Schenker Logistics)	„I see and react”: Implementation of BBS in Łódź Branch	safety at work
106	Skanska w Polsce	Safety Day	safety at work
107	Skanska w Polsce	Skanska Unlimited	training and development
108	Stanley Black & Decker Polska	Daily OSH audit – work safer, healthier and colourful	safety at work
109	Stena Recycling Sp. z o.o.	Stena Health Zone	employee health
110	Stena Recycling Sp. z o.o.	Stena without accidents program	safety at work
111	SuperDrob S.A.	Competition of Christmas ornaments in SuperDrob community	employee integration
112	Unilever Polska	Lampighter	employee health
113	Volkswagen Motor Polska Sp. z o.o.	Dispensary	employee health
114	Volkswagen Motor Polska Sp. z o.o.	Rehabilitation Centre	employee health

LABOUR PRACTICES

The environment

The decisions and activities of organizations invariably have an impact on the environment no matter where the organizations are located. These impacts may be associated with the organization's use of resources, location of the activities of the organization, the generation of pollution and wastes, and the impacts of the organization's activities on natural habitats. To reduce their environmental impacts, organizations should adopt an integrated approach that takes into consideration the direct and indirect economic, social, health and environmental implications of their decisions and activities.

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In the environment area, the report presents 57 best practices implemented by 37 companies. There were 50 practices in this area described last year. Similar to the previous year, a majority of activities focus on environmental education – which targets both employees and local communities – and on companies' environmental programmes. Remedial actions prevail among the practices. Companies look for ways to repair the damage they have caused. They employ advanced technologies and solutions to minimise their negative impact on the environment, and make substantial green investments. They seek opportunities to improve resource efficiency and minimise resource use. They are also concerned about their surroundings, and especially animal life in their neighbourhood. They provide conditions in which animals can live and multiply. In the two preceding reports, there were no practices related to renewable energy sources. This year, there are 3 practices discussed in this area, which reflects the importance of this issue for the economy. Waste and recycling policies remain critically important. They are the focus of both community-targeted campaigns, and 'green office' initiatives, as well as environmental programmes launched by companies, and especially large manufacturing plants.

The environment practices

No	Company	Practice	Category
1	Agencja Rozwoju Przemysłu S.A.	Environmental Protection	green office
2	Ambra Sp. z o.o.	Implementation of environmentally friendly solutions in the cleaning services	eco-efficiency
3	Amplus Sp. z o.o. S.K.A.	Construction of a new, greener company's headquarters	green construction
4	ANWIL S.A.	Mr Carp restocks the Vistula	ecological education
5	Bank BPH	BPH ECO Programme	environmental programs
6	Bank BPH	ECO Community	ecological education
7	Bank Ochrony Środowiska	BOŚ Bank's participation in the Polish Guarantee of Origin Energy Program	renewable energy
8	BASF Polska	"Employee Jamming"	eco-efficiency
9	Bridgestone Stargard	Ecology Day	ecological education
10	CEMEX	Bee-protection program "Bees and bumblebees – our friends"	biodiversity
11	CEMEX	LEED and BREEAM green cards for products	green products
12	Cognifide Polska Sp. z o.o.	Choose bike with Cognifide	sustainable transportation
13	Cognifide Polska Sp. z o.o.	Cognifide goes ecofriendly	green office
14	Credit Agricole Bank Polska S.A.	Eco driving training for employees	sustainable transportation
15	Credit Agricole Bank Polska S.A.	Educating customers on ecology	ecological education
16	DB Schenker Rail Polska	Eco-education "Eco-guy Leon advices"	ecological education
17	Energa SA	Environment management system compliant with the EMAS Regulation guidelines	certification
18	ENERIS Surowce	Ecoinvestments of ENERIS	environmental programs
19	ENERIS Surowce	Educational EcoPath in Balin	ecological education
20	Góraźdze Cement SA	Concrete islands for birds	biodiversity
21	Grupa Kapitałowa LOTOS	Ecoacademy	environmental programs
22	Grupa Kapitałowa LOTOS	Treatment of industrial water in Grupa LOTOS using innovative installation	environmental programs
23	Grupa Sanofi	My Office, My Place	green office

THE ENVIRONMENT

No	Company	Practice	Category
24	Grupa VELUX i spółki siostrzane w Polsce	The implementation of an energy management system compliant with ISO 50001.	certification
25	Henkel Polska Sp. z o.o.	IICCC - International Innovation Centre for Construction Chemicals Ceresit	green products
26	IKEA Retail	A series of workshops for children "Small things can change the world for the better"	ecological education
27	IKEA Retail	IKEA goes all-in with LED	green products
28	IKEA Retail	Waste collecting day	recycling
29	IKEA Retail	We're all-in for cotton from more sustainable sources	environmental programs
30	ING Bank Śląski	E-documents in ING	green office
31	ING Bank Śląski	Modernization of the ING Bank's branches and offices	green office
32	ING Bank Śląski	Segregation of recyclables in ING	green office
33	ING Bank Śląski	Standardization of vehicle fleet of ING Bank	sustainable transportation
34	Lubelski Węgiel "Bogdanka" S.A.	Nature Trial "Nadrybie"	ecological education
35	Nowa Szkoła Sp. z o.o.	The activities for the local community	environmental programs
36	OAK BAGS	100% VEGE	green products
37	Oknoplast sp. z o.o.	Ecological education	ecological education
38	Oknoplast sp. z o.o.	Environmentally friendly manufacturing process	green products
39	Orange Polska	Buy back Program	recycling
40	PEKAES SA	Development of intermodal transport	sustainable transportation
41	PEKAES SA	Environmentally conscious team	green office
42	PGE Polska Grupa Energetyczna S.A.	Eco Energy	renewable energy
43	PGE Polska Grupa Energetyczna S.A.	Ecological mural on Solina	ecological education
44	PGE Polska Grupa Energetyczna S.A.	Investment for clean air in Bydgoszcz – Construction of flue gas desulphurization installations	environmental programs
45	PGE Polska Grupa Energetyczna S.A.	The first photovoltaic power plant	renewable energy
46	Polpharma	Let's talk about environment	environmental programs
47	Polska Spółka Gazownictwa Sp. z o.o.	We test water and soil in order to turn back the time	environmental programs
48	Polski Koncern Naftowy ORLEN SA	Cleaning of Wodąca Vally – in favor of environment operation	ecological education
49	PwC	Reuse	recycling
50	Stena Recycling Sp. z o.o.	Paper Recycling Protects Forests	ecological education
51	TAURON Polska Energia SA	Concept of waste-free coal mine and power plant	environmental programs
52	TAURON Polska Energia SA	Ecological initiative – TAURON Zielona Wyspa Śląsk	ecological education
53	TAURON Polska Energia SA	Initiative "Our stork"	biodiversity
54	Uni-logistics	Car fleet replacement	sustainable transportation
55	Zakłady Azotowe "Puławy" S.A.	Nest box for peregrine	biodiversity

THE ENVIRONMENT

No	Company	Practice	Category
56	Zakłady Azotowe "Puławy" S.A.	Sapling for a bottle	recycling
57	Żywiec Zdrój SA	Take care of nature as nature takes care of you	recycling

Fair operating practices

Fair operating practices concern ethical conduct in an organization's dealings with other organizations. These include relationships between organizations and government agencies, as well as between organizations and their partners, suppliers, contractors, customers, competitors and associations of which they are members. Fair operating practice issues arise in the areas of anti-corruption, responsible involvement in the public sphere, fair competition, socially responsible behaviour, relations with other organizations and respect for property rights.

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In the area of fair operating practices, the report presents 22 best practices implemented by 20 companies. 29 best practices were reported in 2014. Activities which companies undertake in relation to this issue include market education focused on sustainability and CSR or around topics related to their core business. Another important issue are stakeholder relations which increasingly often fall under the regulation of internal codes of conduct which define the framework of cooperation and acceptable operating principles. Although fewer practices of this kind are included in the report, they are most likely to become an issue of growing importance for companies. In particular, businesses with a mature approach towards social responsibility should take a broader outlook on this issue and seek opportunities to involve their suppliers or other stakeholder groups.

Fair operating practices

No	Company	Practice	Category
1	Agencja Rozwoju Przemysłu S.A.	Anti-corruption policy	counteracting abuse
2	Amplus Sp. z o.o. S.K.A.	Promoting healthy eating	relations with stakeholders
3	ANG Spółdzielnia Doradców Kredytowych	Nienieodpowiedzialni conference	market education
4	Antalis Poland	CSR Branch	market education
5	BASF Polska	Workshops concerning energy efficiency in construction	relations with stakeholders
6	CEMEX	H&S Audits – Trucks and drivers	relations with suppliers
7	CSRinfo	Sustainability Reporting Week 2015	market education
8	CSRinfo	Sustainable business – the role of the Board of directors	market education
9	CWS-boco Polska	Safe at Work Coalition	market education
10	Goodbrand	Interactive dialogue platform BE.NAVIGATOR	market education
11	Henkel Polska Sp. z o.o.	2nd Diversity Congress	market education
12	Kopex Group	Conference Discover CSR	relations with stakeholders
13	LPP SA	LPP Code of Conduct	relations with suppliers
14	Mind Progress Group	CSR in Progress	market education
15	Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.	Community communication workshops for engineering and construction contractors	relations with suppliers
16	Operator Gazociągów Przesyłowych GAZ-SYSTEM S.A.	Oil and Gas Industry First Aid Championships	market education
17	Pelion S.A.	Business Inspiration	market education
18	Polpharma	Implementation of Suppliers' Code of Conduct as part of Polpharma Group sustainable supply chain strategy	relations with suppliers
19	Polski Koncern Naftowy ORLEN SA	Building sustainable supply chain by engaging suppliers	relations with suppliers
20	PwC	Social Innovators Club	relations with stakeholders
21	Sotrender	Sombrero – e-marketing trainer for small business	market education
22	UPC Polska	Liberty Global Anti-Corruption Policy	counteracting abuse

Consumer issues

Organizations that provide products and services to consumers, as well as other customers, have responsibilities to those consumers and customers. [...] Responsibilities include providing education and accurate information, using fair, transparent and helpful marketing information and contractual processes, promoting sustainable consumption and designing products and services that provide access to all and cater, where appropriate, for the vulnerable and disadvantaged.

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In the area of consumer issues, the report presents 28 best practices implemented by 19 companies. There were 21 practices in this area reported last year. Companies put emphasis on the availability of their products and services, e.g. for disadvantaged consumers. The beneficiaries of such activities include individuals with disabilities (e.g. hearing loss), or the elderly. However, it seems that the area of consumer issues is still underrepresented in the report. When planning their corporate social responsibility activities, companies should consider paying more attention to this stakeholder group.

Consumer issues practices

No	Company	Practice	Category
1	Bank BPH	Bank BPH and ZUS together against financial exclusion of the elderly	availability of products and services
2	Bank BPH	Customer Ombudsman of Bank BPH	consumer aids
3	Bank BPH	Single page summary of agreement terms	consumer aids
4	Bank BPH	Support call center for people with financial difficulties	consumer education
5	Bank Zachodni WBK	Online Advisor in Polish Sign Language	consumer aids
6	BEST S.A.	BEST Online	consumer aids
7	Credit Agricole Bank Polska S.A.	Telescoping ramps for disabled in bank branches	availability of products and services
8	Grupa Żywiec S.A.	Enjoy Responsibly Day	responsible consumption
9	Idea Bank	Idea Hub	consumer aids
10	Idea Bank	Mobile ATM	consumer aids
11	IKEA Retail	All-in certified (MSC & ASC) fish and seafood at IKEA	responsible consumption
12	ING Bank Śląski	ING Online Community	consumer aids
13	Kompania Piwowarska SA	Soberbus	responsible consumption
14	mBank	"Action-renovation"	consumer aids
15	mBank	Eye to eye with the SME client	consumer aids
16	Orange Polska	Dedicated customer service 70+ / Senior	availability of products and services
17	Orange Polska	Sign language interpreter for Orange customers	availability of products and services
18	PGE Polska Grupa Energetyczna S.A.	Intelligent system of energy measuring - METEUS	consumer aids
19	PKP S.A.	Organization of the competition for innovative solutions contributing to the comfort improvement of persons with reduced mobility at railway stations and implementation of the winning solution – "Tłumacz Migam" – an on-line sign language interpreter, on 12 passenger service points – "InfoDworzec" throughout the country.	availability of products and services
20	PKP S.A.	Undebting Program	consumer aids
21	Polska Spółka Gazownictwa Sp. z o.o.	Dispatcher – responsive guardian of safety	consumer health and safety
22	Polska Spółka Gazownictwa Sp. z o.o.	We join forces for common safety – Polska Spółka Gazownictwa and the Police cooperation	consumer health and safety
23	Provident Polska S.A.	Responsible advertising – "Ethical Advertising" certificate	responsible marketing
24	TAURON Polska Energia SA	Social initiative "TAURON Fuses"	consumer education
25	T-Mobile Polska S.A.	T-Mobile Connect Everyone-Everywhere	availability of products and services
26	T-Mobile Polska S.A.	T-Mobile Polska partner of Vision of Sustainable Development for the Polish Business in 2050	availability of products and services



Local community involvement and development

Community involvement and community development are both integral parts of sustainable development. [...] Issues of community development to which an organization can contribute include creating employment through expanding and diversifying economic activities and technological development. It can also contribute through social investments in wealth and income creation through local economic development initiatives; expanding education and skills development programs; promoting and preserving culture and arts; and providing and/or promoting community health services. Community development may include institutional strengthening of the community, its groups and collective forums, cultural, social and environmental programs and local networks involving multiple institutions.

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LOCAL COMMUNITY INVOLVEMENT AND DEVELOPMENT

Similar to previous years, local community involvement and development is the area with the highest number of reported best practices: 186 initiatives are in place in 99 companies. There were 187 best practices in this area in the report summarising 2014. Traditionally, a majority of practices related to this issue focus on corporate charitable and philanthropic efforts aimed at providing support to people in need. There are also multiple projects related to education for both adults, as well as adolescents and children. Such projects offer added value if they focus on the company's core business and require employee involvement. Companies can launch a wide range of activities related to local community involvement and development; however, it is important for them to bear in mind that CSR is a much broader notion, and that developing charitable projects does not relieve them from the obligation to consider other areas of responsibility as well.

Local community involvement and development practices

No	Company	Practice	Category
1	Agencja Rozwoju Przemysłu S.A.	Christmas markets	charitable and benevolent efforts
2	Agencja Rozwoju Przemysłu S.A.	Cooperation with universities	employment creation and skills development
3	ALNAIR Sp. z o.o.	Business Strategy Games – 1st Wrocław's Tournament	development of entrepreneurship
4	Ambra Sp. z o.o.	Supporting the Osiedle Sitowie project participants in becoming independent	charitable and benevolent efforts
5	Amplus Sp. z o.o. S.K.A.	Social and local support	employment creation and skills development
6	ANWIL S.A.	A reflector into the eyes	road safety
7	ANWIL S.A.	LETTERS TO THE ST. NICOLAS – FULFIL THE DREAM	charitable and benevolent efforts
8	ANWIL S.A.	The ANWIL for Włocławek Foundation	charitable and benevolent efforts
9	ANWIL S.A.	The educational programme Trackers of Myths	education of children and the youth
10	Apsys Management Sp. z o.o., Oddział Gliwice	YES for Activity	a good neighbor
11	ArcusLink Tłumaczenia Specjalistyczne SC	EMPLOYERS FOR THE BENEFIT OF MIDDLE SCHOOL STUDENTS	education of children and the youth
12	ArtGroup	Room for Christmas	charitable and benevolent efforts
13	Avon Cosmetics Polska Sp. z o.o.	Pink Ribbon Examination Rooms	preventive healthcare
14	Bank BGŻ BNP Paribas	Blood donation Day "Krwinka" ("Blood cell")	charitable and benevolent efforts
15	Bank BGŻ BNP Paribas	Educational program Dream Up	charitable and benevolent efforts
16	Bank BGŻ BNP Paribas	Good Kilometres	charitable and benevolent efforts
17	Bank BGŻ BNP Paribas	Local grants program	charitable and benevolent efforts
18	Bank BPH	Credit card "Help for children"	charitable and benevolent efforts
19	Bank BPH	Give yourself to others – days of blood and medulla donors	charitable and benevolent efforts
20	Bank BPH	Make Life Fair "Change the world around you"	charitable and benevolent efforts
21	Bank BPH	Make Life Fair "Yes to a good cause"	charitable and benevolent efforts

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
22	Bank Gospodarstwa Krajowego	Self-Confidence Training – Program to support young victims of bullying	charitable and benevolent efforts
23	Bank Ochrony Środowiska	BOŚ EKObiegaton	fitness and sports
24	Bank Ochrony Środowiska	“Map the waste” campaign	social campaign
25	Bank Zachodni WBK	Buy From Your Neighbour	education of adults
26	Bank Zachodni WBK	Company evolution	development of entrepreneurship
27	Bank Zachodni WBK	International Fryderyk Chopin Piano Competition	culture and arts
28	Bank Zachodni WBK	PUT Motorsport	charitable and benevolent efforts
29	Bank Zachodni WBK	Santander Orchestra	culture and arts
30	Bank Zachodni WBK	The architects of our reality	charitable and benevolent efforts
31	Bank Zachodni WBK	#TheBanker’sCareer	employment creation and skills development
32	BASF Polska	Chemistry is us - BASF Polska and Polish Chemical Society	education of children and the youth
33	BASF Polska	Chemistry is us – eco workshops for elementary schools students from Sroda Slaska	education of children and the youth
34	BASF Polska	Chemistry is us - opening of the chemical laboratory for kids in Humanitarium	education of children and the youth
35	BASF Polska	Chemistry is us – the weekend with elements at the Copernicus Science Centre	education of children and the youth
36	BEST S.A.	Trójaktywni 2015 – triathlon for children	fitness and sports
37	BIBUS MENOS	Internship programs for students	employment creation and skills development
38	BIBUS MENOS	Print prosthesis	charitable and benevolent efforts
39	Bridgestone Stargard	International Run for Blue Ribbon	charitable and benevolent efforts
40	Bridgestone Stargard	Shine on the road – Bridgestone Stargard Safety Academy	road safety
41	Bridgestone Stargard	You can become Santa Claus too	charitable and benevolent efforts
42	Capgemini Polska Sp. z o. o.	Capgemini IT T@lk	employment creation and skills development
43	Capgemini Polska Sp. z o. o.	Experts’ Lectures	education of children and the youth
44	Capgemini Polska Sp. z o. o.	RoboCap – Computer Science and robotics workshops for children	education of children and the youth
45	Carrefour Polska Sp. z o.o.	“The Recipe for the Master” and “Appetite for Trade” are two projects for students and graduates of vocational schools and universities, developed as part of the educational program “Taste of Career”	education of children and the youth
46	Castorama Polska Sp. z o.o.	DIY classes	education of children and the youth
47	CEMEX	Safe roads with CEMEX. School pupil, watch out for cars!	road safety
48	Citi Handlowy	“Become Santa’s Assistant”	charitable and benevolent efforts

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
49	Citi Handlowy	Hi-tech Startup project	business-university collaboration
50	Citi Handlowy	Microentrepreneur of the Year 2015 Competition	charitable and benevolent efforts
51	Citi Handlowy	Network of Entrepreneurial Women conferences	education of adults
52	Citi Handlowy	“Poles attitudes towards finances” survey	education of adults
53	Cognifide Polska Sp. z o.o.	Cognifide & Kids	charitable and benevolent efforts
54	Cognifide Polska Sp. z o.o.	Cognifide & Knowledge	education of adults
55	Cognifide Polska Sp. z o.o.	Good Spirit of Dobra Cafe	charitable and benevolent efforts
56	Deloitte	25 social initiatives for 25th Deloitte’s birthday	charitable and benevolent efforts
57	Dentsu Aegis Network Polska	Dentsu Maker Lab Kids	education of children and the youth
58	Dentsu Aegis Network Polska	Your vote counts double	charitable and benevolent efforts
59	DOZAMEL Sp. z o.o.	Preserving the history of the company and present area of Wrocław Industrial Park	charitable and benevolent efforts
60	DOZAMEL Sp. z o.o.	Promoting the idea of voluntary blood donation in Wrocław Industrial Park	charitable and benevolent efforts
61	DOZAMEL Sp. z o.o.	Supporting the Social Assistance House in Opolnica (Bardo) for children and young people with intellectual disabilities	charitable and benevolent efforts
62	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Internships	employment creation and skills development
63	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Help for Children’s House no 9 in Warsaw	charitable and benevolent efforts
64	EDC – GE Company Polska Sp. z o.o. i Instytut Lotnictwa	Scholarship Program	business-university collaboration
65	EDF Polska	Bonjour EDF!	business-university collaboration
66	EDF Polska	Integration through the sport	charitable and benevolent efforts
67	EDF Polska	Summer stages	employment creation and skills development
68	EDISONDA	Projektosonda 2015 – student’s internship contest	employment creation and skills development
69	Elektrownia Puławy Sp. z o.o.	“House of light”	charitable and benevolent efforts
70	Energa SA	“A Drop of Energy”	charitable and benevolent efforts
71	Energa SA	Active and Charitable	charitable and benevolent efforts
72	Firma Oponiarska Dębica S.A.	TC Dębica S.A. supports the development of the Children’s University in Dębica	charitable and benevolent efforts
73	Fortum Power and Heat Polska	Fortum’s charity network of warmth – voluntary programme	education of children and the youth
74	Gaspol Energy	People with BIG Hearts	charitable and benevolent efforts
75	Góraźdze Cement SA	On the bike trails of Opole Region	fitness and sports

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
76	Grupa Adamed	ADAMED SmartUP Programme	education of children and the youth
77	Grupa Kapitałowa LOTOS	Children's Day	charitable and benevolent efforts
78	Grupa Kapitałowa LOTOS	Talent with LOTOS	education of children and the youth
79	Grupa Kapitałowa LOTOS	The campaign "Helping by refueling"	cause related marketing
80	Grupa Kapitałowa LOTOS	The Ground's Found of Initiation Development Forum	charitable and benevolent efforts
81	Grupa Kęty S.A.	"Together with the GROUP" Programme community involvement of Grupa Kęty	charitable and benevolent efforts
82	Grupa Multimedia Polska	multimediaOFF	culture and arts
83	Grupa Sanofi	Butterflies under protection	preventive healthcare
84	Grupa Sanofi	PS. I have SM	preventive healthcare
85	Grupa Sarigato	Christmas help	charitable and benevolent efforts
86	Grupa Sarigato	Feeding Dogs Project	charitable and benevolent efforts
87	Horus Innowacyjne Materiały Przemysłowe Sp. z o.o.	Horus Academy	education of children and the youth
88	HP Global Business Center Sp. z o.o.	Help for Nepal	charitable and benevolent efforts
89	HP Global Business Center Sp. z o.o.	Stop Hunger Now	charitable and benevolent efforts
90	HP Global Business Center Sp. z o.o.	Volunteering for Hospice	charitable and benevolent efforts
91	ICP Group SA	The support program dedicated to the Caritas community day care centre "Przystanek 13" within the Go4Help program	charitable and benevolent efforts
92	IKEA Retail	Bloodmates	charitable and benevolent efforts
93	IKEA Retail	IKEA for children from Piotrkow Trybunalski and the region	charitable and benevolent efforts
94	IKEA Retail	Shadow Theatre	education of children and the youth
95	ING Bank Śląski	BAKCYL – Bankers for Financial Education of Teenagers	education of children and the youth
96	ING Bank Śląski	From saving to investing – education campaign	education of adults
97	ING Bank Śląski	Thinking about those in need – how our employees engage in charitable initiatives	charitable and benevolent efforts
98	Jeronimo Martins Polska S.A.	Contest "Quill 2015. Biedronka Children's Book Award"	charitable and benevolent efforts
99	Jeronimo Martins Polska S.A.	Natalia Partyka Grant Fund	charitable and benevolent efforts
100	Jet Line Spółka z ograniczoną odpowiedzialnością Sp. k.	Jet Line Internship Program	employment creation and skills development
101	Job Impulse Polska Sp. z o.o. (Grupa Job)	Getting ready for your first recruitment! – workshop for candidates with hearing impairments from Poland, Germany and Latvia	education of children and the youth
102	JZO Sp. z o.o.	Protect the children's sight	preventive healthcare

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
103	Kompania Piwowarska SA	Preventing FAS problems (Foetal Alcohol Syndrome)	preventive healthcare
104	KPMG	Grant program for employees of KPMG	charitable and benevolent efforts
105	KPMG	"KPMG's Family for Literacy"	charitable and benevolent efforts
106	KPMG	Trip for children from orphanages	charitable and benevolent efforts
107	L'Oréal Polska	Lipikar Families	preventive healthcare
108	Lubelski Węgiel "Bogdanka" S.A.	Education in C-Zone	education of adults
109	Lubelski Węgiel "Bogdanka" S.A.	Multisectoral partnership for blood and bone marrow donation	charitable and benevolent efforts
110	Lubelski Węgiel "Bogdanka" S.A.	Positively twisted	charitable and benevolent efforts
111	Luxoft Poland Sp. z o.o.	Poland Business Run	charitable and benevolent efforts
112	Luxoft Poland Sp. z o.o.	Professor grandchild	charitable and benevolent efforts
113	Mars Polska Sp. z o.o.	Better world for pets	charitable and benevolent efforts
114	MasterCard Europe, oddział w Polsce	Fight Your Debts	education of adults
115	mBank	If you don't do it in real life, don't do it online! mBank's first social campaign on Internet safety	social campaign
116	mBank	Cooperation with the University of Lodz in conducting the "Banking and digital finance" bachelor studies	business-university collaboration
117	Medicover Sp. z o.o.	Voluntary work within Medicover Group	charitable and benevolent efforts
118	MetLife	MetLife LifeChanger	education of children and the youth
119	MetLife	Support of the "Hope" Hospice for Children in Torun	charitable and benevolent efforts
120	Mostostal Warszawa	Research and development activity in cooperation with science partners	business-university collaboration
121	NIVEA Polska Sp. z o.o.	NIVEA Family Playground	charitable and benevolent efforts
122	Nokia Solutions and Networks Sp. z o.o.	Night of Labs	a good neighbor
123	Nowa Szkoła Sp. z o.o.	The activities for the local community	charitable and benevolent efforts
124	Nowy Styl Sp. z o.o. (Grupa Nowy Styl)	Year of Music by Nowy Styl Group – patron of the Krzysztof Penderecki European Centre for Music in Lusławice	culture and arts
125	Orange Polska	e- motivation	charitable and benevolent efforts
126	Orange Polska	Internet course "Safe Here and There" for parents and teachers on child safety online.	education of adults
127	Orange Polska	MegaMission	education of children and the youth
128	Orange Polska	Orange Sport Clubs	charitable and benevolent efforts

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
129	PEKAES SA	Parcels for the needy	charitable and benevolent efforts
130	Pelion S.A.	The museum workshops for children and youth	education of children and the youth
131	Pelion S.A.	We give blood	charitable and benevolent efforts
132	PGE Polska Grupa Energetyczna S.A.	Safety on the road – education program for primary and secondary school students	road safety
133	PGE Polska Grupa Energetyczna S.A.	Theater workshops for children “Energy of Theatre”	education of children and the youth
134	Pharma Concept Sp. z o.o.	Prix Galien Polska scholarship	charitable and benevolent efforts
135	PKO Bank Polski	Bankowiki, sub portal Bankomania	education of adults
136	PKO Bank Polski	PKO Charity Run – Helping with every step	charitable and benevolent efforts
137	PKP S.A.	The educational program “Security at School”	education of children and the youth
138	Polpharma	Book for the doctors and medical students Noncompliance with Therapeutic Recommendations: From Causes to Practical Solutions.	education of adults
139	Polpharma	Heartly Local Government	charitable and benevolent efforts
140	Polpharma	POLRUN relay race	charitable and benevolent efforts
141	Polska Spółka Gazownictwa Sp. z o.o.	Innovations, practices, the exchange of experience	business-university collaboration
142	Polska Spółka Gazownictwa Sp. z o.o.	On a heritage route	charitable and benevolent efforts
143	Polska Spółka Gazownictwa Sp. z o.o.	Safe energy with Polska Spółka Gazownictwa	education of children and the youth
144	Polska Spółka Gazownictwa Sp. z o.o.	Safe here and there	charitable and benevolent efforts
145	Polski Koncern Naftowy ORLEN SA	II Fitness marathon – charity action	charitable and benevolent efforts
146	Polski Koncern Naftowy ORLEN SA	“Blood for Adas” action	charitable and benevolent efforts
147	Polski Koncern Naftowy ORLEN SA	Physical education with Champion	fitness and sports
148	Polskie Górnictwo Naftowe i Gazownictwo SA	“Young and innovative for PGNiG” contest	business-university collaboration
149	Polskie LNG S.A.	Education portal #lng.edu.pl	education of adults
150	Polskie LNG S.A.	“Safe city” programme	education of children and the youth
151	Porta KMI Poland Sp. z o.o. Sp. K.	Porta by Me competition	charitable and benevolent efforts
152	Procter & Gamble Polska	For Kids with Love	cause related marketing
153	Procter & Gamble Polska	“Thank You Mum Rooms”	charitable and benevolent efforts
154	PwC	Cooperation with Big Brothers Big Sisters	charitable and benevolent efforts

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
155	PwC	Social Reporting Standard	supporting non-governmental organizations
156	PwC	Teens Matter	charitable and benevolent efforts
157	PZU	PZU Counsellor	road safety
158	PZU	PZU Foundation grant contests	charitable and benevolent efforts
159	Raben Group	Cooperation with Food Banks	supporting non-governmental organizations
160	Rhenus Data Office Polska Sp. z o.o.	Environmental and social activity through a customer loyalty program, Ekoaktywni.com	charitable and benevolent efforts
161	RWE Polska	RWE Power Box	education of children and the youth
162	Skandia Życie TU S.A.	Positive Spinning	road safety
163	Skanska w Polsce	New Towarowa	charitable and benevolent efforts
164	Skanska w Polsce	Summer Team Meeting	charitable and benevolent efforts
165	Skanska w Polsce	Superpath	charitable and benevolent efforts
166	Stanley Black & Decker Polska	School workshops “Narzędziownia SBD”	education of children and the youth
167	TAURON Polska Energia SA	Project “TAURON – a sports partner of SIEMACHA”	charitable and benevolent efforts
168	TAURON Polska Energia SA	Social campaign “STOP for the illegal intake of electricity”	social campaign
169	TAURON Polska Energia SA	Social initiative “Safe winter with GOPR”	charitable and benevolent efforts
170	Tesco	English Adventure competition	education of children and the youth
171	The Boston Consulting Group Sp. z o.o.	Poland 2.0	education of adults
172	The Boston Consulting Group Sp. z o.o.	Polish Economic Forum 2015	education of adults
173	The Boston Consulting Group Sp. z o.o.	Strategy for the Museum Of The History Of Polish Jews POLIN	culture and arts
174	T-Mobile Polska S.A.	Active till the age of 100	charitable and benevolent efforts
175	T-Mobile Polska S.A.	Safety in Digital World	education of adults
176	T-Mobile Polska S.A.	T-Mobile and Exempt from Theory – the volunteering program	education of children and the youth
177	Transition Technologies S.A.	IT for Mountains, Visually Impaired People and Environment	charitable and benevolent efforts
178	TRI (Poland)	Cooperation with universities	business-university collaboration
179	UBS Business Solutions Poland Sp. z o.o.	Career Turn	employment creation and skills development
180	UBS Business Solutions Poland Sp. z o.o.	Krakow Business Starter	development of entrepreneurship
181	UPC Polska	Digital Art	culture and arts

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

No	Company	Practice	Category
182	UPC Polska	Technikariera	education of children and the youth
183	UPC Polska	Workshops DigiKids UPC Poland	education of children and the youth
184	Veolia Energia Polska S.A.	Veolia Sports Academy	charitable and benevolent efforts
185	Wrigley	Protect Kids' Smiles Education and Prevention Program	preventive healthcare
186	Żywiec Zdrój SA	Water for the beginning	social campaign

LOCAL COMMUNITY INVOLVEMENT
AND DEVELOPMENT

ABOUT THE RESPONSIBLE BUSINESS FORUM



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More than **15** 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 that initiates and partners in key activities for the Polish CSR. We inspire business that changes the world and we connect people who change the business. We are committed to sustainable development.

RBF AS A MEMBER OF INTERNATIONAL INITIATIVES AND ORGANISATIONS

- CSR360 GLOBAL PARTNERSHIP NETWORK
- THE GLOBAL COMPACT
- SDSN Member
- World Business Council for Sustainable Development
- Business in Community
- GRI

RBF ONLINE

- More than **440 000** websites visits per year
- odpowiedzialnybiznes.pl

RBF IN SOCIAL MEDIA 2015

- Facebook: More than **8000** fans
- YouTube: More than **5300** views
- LinkedIn: More than **580** followers
- Twitter: More than **650** followers

ABOUT THE RESPONSIBLE BUSINESS FORUM

60 candidates

First award for people engaged in CSR

LUZDZIE, KTÓRZY ZMIENIAJĄ BIZNES NAGRODA

RAPORT Badanie Alumnów

Survey

15 lat PARTNERSTWA NA RZECZ CSR W POLSCE

Biznes, który zmienia świat

Publication

15 lat

RBF's 15th birthday

More than **350** participants

International conference "Business that changes the world"

Survey

Menedżerowie CSR

New strategy and new mission: *We inspire business that changes the world and we connect people who change the business. We are committed to sustainable development.*

OTHER EVENTS IN 2015

- RBF's Code of Conduct: Kodeks etyki
- RBF's interactive sustainability report: raport.odpowiedzialnybiznes.pl
- IX Responsible Companies Ranking: IX Ranking odpowiedzialnych firm 2015
- Big Family Charter: KARTA DUŻEJ RODZINY rodzina.gov.pl
- CSR Team – a subsidiary body of the Minister of Economy
- Sustainability Reports Contest: KONKURS Raporty Społeczne

PARTNERSHIP PROJECTS

- Vision 2050: The New Agenda for Business in Poland
- WIZJA ZRÓWNOWAŻONEGO ROZWOJU DLA POLSKI

ABOUT THE RESPONSIBLE BUSINESS FORUM



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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.

Strategic Partners

Companies 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 related activities.

IN 2015

Cooperation with:

48

Strategic Partners

Knowledge and experience

13

events, workshops and webinars

PARTNERSHIP PROGRAMME IN 2015

7

publications

3

surveys



Topics discussed in 2015:

- Employer Branding Social innovations
- Compliance Climate Change
- Sustainability Reporting
- Work-life Balance
- Work-life balance CSR Communication
- Cross-sectoral Cooperation
- Sustainable Development Goals

ABOUT THE RESPONSIBLE BUSINESS FORUM



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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.

Since 2012 Diversity Charter in Poland, coordinated by Responsible Business Forum, helps employers create friendly workplaces.

DIVERSITY CHARTER IN POLAND

- more than 125 signatories
- more than 200 tys. employees

- conferences
- publications
- training and expert meetings
- surveys
- study visits



>> 22nd of May 2015, Warsaw, Diversity Day

Diversity in the workplace

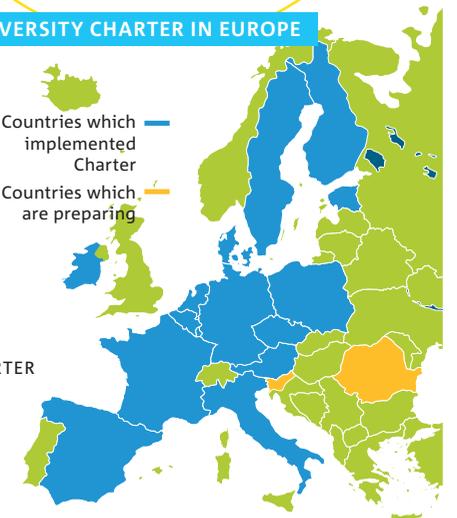
stands for various employees who differ in terms of their age, gender, disabilities, religion, marital status and lifestyle. Diverse people translate into diverse ideas, greater efficiency, as well as a friendly workplace and equal opportunities for everyone, whoever they are.

DIVERSITY CHARTER IN EUROPE

MORE THAN
7,1 tys.
SIGNATORIES IN EUROPE

15
COUNTRIES WHICH
IMPLEMENTED CHARTER

Countries which implemented Charter
Countries which are preparing



Polish Diversity Charter belongs to the European Platform of Diversity Charters coordinated by DG Justice, European Commission.

DIVERSITY CHARTER SIGNATORIES - RBF'S PARTNERS



ABOUT THE RESPONSIBLE BUSINESS FORUM



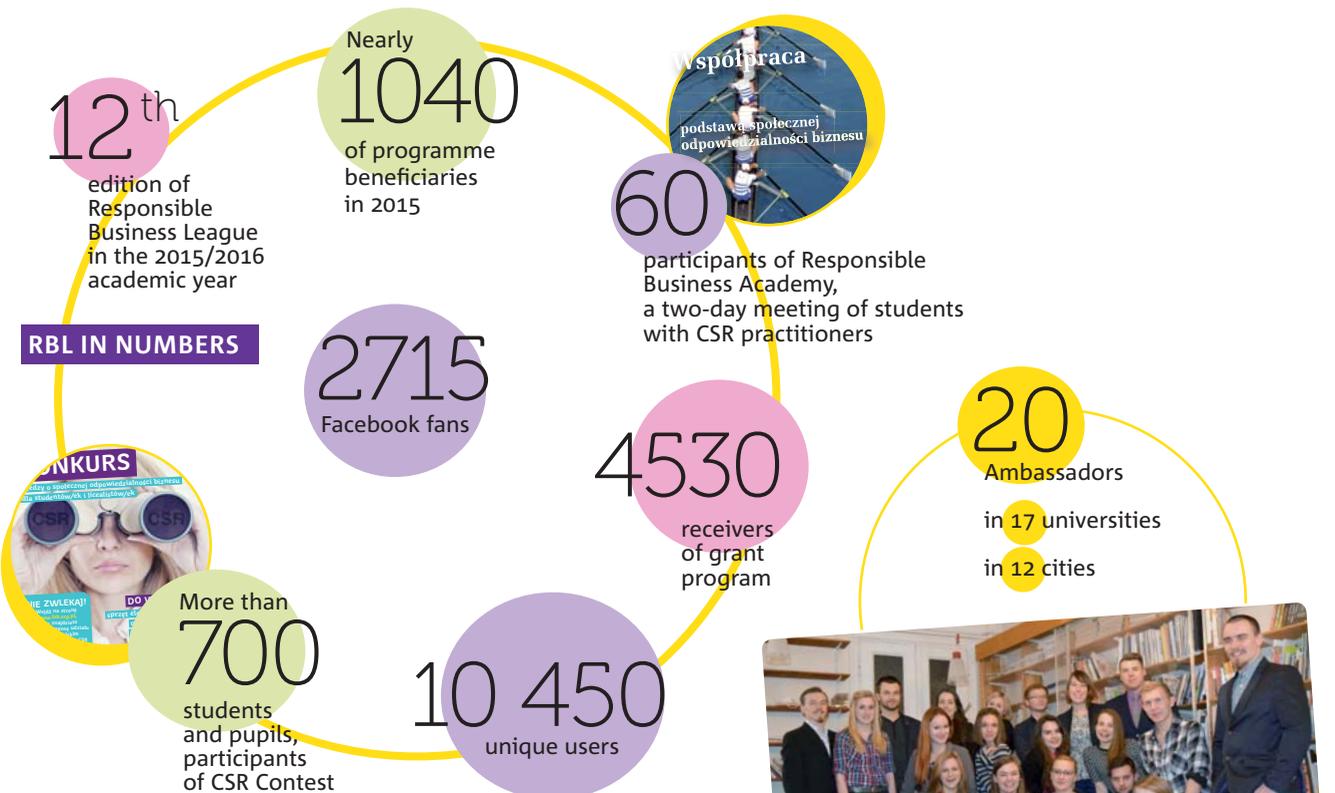
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RESPONSIBLE BUSINESS LEAGUE

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 2015/2016

HONORARY PATRONAGE



INITIATIVES PATRONAGE



MEDIA PARTNERS



www.responsiblebusiness.pl



STRATEGIC PARTNERS



SUPPORTING PARTNERS

RESEARCH PARTNER

