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Marzena Strzelczak
RESPONSIBLE
BUSINESS
FORUM

Dear Readers,

To say that the year 2020 was exceptional would be tantamount to saying nothing. There are many analyses and summaries of what happened in the world and in Poland during the past 12 months. Conclusions drawn from these reflections are important primarily in terms of what the future will look like, although it will probably remain an open question for a long time whether we can learn the lessons of the pandemic and build better. A much-needed and urgent change is fostered by the already introduced and planned regulations in the EU, strengthening governance through the integration of ESG factors. New business models must do more to build inclusive, cohesive societies. The key issue now is to reflect on whether change has happened fast enough to push back the prospect of climate disaster and change the existing socio-economic rules.

To some extent, these questions are answered by the “Responsible Business in Poland. Good practices” report. As expected, this year the largest number of practices represented the area of social involvement and community development, where the year-on-year growth of new practices was over 70%. Observing how well business responded to stakeholder needs related to the pandemic, this result was to be expected. What is less obvious is that we saw record increases in new practices in nearly all other areas of ISO 26000, with by far the most new practices in the following categories: human rights (about 80%), fair operating practices and consumer issues (about 70% and about 80%), labor practices (about 40%), and the environmental area also adding more than 10% of new practices. In total, new practices were reported over 40% more than in 2019, with about

a five percent increase in the number of companies appearing in the Report. This provides a good indication of the scale of business engagement. The growth of the total number of practices presented in the publication was several percent, and more than half of the Report are new practices. You may therefore expect a lot of interesting inspiration, also in the form of expert articles, which are an integral part of the publication. We are pleased that our invitation to join us was accepted by a wide and very diverse group of Authors from Poland and abroad, representing various sectors and areas of knowledge. As every year, there were also texts prepared by and experts of the Responsible Business Forum.

We would like to thank all the Experts and Practice Submitters for co-creating the Report. The latest edition of our publication shows well how active business was in the time of extreme change and great uncertainty. This gives us hope for further changes and new undertakings in sectoral and inter-sectoral cooperation. We strongly encourage you to do so.

Finally, I would like to thank the Responsible Business Forum team which, as every year in the first quarter, devoted a lot of time to the preparation of the Report, especially Marta Górská and Ewa Wojciechowicz, who coordinated the preparation of this publication.

Enjoy the reading,

Marzena Strzelczak
President and CEO of the Responsible Business Forum

REPORT RESPONSIBLE BUSINESS IN POLAND English Summary 2020

The “Responsible Business in Poland. Good practices” report is a regular publication of the Responsible Business Forum, a list of companies’ CSR activities in a given year. It is the largest review of socially responsible business in Poland. Submission and publication of good practices are free of charge. Report applications are accepted every year via a special online form from mid-November to early January. Detailed information is available at www.odpowiedzialnybiznes.pl.

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Tadeusz Joniewicz
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#CSRwPL2020

CSR 2020 began in the usual, in retrospect, carefree way: with the announcement of the call for articles on responsible business for the **Responsibility Pen Competition**, as well as the final call for practices for the next edition of this Report and the annual analyses predicting the most important trends for the coming twelve months.

The year 2020 was special for the Responsible Business Forum. At that time, we celebrated the **20th anniversary** of the organization and **partnership for sustainable development in Poland**. As part of the celebrations, the **“Value of business – value-based business. Jubilee with a pandemic in the background”** paper was published; it illustrated the development of the CSR concept in Poland over the last two decades. The jubilee was also an opportunity to look at the changes, hence the third edition of the **“CSR Managers”** survey. Additional value was added by podcasts and panel discussions under the slogan “The butterfly effect and ‘tangled’ problems – how to be responsible in the face of uncertainty.” LPP company became a partner of the jubilee.

DIVERSITY AND WORKPLACE IN THE AGE OF PANDEMICS

The seventh edition of the **Diversity Congress** was held in January 2020. “FIXING TOMORROW WITH DIVERSITY – how to build social capital through diversity” was the theme of the event organized by Henkel Polska and BETTER. At the beginning of the year, the Responsible Business Forum announced the recruitment for the second edition of the **Diversity & Inclusion Rating**. The composition of the list prepared by the Responsible Business Forum and Deloitte Polska was announced during the Diversity **Month** which lasted throughout May. Among the leaders in diversity management were Bank BPH, BNP Paribas

Bank Polska, Citi in Poland, ING Bank Śląski, NatWest Poland and Pfizer Polska.

The February meeting of the **Responsible Leadership Council** of the Responsible Business Forum also addressed the issue of diversity in the workplace, with Professor Małgorzata Fuszara, a lawyer and sociologist specializing in the sociology of politics and gender studies, as a special guest. The meeting resulted in the adoption of the 6th Recommendation of the Council on building organizations based on diversity and inclusive culture. In June, the work of the Council began with the **Group of Experts**, composed of representatives of the world of science, art, media, and NGOs.

However, we quickly learned that this would be a year unlike any other, and that we – employees, employers, customers, local communities – needed a world of responsible companies more than ever. As the first cases of COVID-19 emerged in Poland, companies took action to minimize the risk of disease among employees, but also initiated outreach to external stakeholders. Press releases coming to the Responsible Business Forum changed their character overnight. Reactions of companies to the pandemic are presented in the “Business in response to COVID-19” section of the Responsiblebusiness.pl portal, and include examples of material support for hospitals and schools, as well as initiatives implemented to support and protect employees.

The Responsible Business Forum **“Coronavirus – Poles’ opinions and evaluation of actions” survey**, conducted in the first weeks of the pandemic in Poland, showed that as many as 77% of employers took additional measures for the sake of safety of their employees. One of them was the introduction of remote working where it was possible. As part of the **#BusinessReactsResponsibly** campaign, leading managers, CEOs and presidents provided context to the changes and challenges they faced in the face of the pandemic. The Responsible Business Forum published more than a dozen interviews, which included interviews with CCC, Coca-Cola HBC, Lotos Group, LPP, Sanofi Polska, Siemens Polska, Veolia Group, Deloitte Polska, Carrefour, Provident Polska, Stena Recycling, BNP Paribas Bank Polska, and IKEA Retail.

Coordinated in Poland by the Responsible Business Forum, the trans-European project **Upskill 4 Future** is also particularly relevant to the current economic situation and aims to make inclusive professional transformation a new standard in European companies. The project engages the partners of the Responsible Business Forum, thus BNP Paribas Bank Polska, Castorama Polska, Carrefour, Ergo HESTIA, Orange Polska, Polpharma, Rossmann SD, Veolia Group in Poland, and Velux Group.

As a result of the outbreak of the pandemic, we started to meet, but also organize events, train and even celebrate online. Living only in front of a screen and having to organize work again proved to be a difficult experience for many. In order to support employees, the Responsible Business Forum organized **a series of webinars with psychologist Ewa Woydytło-Osiatyńska**, which we carried out for several months.

ENVIRONMENT – NO LONGER IN THE BACKGROUND (OF OTHER ISSUES)

We quickly decided to postpone the **8th CSR Marketplace** until autumn. However, we soon faced the challenge of transform-

ing a year and a half of work on Poland’s largest stationary CSR event into a hybrid event held online. In October 2020, we paved the way by organizing the first-of-its-kind fair combining three different forms of interaction: an online conference (invited guests appeared in the studio, but also connected with us remotely), virtual fair stands, and networking at “hot” tables. The five-day event was a success. The partners of the eighth edition were: Jeronimo Martins Polska, Siemens, Ergo HESTIA and European Solidarity Corps.

Not without a reason, the fair was held under the **“Business & Natural Environment Seen as One” theme**. Environmental issues are still a hot – literally – topic: climate change, the biodiversity crisis, recurring (and even ongoing) droughts. Climate change is inextricably linked to the loss of biodiversity. In an effort to prevent this, the **Business for Nature Coalition**, of which the Responsible Business Forum is a member, has initiated the **Call to Action** on counteracting the loss of biodiversity. Companies from around the world, including partners of the Responsible Business Forum, have joined the initiative calling on governments to take joint, ambitious action for the benefit of nature.

On September 10, the **Polish Plastics Pact** for a Circular Economy for Plastic was established as an initiative of the 17 Goals Campaign. The project assumes cross-sectoral cooperation and the members undertake to achieve the six strategic goals by 2025. The Pact is part of the global Plastics Pact network and is the first such initiative in Central and Eastern Europe.

NON-FINANCIAL REPORTING

There has been much activity on non-financial reporting issues. A “framework to facilitate sustainable investment” has been adopted (or so-called taxonomy). In the context of sustainability, this is a set of criteria to be met so that an activity may be considered environmentally sustainable.

Preparations were also underway for the introduction of the SFDR (Sustainable Finance Disclosure Regulation), the regulations on sustainability-related disclosures in the financial services sector. These are applicable from March 10, 2021. In 2020, consultations were also held on amendments to the Directive on non-financial disclosure obligations, the final proposals of which are expected to be announced by the European Commission in April 2021. Work on a uniform EU-wide standard for non-financial reporting was also in progress. Preparatory activities in this area were conducted by the European Financial Reporting Advisory Group (EFRAG).

AN ORDINARY JOB IN EXTRAORDINARY TIMES

In 2020, in order to sum up the **5th anniversary** of the UN announcement of the **Sustainable Development Goals**, the Responsible Business Forum initiated an information campaign focused on the Agenda 2030. In the subsequent weeks, we looked for answers to what had already been achieved in the implementation of the Goals, what initiatives had been taken by business, and whether and which challenges had already been addressed. The implementation of the SDGs was also the subject of a January conference at the Ministry of Development, organized by CSR Consulting under the **“Business for Agenda 2030 in Poland – challenges and solutions”** theme. During this annual event, the activities of the government and business for the implementation of the Sustainable Development Goals in

Poland in 2019 were summarized and future plans were announced.

The past year has not slowed down the work of the working groups **of the Team for Sustainable Development and Corporate Social Responsibility at the Ministry of Funds and Regional Policy**. The results of the groups’ work include: the publication of the guides “Forced labor. A Guide to Recognizing and Counteracting Forced Labor” and “CSR Guide to a Safe and Sustainable Work Environment” (Labour Relations Group); a series of free regional workshops for small and medium-sized enterprises in five Polish cities (Innovation for Sustainable Development and CSR Group); publication of the “Catalogue of Good Practices of Social Responsibility of Universities in the Era of COVID-19” (Group for Social Responsibility of Universities); preparation of the “Sustainable development and social responsibility of organizations” guide for central administration (Group on Social Responsibility of Administration); publication of the “Sustainable Construction” brochure in the series of sustainable consumption (Consumer Affairs Group).

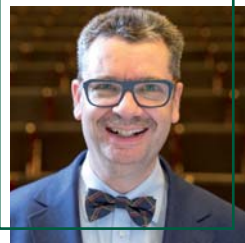
As a result of BETTER’s two-year effort, the first B Corp “Feel The People, Feel The Planet” Summit was organized at the end of 2020. The **B Corp** movement is a certification based on a detailed verification of how a company operates in relation to all stakeholders and its environment. At the moment, seven companies in Poland have already obtained the certification granted by the B Lab NGO.

Taking advantage of the celebration of the 35th anniversary of International Volunteer Day during the 8th conference of the Pro Bono Leaders Coalition, the **Charter of Principles of Employee Volunteering** was inaugurated on December 1. The document contains ready-made tips and solutions, description of benefits for the employer and for the employee and the basic principles helpful in the implementation and development of employee volunteering.

The year 2020 was a time of changes in the organizational structures, too. Members of the Responsible Business Forum Association appointed a **new president** for a three-year term, **Marzena Strzelczak**, who has been with the organization since 2014. A new Board of Directors was also appointed for the years 2020-2023, consisting of Marzena Strzelczak, Joanna Erdman, Monika Kulik, Irena Pichola, Izabela Rakuć-Kochaniak, Patrycja Rogowska-Tomaszycka, and Katarzyna Teter.

We closed the year with hope and a sense that it had been a test of responsibility. Initially, we all saw the restrictions put in place in terms of a few weeks, months at most. Those of us who have the opportunity (that’s only about one-fifth of those working in Poland) have developed new skills related to working and functioning in the virtual world. During this time, remote work has turned from a desirable benefit into a necessity. We will still, and probably for a long time to come, learn how to better work and live in this formula. The disenchantment with the “human” element in business, the return to such concepts as empathy and community, can be encouraging. These are positive effects of the difficult year 2020 and this report is about it – business can react responsibly in the face of crisis.

Appreciate your cooperation Ewa Wojciechowicz and Marzena Strzelczak



**Professor
Piotr Wachowiak,
PhD, SGH**
WARSAW SCHOOL
OF ECONOMICS

The importance of CSR in the COVID-19 pandemic crisis

The coronavirus pandemic has changed the world. As of March 2020, we have been living in conditions of uncertainty; and they are far worse than conditions of risk, in which we may determinate the probability of certain things. We are currently unable to predict how long this situation will last, what impact it will have on the health of the population, and how the economy will function once the pandemic is over. The pandemic has had a significant impact on all areas of social and economic life. The economy will take a long time before finding balance again (precise timeframes remain unknown). Increasingly more financially-affected people will need long-term assistance. For the society, the value of health care will be ever growing. The current situation has made us take a note of the importance of interpersonal relations, too.

Businesses therefore face very significant challenges. Effective resource management will become even more important so that resources can be used by future generations. Currently, those organizations with a subjective approach to their employees are doing better. By engaging employees, they can better respond to the challenges of the ongoing pandemic context. In the short term, many companies have had to change their operational strategy to adapt to the rapidly changing environment. Their rebuilding was possible only due to the responsibility and perseverance of employees.

In my view, businesses should focus on the core values that make for successful operations. As never before, values are becoming the basis for the existence of each and every enterprise. Those include, but are not limited to, professionalism, cooperation, honesty, respect, and truth. I view professionalism as a responsible action based on continuous development and high quality in all areas of company operation; professional

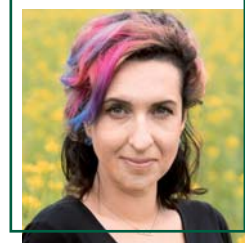
responding may pave the way to success particularly in crisis situations. A high level of organizational efficiency should be strived for. Cooperation means building good relations based on trust and mutual support between employees and entities within the company's environment. Importantly, employees should support each other in task performance and assistance provision. Cooperation should also include building partnership relations with the environment. Contacts with suppliers and competitors are of particular note. Cooperation should replace competition. In this area, honesty, understood as transparent and fair conduct in accordance with the principles commonly accepted in the society, is yet another important aspect. Honesty means acting in a transparent manner, revealing the rationale and effects. Respect is a kind, dignified and equal treatment of employees and other people, respect for human rights, and care of the balance between professional and personal life (in the conditions of remote work, balance becomes very important). A high culture of conduct and a friendly atmosphere at work, focused on cooperation and achievement of objectives, should be ensured. Furthermore, respect means responsibility towards the natural environment and future generations. This manifests in the pursuit of sustainable development. Truth, understood as acting in accordance with the facts and maintaining objectivity, should be a top value particularly in crisis situation. A critical evaluation of activities needs to be performed so that the company can better adapt to the conditions of its operation.

Respect for diversity is a thing to keep in mind. No one in the company should feel inferior. The company activities should fully enjoy the benefits of. For this reason, equal treatment and diversity management principles should be particularly underlined.

A change of attitudes toward employees proves an important challenge. In particular, leaders should maintain good interpersonal team relationships. Employees expect more interest in them through frequent contact and focused attention beyond their work situation. During the pandemic, health safety is one of the primary expectations placed on a responsible employer. Employees count on greater care from the employer. Therefore, a systematic dialogue with employees becomes an important issue. Effective communication is a priority in leading teams.

Companies face various challenges when it comes to acting for the benefit of society. The most important of them are employee volunteering scheme introduction in companies, so that companies can support various social groups in need of assistance. Spreading the idea of social responsibility by organizing various types of projects is crucial, too. It becomes vital to carry out projects for the local community, to help people to find their place in this difficult situation.

I firmly believe that enterprises that will act in a socially responsible spirit under the current conditions will more quickly overcome the crisis situation, and in the long run, will have better chances for development.



**Sylwia
Chutnik, PhD**
WRITER AND SOCIAL
ACTIVIST

Reflective culture, not just entertainment

The past year has painfully shown what culture in Poland really is: a time filler. Of course, in a crisis situation, the most important people are those working in the "front line" sectors, thus health care, logistics services, or supply lines. But it's not about hierarchy, it's about ending the depreciation of creators and artists. Why? Because especially ambitious culture, which requires recipient involvement, can bring not only entertainment, but above all relief and answers to important questions. It can be a "patch for the soul" and a necessary buffer between overwhelming reality and our sensitivity and emotions.

Since the pandemic has been and we have been spending increasingly more time at home, the influence of movies, books or music on our well-being have been the things we have started to recognize and value more. This didn't require a prescription or specialist guidance. The influence of platforms such as Netflix has increased (in the first two quarters of 2020, the number of subscribers increased by 15.8 million!), online sales of books (by nearly 20% by June), or the number of meetings with authors and online discussions with people of culture (an average of ca. 40 per day). This shows how contact with literature or films helps to survive times of uncertainty and sudden suspension. On the other hand, in spite of government support (subsidies, Culture on the Web program, scholarships), the already fragile theater or music market prove difficult to sustain. Audience restrictions and closing down of cultural institutions have brought waves of re-branding, which is difficult anyway in the current uncertain situation. The drummer of a well-known band that last season played two concerts a day now runs a vegetable store. An actor known from classic shows works as a courier. Several creators have started a job placement agency for alike people; for the people who are waiting for a change

but lacking the savings to wait it out unemployed. Employers are usually reluctant to hire actresses or musicians as they don't want to invest in people who are likely to quit as soon as things get better. "Temporary life," however, is not the experience of recent months; the precariat has driven the cultural sector for years and little has been done to fix it. Instability, remote work, and multiple projects going on at the same time; this is the norm for playwrights, columnists or filmmakers.

In all of this, in addition to (in the long-term version) changing the ways of artist employment or (in the temporary version) institutional support during the pandemic, the private sector plays an important role.

For many years the private sector has been connected with various artistic forms, such as festival cooperation, single performance or musical event partnerships, one-off meeting material support, and social event service support. Thus, it can be said that both experience and knowledge of effective and safe forms of combining culture and business already exist. Fortunately, thanks to conscious participation in mutual education, the model of the money-only "sponsor" who expects the biggest logo possible (preferably everywhere) is becoming ever less common. In this time of the pandemic, there is this important thing to remind in terms of collaborative action: quality entertainment that becomes part of a reflective culture should be delivered. This "commodity" has always been in short supply due to easy access to unsophisticated forms of leisure. To put it simply, it is easier to find support for a festival than for a ballet. Yet, the point is not the audience figures or the crowds in front of the stage, but the sense of action. For this reason, companies that build their image thoughtfully and boldly ought to continue investing in cultural activities, in spite of the current situation. It is its effects (long-term impact, problem profundity and universality) that may be the investment worth launching.

As a writer, I frown on considering culture only in terms of "profit," as it's not about clearly translating profitability into a table and then boasting about it at a meeting. As much as I may be on the losing end of "romantic" phrases like empathy, imagination, and emotional support, I'd like to bring them up anyway, certainly at a time when capital has become frail and worth little in the face of hopelessness and the threat of disaster. Indeed, culture is what saves us out of the brutality of the trials of recent months. It's time to save culture, too, because culture alone will not suffice to carry off the responsibility that rests with it.

Marcel Andino Velez
FAMILY-BASED GERIATRIC
CARE COORDINATION

Caring for seniors during the pandemic – or what to do when a difficult issue becomes even more difficult

A strong start is always a good option, so I will be blunt: we are dealing with a real catastrophe because the forced isolation of the elderly as particularly vulnerable to coronavirus means even greater restrictions on contact, affecting people who already live in prevailing solitude. Not only geriatricians and gerontologists but, probably, every reasonably empathetic adult know that contact with another person is the foundation of human existence, and, to put it less lofty and without focusing on old age, human proximity is the basis of well-being. Medicine and psychology are unanimous in their claims that the presence of others is the thing that allows elderly people to enjoy good health and simply live longer. We, the more or less young, can cope with the pandemic isolation thanks to our efficient use of new telecommunication technologies. Most of the elderly are left with the phone, as long as they have someone to call. You won't call the people in the queue at the clinic, the man at the grocery store, or your friend "Ms. Master's" at the pharmacy to chitchat, which are the minimum of human contact necessary to live for many elderly people.

In the reality of the uncontrolled epidemic brought on by the so-called second wave, the challenge for caregivers of the elderly has become not only to provide so-called dependent loved ones, i.e., dependent seniors, with health and social security. Any situation leading to emergency hospitalization, that is, through the ER, means a huge risk of viral infection and a real risk of death. Suddenly, we caregivers of ailing seniors have lost the ability to address our residents' most common health problems – dehydration and falls – through emergency inpatient treatment. Therefore, if someone asks what can, or should, be done to prevent the worst from happening, my answer is to keep an eye on hydration and make sure that the rugs on the bed-chair-kitchen

-toilet route disappear from the senior's apartment. Hydration, or rather dehydration, is a fundamental problem in old age that accelerates severe illness and the passing of our loved ones. Reality. By encouraging drinking, begging, and using clever fortes (grapes? blueberries?), we can really dramatically reduce the risk of various illnesses that would get us and our loved one to the ER. And that's something to avoid in these times. Well, and safety on the way to the bathroom, especially at night; lights near the floor; slippers with a full heel instead of grandma's/grandpa's slippers. Falling and breaking limbs mean... read above. It has always been known, prevention is better than cure. Especially today.

I apologize for the paragraph with practical tips, but I thought this information might be really helpful to someone. As for the changes the pandemic has brought to the lives of family caregivers.... Well. It's very hard. But for one thing, the media and the so-called public debate have begun to talk quite a bit about caregiving issues, that is, the difficulties faced by seniors and those who care for them, in the wake of the pandemic. Taboos are breaking, increasingly more people are making a kind of coming out, admitting publicly, in front of employers and/or friends, that they are burdened with caregiving and need understanding and sometimes support. That's a lot of progress.

Well, and with the dramatic change in the way most office workers do their jobs, but also the reevaluation of certain habits of thought that govern economics and society, it is suddenly easier to fit work into our lives. Of course, the vast majority of people long to return to their offices. That's understandable. But there's also a slew of those whose compulsion to work remotely has brought them closer to their charges and allowed them to unite something that previously couldn't be united. The pressure for growth, for results, for rushing forward without reflecting on the purpose of it all is falling – albeit only slightly. This helps to evaluate one's own existence, personal plans and goals. People who prior to the pandemic would not have chosen to change their life paradigm are now embarking on such a path. They consider more possibilities than they allowed before. It would be good if this trend continued, and if business leaders also recognized the value of this extraordinary moment in the recent history of capitalism and the entire human world. We, and the persons under our care, and probably the entire planet, would benefit greatly from it.



Irena Dawid-Olczyk
LA STRADA – FOUNDATION
AGAINST HUMAN TRAFFICKING
AND SLAVERY

Does (and how) the pandemic increase the risk of forced labor

For the La Strada Foundation¹, the year 2021 is the year of an information campaign on forced labor. The threat of forced labor in Poland is growing. We accept ever more foreign workers, our economy is growing, and at the same time the awareness and knowledge about forced labor remain very low. The pandemic is not conducive to campaigning, but paradoxically, it may be the key that opens our hearts and minds more widely.

Every year a few hundred people who are exploited at work report to the La Strada Foundation. Some of them are victims of forced labor; some are victims of human trafficking. Thanks to our work with them we know that many foreign workers (and Poles on foreign labor markets are also considered foreigners) do not know their rights, are cut off from reliable information, agree to be exploited.

At the beginning of 2020, we had the phenomenon of the so-called candidate market: employees were in demand and could run through offers. It was easy to change jobs and it seemed that companies were beginning to care about their reputation and invest in their employer image. The topics of business and human rights were gaining importance.

Awareness that human trafficking is primarily about labor exploitation was slowly penetrating the walls not only of public consciousness, but also of business circles. Some non-financial reports still gave the suggestion that this or that company was not threatened by human trafficking and forced labor because it did not sew in Bangladesh nor did it have suppliers from Africa; these discoveries were only incidental.

At the same time, information about cases of drastic consequences of undeclared work, including two well-known cases where employers failed to call for medical assistance and led to the death of an employee, reached the public opinion.

I am the coordinator of the National Intervention and Consultation Center for Victims of Human Trafficking²; I try to anticipate threats. However, the pandemic was out of my prediction skills.

Its beginning did not turn out to be as crushing as we feared; the economy and employers still needed workers, few of our beneficiaries fell ill, and the pandemic did not raise anti-migrant sentiment. There was even a positive turnaround from the Foundation's own point of view – we started receiving more donations, offers to help and volunteer. Our beneficiaries experienced the calming effect of the legal residence extension due to the pandemic situation.

However, the pandemic crisis has not stopped the disturbing trends we have seen for some time. Large companies continue to reduce business risk by hiring people through employment agencies, which in turn employ foreigners on commission contracts, even though they work in warehouses or factories, under the supervision of a supervisor and at specific times, which clearly implies an employment relationship. In the case of contract work (civil law contracts), employee rights are significantly reduced and the cost of labor is lower. This practice is common and socially accepted, even though it's illegal. Most often, however, no one enforces such a transgression of the law.

Foreigners find it difficult to grasp the difference between types of contract, thus they rarely know that they should be employed on an employment contract; nor do they know that they would then have higher paid extra hours, longer notice periods, and paid vacations. No one would be able to add a financial termination penalty to their contract, for example.

Changing employers in Poland is possible, but it requires many formalities, often too difficult for a foreigner. The time of the change is also difficult – even if it is only a month without pay and accommodation. Foreign workers usually send all the money to their families, so they have no savings.

The collapse of employment in the hospitality sector³ forced people to look for new jobs (people from Africa or Asia are often able to raise money to go to Europe only once in their lives), often lower paid and on worse conditions, in the black market as well. Seemingly, it is not bad; foreign and poorly qualified workers are still employed, but the search for savings leads entrepreneurs to risky decisions in the selection of suppliers and subcontractors. Victims of human trafficking for forced labor are rarely aware of their situation and have no way to complain. An entrepreneur may only become aware of the situation during an inspection or in the course of criminal proceedings. By then the image damage will be difficult to repair. Not to mention human harm.

¹ La Strada - Foundation against trafficking in persons and slavery existing since 1995

² A public task commissioned by the Minister of the Interior and Administration since 2009.

³ Hotels, restaurants, catering.



Marzena Strzelczak
RESPONSIBLE
BUSINESS
FORUM

What does business have to do with activism?

The year of the pandemic has brought many examples of business action to the benefit of a wide range of stakeholders, but it has also reinforced institutional and societal expectations in this regard, which poses new challenges for companies.

We have seen an eruption of corporate philanthropy, but also a strengthening of interest in strategic management of the multidimensional impact of organizations, integrating ESG factors. As far as the past year is concerned, we should emphasize the strong determination of the European Commission, which strongly focused on green transformation, assigning a special role in this process to the banking sector. A lot of inspiration and activities supporting the development of CSR came from such organizations as the World Economic Forum or the World Business Council for Sustainable Development (WBCSD). It seems that the business paradigm based on the belief in the primacy of profit and shareholders over stakeholders is finally coming to an end. There are recurring discussions about the sense of using GDP to measure development. It says little about the quality of life of societies and the price we pay for unbridled growth in production, in a world where ways to reduce excessive consumerism must be sought. At present, the hope is springing that the constraints forced by the pandemic will strengthen the role of ESG factors in business risk management and make us "build better" by looking to balance environmental, social and economic costs and take a long-term stance. There is a lot of attention on climate and environmental topics nowadays, but social issues are equally urgent. The WBCSD recently released (March 2021) the "Vision 2050: Time to Transform" report; the report makes this clear by identifying rising inequality (alongside the climate crisis and biodiversity loss) as one of the three pressing issues that the world faces

today. The authors (including dozens of global brand leaders) point to the responsibility of business not only in responding "to consumer expectations, demand, financial markets, regulations and political environments" but also in shaping them. We are talking not only products and services (who, if not business, shapes and creates them?) but also the foundations of social order and human rights. As we read in the WBCSD publication, business has "[...] the opportunity to influence ambition and action in the service of Vision 2050 and its transformation pathways," and „public and private sectors collaborate to ensure the safety of human rights defenders and advance regulatory frameworks that protect the human rights of all." This coincides with the expectations expressed by respondents to the latest edition of the Edelman Trust Barometer. Among all institutions (public administration, NGOs, media), business was identified as the only one that respondents trust to be both ethical and competent. Moreover, 86% of respondents believe that CEOs should speak out on social issues, and 68% expect them to help solve social problems. These figures, in turn, align strongly with survey results showing a growing expectation, among millennials in particular, for workplaces to serve the greater good and give those employed a sense of purpose.

DOES NEUTRALITY SERVE CUSTOMERS WELL?

At the same time, uncertainty, fear for health, work, today and the future, both our own and loved ones', make us rethink and sometimes reevaluate our lives and work. Values, including human rights or building community and trust, are becoming to permeate into public discussion. Leaving aside the WBCSD report and the Edelman survey, a simple assumption may be made: since business plays an important role in the life of society, it is natural that the issues that concern the whole society also apply to business. The pandemic and the ensuing crisis have raised, perhaps not entirely new, questions for business; questions that we would not address to companies under normal conditions. After all, in the past, there used to exist the belief that business should remain neutral and not get involved in issues that are or may be divisive, with a strong accent on those that may have political overtones. After all, as it was assumed, the role of business was to serve all customers. However, as the WBCSD points out in its 2020 publication "Reinventing Capitalism," "[...] a company's resilience is not limited to what's inside its four walls, but also encompasses ecosystems, communities, economies, the rule of law, effective governance and governments, and more."

ACT, BUT HOW?

Such beliefs, combined with stakeholder expectations legitimizing companies' actions for "social good," do create a huge space for action, but also raise many difficult questions, challenges, and dilemmas. They have been vividly highlighted by the events we witnessed in Poland last year concerning women and LGBT+ persons. Hence the attempt at a broader analysis of the topic of business engagement in important social issues, which we undertook in cooperation with two research companies, ARC Rynek i Opinia and Sotrender. In the thematic analysis "Get ready, even if you (still) don't know what for. What business has to do with activism," we present some inspirations, for which the reference point are exemplary initiatives of companies from all over the world; we included them in the publication. On the other hand, the publication by the Responsible Business Forum includes an analysis of entries in the communication channels of companies operating in Poland in

social media (mainly on LinkedIn) on topics such as climate, women's issues/diversity, LGBT+ people, Black Lives Matter, MeToo, migrants.

Key findings:

- In their LinkedIn posts, companies touch on various social topics; however, they avoid explicitly supporting specific actions – such posts are individual and rare. When supporting various events, companies do so in a "soft" form: they write about the celebration of various holidays, incorporating them into broader CSR and PR activities.
- Posts in which a company communicates its approach to, for example, human rights or the climate crisis in a transparent way attract much more attention than posts which refer to such topics in a veiled manner. The public is primarily interested in those topics and situations in which the business expresses a clear, sometimes courageous, position. References to specific political and social events or specific company activities generate above-average activity among LinkedIn users; such posts are among the top 25% (top quartile) of most commented and liked posts.
- Similarly, when it comes to environmental topics, brands rarely publish posts linked to specific events about the climate crisis and its manifestations. Rather, they share information about competition wins or new eco-products, while trying to educate customers/society. One bank's post on LinkedIn is quite noteworthy here; it drew attention to the ecological disaster of the Biebrza forest in the spring of 2020. The material was met with an exceptionally large response.
- Threads on LGBT+ and diversity and women's rights elicited the greatest number of user responses. Company posts about the Women's Strike with direct support for the said initiative were singular and rare, especially for large corporations.
- The situation of the LGBT+ community is a topic that companies address more directly than women's rights or environmental issues. Brands like to use slogans such as "diversity is power," "equal is legal" or "diversity is a priority." They also use more precise phrases (such as referring to the key word LGBT+ or including a rainbow flag in their graphics).
- In the case of topics that attract public attention, any decision may be met either with positive or negative response.

SILENCE IS A STANCE, TOO

The last conclusion is actually quite obvious, especially in the context of topics that are or may be socially polarizing. The question thus returns: should companies speak out on issues that are the subject of controversy, including worldview discussions. It might seem that silence is the best option, the one for the sake of "neutrality." Yet, silence is a stance, too; and silence can lead to accusations of passivity or inconsistency in the context of a company's previous involvement in supporting marginalized groups or in solving a problem. As we recall, consumers expect businesses to be more active on issues that are the subject of current debate and to use their power to solve the most important problems of the modern world, to support inclusion, sustainable development in organizations and in society. Business has a societal mandate to do so, as emphasized by the WBCSD and many others.

But how can this be done without excluding certain groups, including employees, whose views may be varied and sometimes contradictory, as throughout society? In his article "Does cor-

porate activism pay off," included in the aforementioned RBF thematic analysis¹, Professor Bolesław Rok points out the said and other dilemmas. There are no easy solutions. Female and male employees should be included in company decision-making processes. No matter how open and inclusive the organizational structure is, it is still the leadership, the male and female leaders of the organization, their testimonies and their actions that are crucial.

Of course, companies do not always have to take the floor, and they do not always have to do it alone; they may form coalitions or join the voice of an organization with a position they identify with, as was the case in August last year. At that time, many strategic RBF partners and signatories of the Charter of Diversity joined the statement on the events of August 7-8 that took place in Warsaw by expressing that business disagrees with the violation of LGBT+ rights². Of course, cooperation with various organizations, supporting their activities, or inclusion of NGOs in business projects aimed at solving important social problems, is also possible. However, as experience shows, even seemingly innocent and inclusive messages can be seen as controversial. Such as in the case of the campaign "Where are our patronesses," aimed at encouraging the honoring of Polish women as patronesses of schools (currently only 10% of schools³ are named after women). Some stakeholders perceived this as a "political and worldview issue." This shows that the "neutrality" of messages is determined by the perception of others who refer to their values and principles. In the polarized world we live in, defense of credibility by avoiding the expression of values important to the company proves difficult.

¹ http://odpowiedzialnybiznes.pl/wp-content/uploads/2021/03/FOB_Aktywizm-korporacyjny.pdf [accessed 8 IV 2021].

² <http://odpowiedzialnybiznes.pl/aktualno%C5%9Bci/oswiadczenie-forum-odpowiedzialnego-biznesu-w-sprawie-wydarzen-7-8-sierpnia-w-warszawie> [accessed 8 IV 2021].

³ <https://natemat.pl/344113,patronki-pl-nowy-projekt-bnp-paribas-polska-li-brus-odmowil-publikacji> [accessed 8 IV 2021].



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A sustainable digital footprint – the responsibility of the future

The COVID-19 pandemic has had many effects; the rapid acceleration of digitalization being one of them. Following the outbreak of the pandemic, large corporations developed modern tech solutions; those were also implemented by small and medium-sized enterprises. In the most part, they concern customer communication, electronic workflow, and business management systems¹.

Such a significant increase in the use of digital solutions in every sphere of business activity stimulates discussion about the impact of new technologies on the environment, including sustainable development. It is believed that digitalization, as a key element of the fourth technological revolution, can support the implementation of the global Sustainable Development Goals². The positive impact of technology on economic and social development is undeniable, but widespread techno-optimism means that the negative environmental impact of digitization is often overlooked; technology is never neutral. Therefore, the golden middle between techno-optimism and techno-pessimism must be found. This applies both to analyses of digitalization as a phenomenon and to the social, environmental and economic effects of technological activities undertaken by companies.

Although the discussion on the impact of digitalization on sustainable development is very active in both academic, social and business circles, the issue of the impact of new technology implementation in companies in the same context has not been exhaustively discussed so far.

On the one hand, for many years the language and scientific literature has been using concepts that deal with different dimensions of the surrounding impact of an organization's activities,

especially the impact on the environment, such as carbon footprint or water footprint; on the other hand, there is the well-known concept of corporate digital responsibility, according to which "organizations that work to develop technology and those that use technology to provide services are obliged to do so in a way that generally leads to a positive future"³.

Thus, there are a number of terms that refer to the environmental, social and economic impact of company activities, and those that refer to digitization and the actions taken by companies to implement new technologies. However, none seems to fully define the matter that concerns the social, environmental and economic impact the companies have as a result of the use of new technologies; a matter that we have named the **sustainable digital footprint**.

We believe that if a term is created to define this issue, it will help companies to consciously and positively influence organizational and social processes and identify synergies between social and economic processes and the use of technology.

To discuss the definition of sustainable digital footprint, we invited new tech and sustainable development experts representing universities, NGOs and public institutions, and representatives of companies taking part in the RBF Partnership Program.

As the result of the discussion to define the issue of sustainable digital footprint, it was concluded that the footprint appears to be a very broad issue. In order to organize further considerations and to allow concept clarification, the concept ought to be analyzed separately for two dimensions:

1. for the use of new technologies in processes (implementation of technological solutions);
2. for data management.

These analyses should consider an organization's entire value chain and three levels of impact: social, environmental, and economic.

The proposed approach will allow to analyze this issue within two more homogeneous categories of activities and to ensure that the approach is complete and addresses the full impact of the organization, thus not only selected aspects.

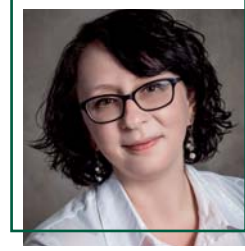
The search for a definition of sustainable digital footprint has begun. Its goal is not only to develop a definition of the concept itself but also to create a set of metrics that will allow companies to measure their digital footprint and thus manage it.

We believe that these explorations will change the point of view and encourage companies to analyze their approach to new technologies not only through the lens of the direct effects of their use, but also the impact on society, the environment and the economy. Conscious management of impacts, including those related to the use of new technologies, lies the foundation for responsible management in every organization.

¹ Polish Economic Institute. *Nowoczesne technologie w przedsiębiorstwach przed, w trakcie i po pandemii COVID-19*. June 2020, Warsaw.

² Cybercom Group. *Digital Sustainability. Global sustainability as a driver of innovation and growth*.

³ Procontent Communication. *Czy sztuczna inteligencja wygra z człowiekiem? Raport programu Cyfrowej Odpowiedzialności Biznesu*.



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Remote work and hybrid work models to benefit employer and employee

The telework phenomenon has been spreading in the European Union for a decade, yet, as in 2019, only 5.4% of the total EU workforce worked from home on a daily basis¹. In 2020, due to pandemic constraints, 40% of the employed worked at least partially from home². The need to transfer the activity of many sectors of the economy to the digital world has accelerated the processes of technological transformation and verified the degree of company and employee preparedness. The success of the smooth transition to remote working required parallel action in three areas. First of all, it was necessary to provide appropriate technical and logistical facilities; then to ensure that employees are able to use the available tools effectively and in accordance with the rules of cyber security; and to adapt the organizational culture and working methods to the new model of work. A survey of financial organizations conducted at the end of 2020 by the³ UW's DELab found that companies have mostly overcome these challenges. Employees demonstrated a willingness to adapt to the new work organization and adequate technical competence to ensure the efficiency of the transition to the remote model.

The adjustment to the new work environment has not been smooth. Working from home has been a constant confrontation with the pure content of responsibilities, devoid of informal meetings and coffee chats. While companies tried to recreate these bonds through virtual meetings, overcoming human

limitations, such as the ability to focus and concentrate on long, consecutive remote meetings, was particularly difficult for employees. Physical fatigue compounded by dispersed tasks, multi-tasking, and a lack of work continuity, often combined with the need to care for children and dependents, further lowered employee morale.

However, not only employees experience the issue of social isolation; it affects the disappearance of the sense of belonging to the team and identification with the organization. This problem was clearly visible when onboarding new employees, whose contacts with the team were limited to often anonymous virtual interactions. According to DELab research, intracompany communication and information flow improved by changing to a shorter and more frequent form (via instant messaging instead of e-mail) and focused on problem solving or specific decision making during meetings (instead of routine, cyclical meetings). However, remote work limited the dynamic exchange of ideas and the innovative potential of teams. Managers realized the added value of face-to-face contact, which is so difficult to recreate in a dematerialized work environment. Agile work methods seem to favor the remote model by fostering autonomy, agency, and personal responsibility among employees, but they can also risk the drift and lack of transparency of distributed team activities. Therefore, the surveyed organizations increased their portfolio of courses to support better work organization, then wellbeing workshops, and even psychological support. However, the said activities had limited performance. Employees appreciated the "democratization" of courses, which were available in digital form at any time, but reported lack of time and interest as the main reasons for rejecting the offer brought forward by the employer. Organizational capacity and employee job security increase will therefore require a training strategy that includes "tailor-made," comprehensive training programs subject to constant evaluation. Employees of digitalizing companies need to combine sector knowledge with technical competencies, developed social skills, and the ability to work in hybrid, partially remote project environments. Development of new attitudes to self-growth and flat hierarchy career will be challenging, too. Digital competencies are becoming an absolute prerequisite for job performance, while long-term job retention will depend on the ability to work with technology, digital hygiene, and balancing productivity with mental and physical well-being.

¹ Joint Research Center, *Telework in the EU before and after the COVID-19: where we were, where we head to*, Publications Office of the European Union, Luxembourg 2020, https://ec.europa.eu/jrc/sites/jrcsh/files/jrc120945_policy_brief_-_covid_and_telework_final.pdf [Accessed January 3, 2021].

² Eurofound, *Living, working and COVID-19*, COVID-19 series, Publications Office of the European Union, Luxembourg 2020, <https://www.eurofound.europa.eu/publications/report/2020/living-working-and-covid-19> [Accessed January 3, 2021].

³ J. Pokojńska, K. Śledzińska, R. Włoch, *The future of work in the financial sector* DELab UW, 2020, Warsaw.



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Green and digital transformation

Digitalisation and automation are redefining certain job occupations and positions. Employees occupying tasks that are easily replaceable by automation are particularly at risk of losing their job, or having their position require fewer workers. In fact, earlier in 2020, Cedefop¹ predicted that 128 million adults in the EU risk having obsolete skills, but that 133 million new roles could also be created and filled by employees with the right skillsets.

In response, CSR Europe launched Upskill 4 Future, supported by J.P. Morgan : a 2,5-year project which takes place in 4 countries – France, Italy, Poland and Spain – where National Partner Organisations (NPOs) of CSR Europe, including RBF Poland, take the lead in engaging more than 30 companies at the local level. The project's aim is to look at how HR transformation can lead to inclusive workforce transitions targeted at employees at risk, as defined above. The role of HR is seen as essential to anticipate and prepare for impacts of the twin transitions (green and digital); essential to identify employees most at risk; and essential to move people towards new professions instead of 'firing and hiring'.

The project focuses on 3 key HR processes – strategic workforce planning; training and development; and flexibility and mobility. Within these, HR requirements are also defined, such as forecasting future skills and jobs; communication about megatrends; training proportion; recognition of learning; or mobility instruments. The project is divided into three main phases. In the first phase, pilot companies were assessed on their HR readiness in the three key HR processes. Based on the results, individual, national and international benchmark reports were created and shared with the companies. Following up on recommendations drawn from the benchmark,

companies are in process of creating an action plan to realise their pilots with employees at risk later this year. In the last phase of the project, findings from the entire project will be summarized, with special focus on how they can be replicable for small and medium-sized enterprises.

The first findings highlight that embarking on a path of inclusive workforce transitions often requires many fundamental changes in the functioning of a company. Although companies can have mid and long-term business planning, with certain training strategies in place and a general company approach on career development, these are often not targeted at their employees whose positions are the most at threat from digitalisation. Therefore, most companies have potential to rethink and redirect their current general action plans towards identifying and including their employees at risk. Besides, companies could benefit from adopting a specific mapping tool, or a skills matrix, to identify these specific groups that would help anticipate and adopt targeted actions at them. This would also render both cross-departmental and internal communication towards employees about the future of work more transparent, and establish foundations for formal strategic action to upskilling.

It was also found that many companies score lowest in their strategic workforce planning pillar, which shows that companies do not always have a clear picture of what future megatrends may impact their workforce due to a lack of formal processes, and may therefore have difficulties in implementing flexible and agile strategies once the digitalisation threats to their employees at risk will materialise. Accordingly, 51% of the companies participating in this pilot project see the jobs of their employees at risk being threatened specifically in the short term (1-4 years), which highlights the imperative of having formal processes to forecast megatrends, future skills, and jobs.

In fact, the COVID-19 pandemic has accentuated the importance for a company to revise their targeted strategies at their employees. Many of them had to upskill their employees because of COVID-19; rethink their corporate culture on continuous learning; and saw new groups of employees at risk emerge. However, although this crisis emphasized companies' awareness of the future of work phenomenon, and even though they recognise the main megatrends, they do not always feel that such disruptions concern them nor affect their workforce. The sharing of best practices through inter-company communication should be further explored by companies to understand the variety of groups that are at risk of seeing a change in their job due to digitalisation and automation, and that would benefit from active upskilling initiatives.

¹ https://www.cedefop.europa.eu/files/3081_en.pdf [accessed 2 III 2021].



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Is the responsible business = business using self-regulation equation true?

Due to dynamic technological changes and the need for greater freedom and flexibility in creating rules of conduct, the law becomes ever less able to meet the emerging challenges. For example, regulations on artificial intelligence may become obsolete overnight.

In the search for alternative courses of action, self-regulation, having gained particular popularity with the development of the Internet, is increasingly becoming the favorite pick. Today self-regulation is deemed a real opportunity to create rules of conduct to be adapted to the changing reality.

Community members, without state involvement both in standard creation and standard application, bring forward the self-regulation initiative. The mechanisms in question take a variety of forms, and the entities establishing them may operate both independently and in associations, unions of associations, foundations, sectoral agreements, and employer associations. In particular, self-regulation manifests in communications, guidelines, recommendations, codes of conduct, codes of good practice, and codes of ethics.

Self-regulation has been promoted internationally for many years (in numerous reports and legal acts), and a lively discussion about its role is now going on around the world. Effective actions concerning the media, carried out in such countries as Rwanda, some countries of Oceania, and Zimbabwe are examples of its positive impact.

At the EU level, self-regulation presents as one of the most important elements for the success of the Better Regulation agenda. Self-regulation allows stakeholders not only to participate and have their say in the standard-setting process; it

allows them to respond to real market needs. Increasingly, proposals are brought forward to declare self-regulation (and not law) the primary source of rights and obligations of market players. Self-regulation gives the floor to formalization of issues important from the point of view of certain social groups, and thus to realization of social interests much more effectively than by traditional regulations.

The bottom-up nature of the established standards of conduct allows for their greater effectiveness; self-regulating entities are convinced of the validity of the introduced standards and apply them with greater commitment. Research confirms that self-regulation enjoys public trust, and voluntary submission to the created rules is an element that determines the competitiveness and market attractiveness of an individual entity.

Flexibility and ability to quickly adapt to current needs, including responses to emerging social problems, are two of the most important features of self-regulation. However, less obviously, in the light of the conducted research, all these features may positively influence the restoration of the authority of law (which is perceived as too rigid, not adapted to the rapidly changing reality), and lead to the democratization of social life.

Self-regulation is also very beneficial from the perspective of the state, as it relieves its law-making organs from organizational and financial burdens, and can help verify whether state interference in a given area is really necessary.

The success of self-regulation depends on many factors, such as system transparency, the competence of participants in the actions taken, supervision effectiveness, market maturity. Therefore, it is very important that its design and implementation of standards established from the bottom up should be preceded by a thorough analysis of industry needs and capabilities. Educational activities are of particular importance when introducing these principles; in particular those in groups directly affected by self-regulation.

Self-regulation implemented in the day-to-day operation of companies may bring many benefits and effectively complement existing legal solutions. Codes of conduct stimulate discussion on issues affecting companies, facilitate clarification of legal requirements and business practices, set standards in the exercise of supervisory and managerial authority, and may form the basis for initiatives aimed at amending legislation.

Predictably, the coming years will see self-regulation being more widely applied both at the national and international level, and that it will be a hallmark of responsible business much more often. This comes welcome, as grassroots efforts are part of concepts gaining popularity that include *good governance*, *corporate social responsibility* and *soft power*.



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Are values the yeti and what to know about family businesses

Some family businesses are the world's largest and oldest enterprises. They stabilize the economy by operating upon long-term perspectives and social commitment. They are capable of adapting to rapidly changing conditions, as seen, for example, in the economic crisis of the past decade. Family businesses do pay attention to their operational performance; they are also often socially responsible and put the emphasis (sometimes unconsciously) on the values and practices attributed to them. Family companies vary from one to another, just as various are the values exposed in their activity, which, in turn, are not stable and do not always lead to have a positive influence on their functioning. Company values are sometimes like the saying about the yeti: everybody has heard about it, but nobody has seen it. However, we can learn a few things about values from family companies.

It's not easy to explore values. It's easy to write them out on a website or in brochures, but not so easy to put them into practice. We can only talk about values when there is action behind them. It is necessary to look at them in a long perspective, because only a proper distance allows for seeing their influence in a given time range, how they have changed and what their influence consisted in, as well as how they have been remembered in company history.

Family business principles and beliefs are often passed down from generation to generation, are integral to the company, and can unleash energy and commitment.

When we think about company (not just family business) values, the question "How do we define those values?" followed

shortly by "How do we put them into practice?" are often brought forward first. Family businesses do not trouble with such questions; for they often do not even realize that they operate on them. For this reason, family businesses merit attention; thanks to their stories we can see our yeti, or values in action.

In family business, the process of defining values is spontaneous, and their spectrum is large. In this context, how can we reconcile the observation that values in organizations of this kind are symptomatic of them with their great diversity? The stories of family businesses have shown that when we want to learn about values, the question "What are the company values?" should be better replaced with "How do we put the values into practice?" This question increases the chance of a close encounter with the yeti.

Our knowledge and, at times, concept of company values are full of paradoxes. Strategies, facade actions; those do not contain them. Look for them where the eyes do not reach so easily and where they are not an element of the image – in shared meals, meetings, trips, in everyday work, in loyalty, trust, respect.

Family businesses feature this one characteristic so special to them: they employ their values not only in market activities, they find a place for them (or rather, first of all) in other spheres, such as organization role division, company rituals, internal and external relations. Those are the spheres where values happen and where they achieve the key shared status for their real impact. The symptomatic character of values in family companies does not result from their universality; it is not for declared values fitting into the socially expected vision of ethical business; but it is from they being shared. Not the specific values but their commonality; this is what determines the importance for organization operation.

No matter what the values are, they must be shared as this enhances the quality of life of company workers through its impact on better cooperation and communication. Shared values create a sense of security and space for satisfying individual family members and co-workers.

Many elements underlie principle and belief sharing – from founding family value commonality and culture values, the founder's vision, and the relations within the family company, where co-workers are treated holistically (by personality, history, fulfilled roles, also outside the workplace), and not perceived fragmentarily as possessors of specific competencies. They are fostered by long-term relationships. These elements yield high commitment and identification, their manifestations including the reactions of employees in the face of crisis situations, often decisive for the survival of the company. In those moments, values are seen in action. Because values are only there when there is action behind them. However, retaining them in business is never a simple task.



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TCFD recommendations as an essential tool for bank climate risk management

Progressive climate change is leaving its mark not only on the environment but also on the economy. International organizations and companies are taking measures to become more resilient to the various risks due to climate change and to reduce the negative impact of business on the environment. Such endeavors require financing, and as a result, financial institutions, particularly banks, are becoming central figures in the economic struggle against climate change.

But a major role in the green transition necessitates the right tools. Banks need to understand the impact of climate change risks on their customers' finances, i.a. in order to properly assess banking risk. To this end, regulators, NGOs, and banks themselves have been developing climate risk management tools for many years. As indicated by a survey conducted by the GARP Risk Institute (GRI), this area is still in the early stages of development, but it is already possible to identify tools that help assess the impact of climate risk on bank operations.

The reporting standards prepared by the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) is one of such prominent tools. The Task Force has developed guidelines on principles for reporting potential opportunities and risks due to climate change that cover four areas: strategy, corporate governance, risk management, and measures and targets. Actually, financial institutions have the largest representation among companies endorsing the TCFD standards. In 2019, those included 39 banks that have chosen to report according to TCFD guidelines.

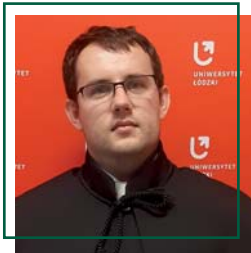
How do reporting standards help banks manage climate risk? The TCFD recommendations, in particular in terms of risk management, measures and targets, somehow force banks to consider and assess such risks in their operations. The TCFD standards are greatly flexible, therefore they can be applied both by institutions that already have developed procedures and by banks that are taking their first steps in this respect.

While the task force primarily recommends a risk management policy and practice update to reflect factors due to climate change, it also requests information on how such risks will affect bank operations in the short, medium, and long term. According to PRMIA, which unites risk managers under one flag, metrics to answer such a question cannot be currently developed, but even a descriptive (e.g., low, medium, high) assessment of risks from climate change for key transactions, customers, or portfolios would be helpful. It would be easier to monitor risk even with such expert-assigned metrics.

Scenario analysis is a more sophisticated tool to, potentially, help answer the question brought forward by the TCFD. The British regulator Prudential Regulatory Authority is one of the entities recommending its use. In risk management, it is primarily used to convert macroeconomic scenarios into data used in risk models, which allows for the assessment of the potential financial institution health under stress conditions. Climate change scenario analyses are more complicated versus classical scenario analyses as climate factors must first be converted into macroeconomic factors, which are then used to determine risk parameters.

Analysis must not be based solely on past data; this is an important assumption when using scenario analysis in assessing risks from climate change. The specificity of climate risk is the main reason. Indeed, future meteorological phenomena predictions cannot be made with historical data (as for now). In particular large, international financial institutions face yet another difficulty, which consists in climate change affecting different geographical locations to varying degrees. As a result, for example, the real estate that secures mortgages for banks may be at risk of flooding in some areas without it being an equally prevalent global phenomenon.

Despite their limitations, scenario analyses pave the way to understand company exposure to financial risks from climate change, as well as to assess the "goodness" of the business strategy currently in place being a response to the challenges ahead. Combined with a descriptive assessment of risks, and the integration of these climate risks into bank policies and procedures, they provide a suitable "starter kit" for institutions interested in pursuing climate change risk management.



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COMPETITION

Green jobs as part of sustainable development*

Nowadays sustainable development underlies the socio-economic policy of the European Union. It assumes that economic development is based on the principle of synergy and balance between social, economic and environmental aspects. Thus, none of the indicated areas should dominate over the others, and therefore, in the author's opinion, identification of sustainable development only with actions taken for the benefit of environmental protection or with the issue of availability of raw materials should be considered methodologically incorrect. From the practical point of view, achieving synergy and at the same time balance between the indicated aspects proves an extremely difficult challenge and requires the agreement of many parties (including appropriate actions of both consumers and enterprises providing goods and services to the market).

At the same time, sustainable development in recent years is ever more often translated into socio-economic practice. As a result, increasingly more papers indicating strictly defined sustainable development goals (statistical indicators whose changing values can be tracked over time) are created. Thanks to such actions, a wider audience manages to comprehend the concept of sustainable development, and it ceases to be a purely theoretical idea.

There's yet another perspective of sustainable development. In the author's opinion, the concept of green economy is the culmination of this idea; this translates theoretical considerations related to sustainable development into economic practice. Such a specific way of management is simultaneously a response to the growing environmental problems that result from how management is done now (brown coal-based economy) and contribute to the gradual limitation of develop-

ment opportunities for future generations. Therefore, green economy constitutes an important element of development, distinguishable by a completely new quality of management – it assumes the necessity of paying more attention to the so far neglected influence of undertaken activities on the state and quality of the natural environment. In its assumptions, such a way of management assumes the change of the current way of management to a more sustainable one, i.e. with lower emissions, recovering secondary raw materials and processing them again in the production process, as well as considering environmental values as important for the development of future generations.

A qualitative change in the nature of jobs is one of the key elements of the green economy concept. In this context, the creation of the so-called green places, which are to reflect the green economy assumptions, is a thing to mention. In the author's opinion, they are created as a result of pro-environmental transformations of activities undertaken by different types of economic entities, which result in direct or indirect reduction of their negative impact on the local environment. The essence of such workplaces is the implementation of specific environmental tasks resulting from the assumptions of the concept of sustainable development. Such specific workplaces stand out for both the degree of greening and their quality. The two aspects are influenced by the actions taken directly by the employers or the company personnel managers. Thus, the following should be considered:

- company environmental attitude assessment;
- the working time spent by employees on environmental tasks specifically identified and defined in the survey;
- access to corporate environmental solution application training;
- various voluntary environmental activities organized for employees throughout the company;
- formal and informal environmental risk management standards.

The transformation of the current way of management to a more sustainable one, i.e. to a green economy, and the creation of green jobs also brings development opportunities for the local labor market. On the one hand, these benefits should be seen in the creation of qualitatively different jobs than before with the development of the green economy. On the other hand, there may be an increase in the total number of jobs on the local labor market related to cross-sectoral impact.

* The text contains excerpts from the thesis "The importance of the green employment in the development of the local labor market" defended at the Faculty of Economics and Sociology at the Uniwersytet Łódzki



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CENTRE

Will Poland become bone dry?

Access to water is already not a distant and abstract problem in Poland. The climate crisis will make it even worse in the coming years. When we think of water problems, droughts in the Global South often come to mind. Devastating to agriculture, they pose real threats to life and health.

HOT AND DRY

Figures from the Intergovernmental Panel on Climate Change indicate that a two degree Celsius rise in global average temperature will expose 410 million people in cities around the world to the effects of severe droughts. Maintaining the increase at one and a half degrees will reduce that to – still high – 350 million.

In the recent years, the example of Cape Town, South Africa's second largest city, has shown what this future might look like. Due to a significant reduction in rainwater levels in the surrounding reservoirs (only 15-30% full at the worst times), residents have had to accept far-reaching restrictions on the use of this precious resource – from incentives to shower for two minutes only to a requirement not to use more than fifty liters per day.

Although with social mobilization the worst scenario was avoided and the local community lived through to see the end of the drought, the crisis has highlighted the importance of the future environmental challenge, related to the climate crisis, that we as humanity will have to face, also in Poland.

PROBLEMS ON (AND WITH) THE VISTULA

In August 2015, heat-induced low river levels strained the cooling systems of some power plants, which was one of the factors

that forced the introduction of the 20th power level. This caused a considerable financial loss to the industry. Four years later, due to summer heat, water in Skierniewice taps ran out. Later, in the spring of 2020, the inhabitants of Warsaw looked with concern at the very low level of water in the Vistula River.

Rural areas are struggling with agricultural droughts that threaten the incomes of those employed in the sector and the availability of affordable food. According to data from the Food and Agriculture Organization of the United Nations, renewable water resources in 2017 were 1,585 cubic meters per person in Poland, which is below the threshold, set at 1,700 cubic meters; anything below indicates that a country faces water scarcity.

The climate crisis increases the risk of violent weather events – this is an additional threat to add. Agriculture water shortages increasingly coexist with heavy rains that may cause flooding and related infrastructure losses.

FROM CHALLENGE TO SOLUTION

Climate neutrality is the long-term solution to reducing these negative phenomena. Climate neutrality means a situation in which greenhouse gas emissions are rapidly reduced and any remaining emissions are offset by their capture through natural means, such as restoration of ecosystems, or through technology.

However, there is a need to "reconcile with Mother Nature" and strive to change the prevailing conditions. On the macro level, this means focusing on efficient water use, both in households and in business. Investment in retention will also be of necessity.

Global metropolises rely ever more on expanding the "sponge city" concept. Green and blue infrastructure is being developed; it can serve both as a leisure and biodiversity preservation area and (in times of crisis) slow down the flow of water into the sewage systems. In rural areas, this includes the return of ponds, stream protection, and erosion control mid-field plantings.

THE ROLE OF BUSINESS

Water conservation will become an important part of environmental policy and business strategies. Savings will be made by increasing the efficiency of water use in production facilities, will result in savings, and is also an insurance policy against limitations.

In addition to the economic benefits, these actions will bring image benefits and avoiding accusations of shifting responsibility solely to consumers. A good ground for showing how innovative the company is by investing in appropriate sensors, data analysis and minimization of losses, for example in transmission or production processes. Water recycling, capturing rainwater, and using non-potable grey water (where possible) are other solutions worth looking into.

Without water, life is hard... and short. Water is also essential to the operation of businesses and the economy as a whole. Along with other services provided by ecosystems, water is crucial to our existence on the Blue Planet. This is important to keep in mind when planning further investments in companies, so that Poland does not become bone dry.



Eva Zabey
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Why this decade is make-or-break for nature

In evolutionary time, a decade is but a flick of nature's eyelid. That makes the rapid depletion of biodiversity over the past 10 years all the more distressing. Our forests are disappearing, our coral reefs are dying and our oceans are filling up with plastic.

It wasn't supposed to be this way. The 2010s were supposed to be the "Decade on Biodiversity", with the world's nations championing an ambitious plan of action set out by the United Nations Convention on Biological Diversity (CBD) at a conference in Aichi, Japan, at the beginning of the decade.

Fortunately, it's not too late to turn the tide. Yes, nature is at a tipping point, but protecting, even regenerating what we still have is possible, and in some places already happening. It won't be easy. Yet, with the necessary political and societal will, we can create a nature-positive world in which we give back more than we take.

Public awareness of the perilous state of our natural world is growing. As WWF's Living Planet Report¹ shows, wildlife populations have declined by two-thirds in the past 50 years as a result of environmental destruction. As such numbers hit home, public pressure to act is increasing.

The effects are evident in the post-pandemic recovery packages being presented by governments. Pakistan is hiring out-of-work labourers to plant trees, for example, while India has earmarked \$780 million for a rural and semi-urban afforestation programme. In Europe, the "Next Generation EU" recovery plan will direct 30 per cent of its €750 billion (£694.5bn) budget towards green initiatives. The deal includes a commitment to reduce chemical pollution by increasing organically farmed land by 25 per cent.

As importantly, we're also now seeing business step up to the plate, committing, acting and advocating for nature. At Business for Nature, we know of at least 530 major companies that have made ambitious and time-bound commitments to help reverse nature loss. More than double this figure are acting by reducing their negative impacts on nature, investing in protecting and restoring nature, and scaling up products and technologies with a lower impact.

Examples include US tech giant Microsoft, which recently launched a new "Planetary Computer" aimed at aggregating global environmental data to aid in decision-making. Anglo-Dutch consumer goods giant Unilever, meanwhile, recently committed to a deforestation-free supply chain by 2023.

Each of these hundreds of businesses, whatever their moral or ethical stance towards nature, recognises that protecting it has a compelling economic justification. Indeed, forward-thinking companies understand that healthy societies, resilient economies and thriving businesses rely on nature. Businesses may "produce" the food we eat and the clothes we wear, but it's the world's forests, rivers, oceans and soils that ultimately provide – and each and every one of us who ultimately use and benefit from these precious resources.

Run the numbers and this reality becomes starkly clear. WWF estimates that the cost to business of continued biodiversity depletion could be as much as £8trn over the next 30 years.

There's also a positive flipside. Looking after nature, makes good business sense and offers us a real opportunity to "build back better". Shifting to more sustainable agriculture, coupled with forest protection, for instance, could unlock more than \$2 trillion per year in business value, while the World Economic Forum estimates that investing in "nature-positive" solutions could create 395 million jobs by 2030.

Individual businesses can only do so much to reverse nature loss, however large or well-meaning they may be. True change will come down to shifting the overall rules of the game so that polluters are penalised, and pro-nature practices are incentivised.

Those who set the rules are governments, which is why Business for Nature² is calling on companies to urge politicians to adopt policies now to reverse nature loss in this decade. The Nature is Everyone's Business campaign has already gathered the support of more than 600 companies from around the world with combined revenue of \$4.1trn. There is still time to show your support and sign up³.

The next decade is make-or-break for nature and biodiversity. It will pass in the blink of an eye. The Covid-19 emergency has shown us just how vulnerable our systems are. It's also been a reminder that humanity is great at problem-solving through collective action and multilateral collaboration.

¹ Living Planet Report <https://livingplanet.panda.org/en-gb/> [accessed 12 | 2021].

² <https://www.businessfornature.org/>

³ <https://www.businessfornature.org/call-to-action> [accessed 12 | 2020].



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The future of food

CHALLENGES OF THE FOOD SECTOR

Nearly 800 million people are malnourished and 2 billion are considered micronutrient deficient. Does this mean we need to produce more food? First and foremost, it is necessary to consume it more wisely. Otherwise, our planet (and we that we live on it) may not survive the effects of our appetite. From the perspective of social and environmental challenges, currently produced food is maldistributed. We waste about 1.3 billion tons of food, or 1/3 of the food we produce, and 2 billion people are overweight or obese.

Environmental issues must be added to this weight. The food sector contributes 25-30% of anthropogenic greenhouse gas emissions, consumes significant amounts of freshwater resources, and plays a role in deforestation. Planetary boundaries are forcing us to reduce the environmental footprint of the food we harvest. This will not be an easy challenge as food demand is estimated to increase by tens of percent by 2050 due to population growth to 9-10 billion people.

From the public health perspective, the food sector's connection to the risk of zoonotic pandemics is of note. The exploitation of wild and farmed animals for food and the destruction of natural animal habitats increase the risk of virus mutation and could ultimately make for a brand-new COVID-19-like crisis¹.

DIET FOR THE PLANET AND FOR HEALTH

In its Farm to Fork strategy adopted in May 2020, the European Commission places a strong emphasis on modifying European diets to be more health and planet-friendly. At the same time, foods with a lower environmental impact (e.g. fruits, legumes)

are more often recommended by nutritionists than products with a higher environmental impact (red meat, cheese, chocolate). The Commission wants to support informed consumer choices through, i.a., a common European labelling scheme that provides information on nutritional product values and product impact on the environment and animal welfare.

ALTERNATIVE PROTEIN SOURCES

Farm to Fork also involves increasing the availability and sources of alternative protein, including plant-based meat substitutes, which will be one of the key areas of the Horizon Europe programme (worth 10 billion euro). The market for plant-based substitutes for meat, dairy, eggs and fish grows year to year at double-digit rates in almost every category. Interestingly, meat and dairy producers stand to benefit the most from this trend. By investing in plant-based alternatives, they reach new customers, expand their portfolio, and diversify risk.

Cellular agriculture may be the real breakthrough in the animal products market. It involves making food from cell cultures rather than directly from animals. In this way, ultimately, products may be sourced faster, with lower financial expenditure, and in a cruelty-free and less resource-intensive manner, but with the flavor and nutritional properties kept. The first piece of cell-cultured meat was created in 2013 under the supervision of Mark Post, PhD, and the entire creation process was \$300,000. Since then, the technology has advanced dramatically and its cost has dropped significantly. As a result, cell-cultured meat is likely to hit store shelves in the coming years.

LESS FOOD WASTE

Per year, about 5 million tons of food goes to waste in Poland, and consumers are responsible for as much as 60% of this value. In order to counteract this phenomenon, valuable social initiatives (e.g. Foodsharing) or mobile applications (e.g. Too Good To Go), with the common goal of better food surplus management, are under development.

Food waste can also be tackled at a systemic level. In September 2019, the Food Waste Prevention Act came into force, which obliges large stores to donate unsold but good quality food items to charitable organizations. In turn, as part of the Farm to Fork strategy, the European Commission plans to reduce the scale of food waste at the consumer and trade stage by 50% by 2030 by (i.a.):

- setting legally binding targets to reduce food waste for member countries;
- changing the rules on expiration dates. Misunderstanding and misuse of the phrases "use by" and "best before" leads to even 10% of food being wasted in the EU.

WE NEED ACTION NOW!

In the coming years, our food system must transform toward healthier and more planet-friendly products. This change will require collaboration and education at all stages of the supply chain. However, this is a metamorphosis that the consumer of the future certainly expects, so I strongly encourage all food industry players to monitor the trends and meet them now.

¹ <https://proveg.com/pl/raport-zywnosc-pandemie/> [accessed 3 | 2021].



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COVID and CSR – 2020 research

In 2020, the word “pandemic” has crept into all corners. The virus has significantly affected many industries, changed the hierarchy of major disciplines, and added new dimensions to some of them.

THE ENVIRONMENT IN THE PANDEMIC

Meanwhile, the world still faces the very same, unchanged challenges. They have (only) temporarily receded into the background. According to the “Emissions Gap Report”¹, an annual report by the United Nations Environment Programme, greenhouse gas emissions fell slightly in 2020, largely due to reductions in land transport and energy use, but greenhouse gas emissions continue to rise, and this rise will only be halted if economies become low carbon. This process is taken into account in the recovery from the pandemic. The task is crucial, and for now, as many as half of the experts questioned during the GlobeScan-SustainAbility Climate Survey² think it’s unlikely that the negative effects of climate change can be avoided. However, there may be some light at the end of the tunnel: the opinions of Generation Y and Generation Z, as presented in the “Deloitte Global Millennial Survey 2020” report³, who, following the outbreak of the pandemic, have become more aware of the possibility of reversing climate change, hoping that the post-pandemic economy will become more pro-environmental.

In the area of biodiversity, by analyzing the implementation of 60 specific objectives supporting the maintenance of biodiversity, the “Global Biodiversity Outlook 5 (GBO-5) report”⁴ issued under the UN Convention on Biological Diversity⁵ indicates that only 7 of them have been met; there has been some progress in 38 cases; the status of implementation of 2 of them cannot be determined; and 13 of them have not been achieved, the dead-

line for implementation has been exceeded, or deviation from the target has been indicated. Moreover, the “Living Planet Report 2020: Saving Biodiversity”⁶ released by WWF points out that the Living Planet Index (LPI), based on data on wildlife populations, has declined by an average of 68% between 1970 and 2016 for different animal communities. This shows that the situation is dramatic and requires a rapid response, including business response.

Plastic pollution is also an urgent issue. With the pandemic, there has been in particular a huge increase in the amount of used disposable packaging (at the beginning of the pandemic, data from Wuhan noted an increase from 40 to 240 tons of hospital medical waste per day)⁷. Yet, we still have opportunities to change this with intensive action and, for example, to set the oceans waste-free. This is shown in the Pew Charitable Trust report “Breaking the Plastic Wave Thought Partners. A Comprehensive Assessment Of Pathways Towards Stopping Ocean Plastic Pollution”⁸, where they state that based on current technologies, the annual amount of plastic entering the oceans can be reduced by 80% by 2040. The issue is urgent; last year brought the discovery that microplastics are already found even in the placentas of human fetuses⁹.

PEOPLE IN THE PANDEMIC

However, the COVID-19 pandemic has affected not only the environment, but more importantly, people. In a survey conducted by the Responsible Business Forum in March 2020, 45% of employees asked to rate their employer’s attitude on a scale of 1 to 10 indicated 8 or higher. Employers guaranteed safety and security measures and limited the amount of contact. However, the sense of security these undertakings provided only 2/3 of those who received them and were exposed to direct contacts at work.

Feeling safe is crucial not only to protect against infection but also to maintain mental health. Already in May 2020, the UN report “COVID-19 and the Need for Action on Mental Health”¹⁰ highlighted the consequences of long-term exposure to stress, which include depression and abuse of alcohol and other drugs. Interestingly, high levels of stress affect not only the oldest people or the medical services but also young people and children, and elevated stress levels are distributed unevenly, burdening women far more than men.

It turns out that the degree of exposure to the virus depends not only on the type of work performed; it also varies between countries due to the number of contacts during work. According to the “Occupational Exposure to Contagion and the Spread of COVID-19 in Europe” analysis¹¹ by the Institute of Structural Research, workers in Spain, Sweden and Switzerland were at the highest risk for these reasons.

CSR IN THE OLD WAY

In the past year, topics with direct CSR links were by no means neglected. Responsible fashion publications bring this evidence. A survey by Accenture and FashionBiznes.pl in partnership with the Responsible Business Forum¹² shows that consumers are still unaware of the enormous impact of the industry on the environment and their knowledge of sustainable fashion is not high. However, almost all respondents would choose a sustainable product without hesitation if it was available at the same price, and as many as 47% said they would buy it even if it was 20% more expensive.

To learn more about sustainable fashion, it is also worth taking a look at the “Made with Class. The Apparel Industry Facing Social and Environmental Challenges” report¹³ that discusses both the environmental impact of the industry and the way of doing business that reduces the said negative impact. The report also provides an overview of best practices and includes new business models that support sustainable fashion.

Important research results were also seen last year regarding the problem of food waste; an aspect of interest to many companies. According to research by the Institute of Environmental Protection – National Research Institute and Warsaw Agricultural University as part of the PROM project¹⁴, consumers waste as much as 60% out of 4.8 million tons of food wasted annually in Poland.

New technologies and their potential impact on the economy came out as another important topic. The “Digital ethics – Polish consumers faced ethical challenges related to the development of technology” report¹⁵ prepared by researchers from the University of Łódź is one of the more important voices in this context. It shows that Polish consumers are eager to use new technologies, but they also have serious concerns related to their development. They relate mainly to their security. More than two thirds are afraid of invigilation and loss of control over their devices; one third of them are willing to make concessions in terms of security or disclosure of their data in exchange for better offers or new services. This applies mainly to young people as technology participates in their everyday lives.

REPORTING WITH AN UPWARD TREND

CSR practitioners should also keep their finger on the pulse of non-financial reporting. The last year has shown that reporting is becoming an increasingly important branch of CSR activity. According to the KPMG report “The time has come. The KPMG Survey of Sustainability Reporting 2020”¹⁶, among the 100 largest companies in Poland, the percentage of organizations reporting non-financial data is already 77%, which is an increase of as much as 18 percentage points compared to the previous 2017 edition of the survey. However, the content of these reports is key, and in the survey assessing the reporting of climate issues conducted by Bureau Veritas and the Association of Stock Exchange Issuers¹⁷, the average score achieved by 151 surveyed companies was 1.87 out of 10 possible points, which is still a big increase compared to the previous survey, when it was 1.03 points. The necessity to work on the quality of reported information is also confirmed by the report prepared by the Frank Bold team under the “Alliance for Corporate Transparency” project with a regional approach¹⁸. Although, even if climate issues are presented in Eastern Europe, there is a lack of specific content; for example, 6.7% of the surveyed EE companies present area targets. In France in Germany, this percentage reaches nearly 50%.

FOCUS ON EMPLOYEES

Senior care is one of the topics that will become increasingly important for employees, and thus for employers, in the coming years. The “Professional work and care roles of women and men in Poland”¹⁹ report published by the Responsible Business Forum is a noteworthy paper in this respect. It showed not only that the need to make it easier for employees to combine work with caring for adults will be a growing challenge in the coming

years, but also that men engage in this type of care more often than, for example, in caring for children.

Nevertheless, it is women, not men, who more often find themselves in a more difficult situation on the labor market, especially as they have been particularly affected by the COVID-19 pandemic. The “Digital Key to Professional Future. Women on the labor market in the context of the economic crisis” report²⁰ prepared by Delab and the Innovative Economy Institute highlights this issue. Not only are women less present on the labor market, but also the pandemic has affected feminized industries to a greater extent and has increased their caring responsibilities. The “How to increase the professional activity of women in Poland?” paper²¹ produced by the Institute for Structural Research also raised the topic of increasing the presence of women on the labor market. To a large degree, the survey also draws attention to the issue of labor market flexibility in the aspect of combining work with caring responsibilities.

Among the social topics, discrimination against LGBT people, which is still underestimated by Polish employers, is of note. According to the “EU-LGBTI II. A long way to go for LGBTI equality” report²² published by the European Union Agency for Fundamental Rights, 11% (compared to 12% in 2012) and 21% (19% in 2012) people experienced discrimination while looking for a job and at their workplace, respectively. In Poland, the results were 11% and 24% respectively, thus close to the EU average. These were the most positive areas in this report otherwise dramatically unfavorable for our country.

CSR IS TAKING OFF

In 2020, as part of the celebration of “20 years of partnership for sustainable development in Poland,” partnered by LPP, we at the Responsible Business Forum also looked at the work of those involved in social responsibility in companies and carried out the CSR Managers 2020 survey²³. According to 94% of respondents, the importance of CSR and sustainable development for the organization has increased over the last five years, and 78% see the integration of CSR values into the company business activities. This is a very important signal showing that sustainable development is becoming more deeply rooted in Polish companies. A significant change, visible in comparison with the survey conducted five years ago, was the indication of factors which support CSR development in Poland. According to the previous survey, the impact of solutions introduced by foreign corporations (answer selected by 80% of respondents) was by far the most important issue; in this year’s survey, their importance was indicated by 59% of respondents, but the personal involvement of individuals, including company managers, was equally strong in their opinion.

The importance of corporate manager awareness in building sustainability is key. This theme repeated through the entire survey. Their support facilitates the implementation of actions, convinces other groups, and their reluctance or misunderstanding of CSR can block the actions of CSRs.

Therefore, the position of CEOs and members of their boards must be shown. Their voice was heard in another Responsible Business Forum survey on their attitude towards sustainable development in their companies. It clearly shows that the issue of sustainable development is of great importance for CEOs. Related content is often or very often discussed during

board meetings – that is what 79% of respondents said, and 97% agree with the statement that social and environmental responsibility is as important as generating profit by the company. The bosses also see the potential behind these solutions. As many as 75% agree with the statement that CSR and sustainability issues open up new business opportunities, and more than half of the respondents strongly agree. However, we have to remember that sustainability is not only about an enthusiasm, but also a challenge. Managers are well aware of this; 73% of respondents, with 35% of them strongly agreeing, agree with the statement that corporate social responsibility and sustainability issues are an increasing challenge for companies. This confirms that social responsibility is important for Polish companies, and its importance will grow in the coming years, along with legal changes and increasing importance of this subject for the society, i.e. for employees and clients.

These twelve months of the year 2020 were clearly remarkable. However, the research presented here shows that the machine of activities driving corporate social responsibility does not slow down at any time – it only requires new solutions, flexibility, and perseverance in their implementation.

¹ <http://odpowiedzialnybiznes.pl/publikacje/emissions-gap-report-2020/>
² <http://odpowiedzialnybiznes.pl/publikacje/ten-years-to-deliver-the-paris-agreement/>
³ <http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/08/deloitte-2020-millennial-survey.pdf>
⁴ <http://odpowiedzialnybiznes.pl/publikacje/global-biodiversity-outlook-5/>
⁵ <http://odpowiedzialnybiznes.pl/publikacje/global-biodiversity-outlook-5/>
⁶ <http://odpowiedzialnybiznes.pl/publikacje/wwf-living-planet-report-2020/>
⁷ <https://www.weforum.org/agenda/2020/07/plastic-waste-management-covid19-ppe/>
⁸ https://www.pewtrusts.org/-/media/assets/2020/07/breakingtheplasticwave_report.pdf
⁹ <https://www.theguardian.com/environment/2020/dec/22/microplastics-revealed-in-placentas-unborn-babies>
¹⁰ https://www.un.org/sites/un2.un.org/files/un_policy_brief-covid_and_mental_health_final.pdf
¹¹ https://ibs.org.pl/app/uploads/2020/05/Occupational-exposure-COVID-19-IBS_WP_02_2020.pdf
¹² https://www.accenture.com/_acnmedia/PDF-114/Accenture-Czy-ekologia-jest-w-modzie-Raport-2020.pdf#zoom=50
¹³ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/08/Rudnicka_UszyteZklasa_ONLINE-.pdf

¹⁴ <https://ios.edu.pl/ogloszenia/jaka-jest-skala-marnotrawstwa-zywnosci-w-polsce-wyniki-badan-projektu-prom/>
¹⁵ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/12/Digital_ethics_raport-1.pdf
¹⁶ <http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/12/pl-the-time-has-come-the-kpmg-survey-of-sustainability-reporting-2020.pdf>
¹⁷ <https://www.bureauveritas.pl/newsroom/niewielka-poprawa-swiadomosci-klimatycznej-spolek-gieldowych>
¹⁸ https://www.allianceforcorporatetransparency.org/assets/2019_Research_Report%20_Alliance_for_Corporate_Transparency-7d9802a0c-18c9f13017d686481bd2d6c6886fea6d9e9c7a5c3cfafea8a48b1c7.pdf
¹⁹ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/08/FOB_Praca-zawodowa-a-pe%C5%82nienie-r%C3%B3l-opieku%C5%84czych-przez-kobiety-i-m%C4%99%C5%BCczyn-w-Polsce.pdf
²⁰ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/07/Raport-Woman-Update_Cyfrowy-klucz-do-przyszlosci-zawodowej.pdf
²¹ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/05/IBS-PP-01-2020_PL.pdf
²² http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/05/fra-2020-lgbti-equality_en.pdf
²³ http://odpowiedzialnybiznes.pl/wp-content/uploads/2020/10/FOB_Menedze-rowieCSR-2020_druk.pdf

ORGANIZATIONAL GOVERNANCE



In the organizational governance area, there were 36 new practices reported by 29 companies and 61 long-term practices reported by a total of 62 companies. These include six categories: compliance, stakeholder dialogue, ethical issues, and reporting and governance. The number of practices currently reported in this area is similar to last year's figure – 62 companies reported 96 good practices. However, ethics and governance practices invariably dominate. It may be noted that in the face of the pandemic, many of the actions taken by companies were workplace related, as evidenced by the frequency of mapping to SDG Goal 8 on economic growth and decent work.

This year's ethics and compliance practices are largely related to the creation and implementation of tools and instruments that enable the company to act in accordance with the adopted principles. The implemented initiatives clearly indicate a desire to implement appropriate regulations and educate employees on compliance. These activities include the implementation of codes of ethics and anti-mobbing programs.

In the category of ethics and compliance, the vast majority of practices reinforce the statement that strategic management should begin by building an ethical and valuable foundation. Dialogue with stakeholders is an important element of operation of socially responsible companies. By its means, information that can be used in planning specific actions, products and services may be obtained. However, it can be seen that ever more often companies do not just stop at the advisory function of their stakeholders, but actively involve them, for example, in the co-creation of their business strategy. In this year's edition, reporting includes 13 practices (6 new, 7 longstanding). Companies that periodically prepare the report find it important to look for innovative ways to present data and distinction.

Year after year, companies place particular emphasis on underlining ecology, renewable energy, greenhouse gas emissions, and electromobility in their reports. In addition, the organizations care about constructing the report in such a way that it is a useful tool for employees, providing them with important information about the company. In the anniversary year of the Social Reports Competition, the publications submitted in recent editions of the event are worth giving a look. The last edition of the competition included a record number of 56 publications, available at <http://raportyspoleczne.pl/biblioteka-raportow/>.

Governance leads in terms of the number of practices. CSR/sustainability strategies dominate this year's edition of the Report. Since last year's Report, the trend to view pro-environmental activities as long-term initiatives, embedded in a company's business strategy, that are central to its overall operations, has continued. The practices reflect the company direction, and that is to combat climate change and move towards carbon neutrality for life.

97 good practices

62 companies



HUMAN RIGHTS



In this year's Report, the human rights area has seen 55 new practices and 55 long-term practices, meaning organizations report more activities completed in this area in 2020 compared to a year earlier (2019: 32 new and 42 long-term practices). The Sustainable Development Goals to which the practices relate include, but are not limited to, Goal 4 on good quality education, Goal 5 on gender equality, Goal 8 on economic growth and decent work, Goal 10 on less inequality, and Goal 17 on partnerships for the goals.

The increase in the number of submitted and implemented practices may be due, i.a., to the growing awareness of organizations in terms of the great importance of diversity and the multifaceted dimensions of its implementation. Attention is drawn to the involvement of some companies in activities in areas previously absent or almost absent from the practices, as well as socially important, related to current events taking place in the public space. For example, support for the Women's Strike, actions drawing attention to the division of household responsibilities between women and men, and the observance of the International Day for the Elimination of Violence against Women indicate that organizations have adopted a much broader perspective in looking at the area of diversity. Perhaps this is because the pandemic and current events have highlighted issues that have also become important for companies. Time will tell if this trend is permanent, indicating that business is becoming more open and attentive to such issues.

In this year's practices, activities directed to many diverse employee groups are more pronounced, too. Organizations are increasingly able and above all willing to find diversity among their employees and among other stakeholders. Practices cover many aspects: multigenerational workplace, cross-cultural differences, showing solidarity with the LGBT+ community, the workplace challenges that

people with disabilities face, the lives of people with, for example, bipolar disorder, supporting women, and more. Companies are also establishing diversity or LGBT+ teams or ambassadors to give voice through their actions to those who may feel excluded.

Practices in the category of women in business still occupy a lot of space in the human rights area. These are activities designed for women who want to advance, develop profession wise, and combine work with the role of a mother, for students, women seeking a career path in new technologies. The issue of equal pay remains extremely important in this context.

As part of their education, the practice submitters do not hesitate to reach for activities not so often presented before. They invite psychologists, psychotherapists, business trainers, experts in various fields to talk about difficult social issues. Again, it is difficult to say unequivocally whether this is a consequence of an exceptionally hard year in every area of life, or a desire to meet the natural needs of employees, or both reasons at the same time.

As every year, practices related to the creation of policies, anti-mobbing and anti-discrimination procedures appeared in the human rights area. Such documents introduce a clear procedure for dealing with unacceptable behavior and organize formal issues. It is certainly gratifying that this extraordinary year saw activities related to human rights and diversity remain important and constitute examples of experience worth drawing on.

110 good practices

71 companies



LABOUR PRACTICES



525 good practices

141 companies

This year, there were 255 new practices and 270 long-term practices submitted by 141 companies. Compared to the previous edition, there is about a forty percent increase in new CSR activities. This is also a higher result than in the 2018 report, when the limitation of a maximum of 10 new activities reported by a given company was not yet in force. In contrast, there was a slight decrease in the number of practices reported as long-term practices. Companies were implementing entirely new CSR activities while changing previously implemented projects in a way that allowed them to respond effectively to current challenges.

Above all, the pandemic was a factor influencing the specificity of the initiatives taken. Companies implemented solutions to support employees and protect them from becoming infected with the coronavirus. Companies also made it possible for the staff to engage in aid activities for local communities, groups at risk of exclusion, and hospital staff.

Where there was such a possibility, organizations or individual departments switched to the remote work mode. Employers noticed that the home office model, previously considered only as a valuable employer branding tool, also brings new challenges. Businesses needed to support employees not only in terms of organization or information. Mental health and the burden of both professional and private responsibilities became an important topic. The need to work several jobs, especially for women combining work, care and support of children in remote learning, problems of maintaining the right balance reported by employees, in a way disenchanted the home office. Employers reacted to emerging signals and supported employees by facilitating access to psychologists, training and advice on work-life balance, but also by... limiting the number and frequency of online meetings. Of note and at the same time, as per recent statistics, home office is a kind of privilege available only to every fifth employee.

The new reality has also forced a change in the rules of recruitment and onboarding processes. Employers have therefore taken a number of actions to ensure new employee hiring process performance, as onboarding daily duties wise and getting to know the organizational culture of the new employer in conditions of remote working is further difficult. Moreover, the companies have noticed the need, also raised by the Responsible Business Forum in the 2020 "Professional work and care roles for women and men in Poland" survey, to pay more attention to the already mentioned combination of care and professional roles. In the family-friendly company category, the percentage of actions supporting employees in maintaining an adequate work-life balance more than doubled. In addition to workshops and focus on flexibility, additional leave for fathers, for example, has been introduced. As the results of the aforementioned RBF survey show, this is an answer to the most important challenges of the labor market, supporting women in a more equitable distribution of caregiving roles.

A glance at the Sustainable Development Goals, with the reported practices contributing to their achievement, allows us to put forward a thesis that apart from Goal 8, which concerns decent work, the most frequently occurring goals include Goal 3 – good health and quality of life, as well as Goal 4 – good quality education. This trend relates foremost to the priority given to healthcare-related activities, and secondmost with the often educational nature of the implemented initiatives. As shown by the results of the RBF survey (<http://odpowiedzialnybiznes.pl/publikacje/raport-z-badania-forum-odpowiedzialnego-busyness-coronavirus-opinions-poland-assessment-of-employers-actions/>) conducted in March 2020, accessible expert knowledge on COVID-19 provided and the actions implemented by the employer were noticed and appreciated by the employees

THE ENVIRONMENT



382 good practices

139 companies

The coronavirus pandemic issue dominated the year 2020; and thus, there were doubts: In this general crisis management mode, would the world sidetrack the climate crisis? While important events such as COP26 had to be postponed until 2021, the good news is that environmental, and especially pro-climate, measures were considered one of the most important in the planned recovery of economies from the pandemic crisis.

The European Union has been particularly forceful in this regard, outlining a plan to rebuild the economy on climate-neutral terms specified in the European Green Deal. Business could not outperform with its solutions. The practices reported by companies reflect this well. This is yet another year in a row where the number of reported environmental practices has increased. This chapter is one of the most comprehensive in this publication.

Continuation of projects started in previous years is welcome; as many as 178 long-term practices were submitted (compared to 136 long-term practices in 2019). More than half of the new practices support the implementation of Sustainable Development Goal 13, i.e. they are in essence climate action of many kinds. Goal 12 projects, i.e. relating sustainable consumption and production, were the second most numerous group of practices. Every topic category already has initiatives implementing this goal. Many companies still focus on environmental education activities, but their nature has changed somewhat. The transition to the remote work mode forced their implementation as online webinars, workshops, and competitions.

Waste management, reduction of plastic consumption, air pollution, and climate protection dominated. The next largest category (31 practices) comprised pro-environmental actions, which included company initiatives supporting the fight against smog, sustainable packaging strategies

under implementation, as well as commitments and strategies of companies leading to climate neutrality.

Ever more organizations use RES energy as part of their plans; they buy green energy with appropriate certificates or set up their own photovoltaic systems. The zero waste area has seen a positive change in the number of practices, too. Almost half of the practices reported in the said area dealt with the problem of food waste.

Companies are also gradually and consistently reducing their plastic consumption. The actions aimed at this reduction include, but are not limited to, discontinuation of single-use products, search for solutions to manage production residues and unsaleable products, and introduction of changes to product packaging.

Organizations also reported their actions in the circular economy. Water recirculation use, old equipment and phone regeneration and repair, and collection and donation of used shoes, clothes, backpacks to appropriate organizations were the most interesting among the said actions. The largest decreases in the number of new environmental practices were observed in the areas of eco-offices and sustainable transport.

FAIR OPERATING PRACTICES



106 good practices

62 companies

Fair operation practices refer to the shaping of relationships with other organizations on the market – primarily business partners, but also customers, industry units, competitors or any other players operating in the company environment. In comparison with last year’s edition of the Report, we observe an increase in the number of new practices in this area by as much as 65%. This year, companies reported 64 actions, compared to 39 last year. As far as long-term practices are concerned, this year we have 42 of such (34 in the previous report), so this is a 25% increase. Both new and long-term practices are dominated by market education initiatives.

In 2020, the impact of the COVID-19 pandemic was evident among the new fair operation practices, too. The large number of educational initiatives aimed at companies is an example of these. Their goal was to provide up-to-date information – how to make a smooth business transition through the pandemic, what are the key legal changes impacting businesses, and how to take advantage of assistance under the Crisis Shield. However, education was not the only way situation-related actions were expressed; for example, they were pushed forward through cross-industry cooperation of companies to increase the volume of masks produced. Most events had a formula related to, not surprisingly, the pandemic: they were carried out remotely or even as “breakfast television.”

The pandemic also resonated in stakeholder engagement practices. Support for suppliers and customers with services available for free, extended payment terms, and material or financial assistance provision for industries particularly affected by pandemic restrictions; these are some of the undertaken initiatives. Examples of online business growth assistance are notable, too, as online business has become particularly important due to the situation. However, despite the pandemic, more typical fair operation

practices were implemented as well. As every year, we saw a number of projects involving the preparation of codes of good practice in corporate social responsibility for suppliers, contractors, and partners. Codes of ethics and conduct describe the principles to be followed in cooperation with the ordering party, contain requirements related to human rights, labor rights, as well as environmental principles. Such documents are of particular importance in promoting CSR activities as they affect large groups of companies, also in the area of small and medium-sized enterprises, often being a motivation to introduce sustainable solutions, which later translate into a competitive advantage and make it easier to find new product customers.

This year’s initiatives reported in the fair operation practices are largely reflect the business-specific year 2020, when the focus had to be on adapting business to the new operating environment due to the pandemic. This is expected to be largely a temporary trend, but there is no doubt that the proven formulas and solutions will be retained in many cases in the years to come as well.

CONSUMER ISSUES



107 good practices

52 companies

The pandemic made customer-oriented solutions particularly important. To mention some of their supposed goals, they were to make it possible to maintain distance, make products and services more accessible, counteract exclusion and serve the purpose of caring for well-being despite the need for isolation. In the consumer issues area, the 2020 edition included a record number of good practices (107 practices, reported by 52 companies) in the history of the report, and this despite the restriction introduced in the previous edition on reporting CSR activities for publication. Compared to the 2019 report, there was an over 80% increase in examples of new practices (51 practices).

The importance of company involvement in consumer issues is also reflected in the "Coronavirus – Poles' opinions and evaluation of employers' actions" survey conducted at the end of March 2020 by the Responsible Business Forum. As per employer initiatives related to the spread of COVID-19, respondents most frequently mentioned the introduction of additional procedures for customers (34% of responses). The importance of concern for customer safety during the pandemic is also confirmed by the last category in this area (consumer health and safety), in which four times as many practices (16) appeared versus the previous year. The number of practices in the customer facilitation category also increased by a third, becoming the most numerous in the consumer issues area (30 practices). The solutions introduced often referred to technological conveniences that responded to the challenges of the pandemic and reflected the technological acceleration that has become a reality due to the pandemic. Responsible business in the lockdown era also recognized the needs of vulnerable groups, in particular those of seniors. Finance industry companies launched campaigns to increase the competence of older people in using online banking, and those in the retail industry,

for example, took steps to help deliver purchases. "Pandemic has determined CSR activities in 2020, but it has not redefined it," said Marzena Strzelczak, President of the Responsible Business Forum, in an interview with Wirtualnemedi.pl (January 1, 2021). Observably, pre-coronacrisis CSR trends continue. In the consumer issues area, these will include initiatives to increase accessibility (28 practices). Practices enabling the use of products and services by persons with hearing, visual or motor dysfunctions were implemented. Solutions were also introduced to address the needs of families with many children and foreigners.

The consumer education trend continues, too (23 practices). Companies remain committed to health, environmental and financial education. They raise awareness that food should not be wasted. Activities to fit consumers with knowledge on how to protect themselves from various types of fraud are of alike importance.

As in the previous edition of the "Responsible Business in Poland. Good practices" Report, the highest number of practices relate to Sustainable Development Goal 12- responsible consumption and production (35 practices). The trend repeats when it comes to good practices contributing to achieving Goal 3 – good health and quality of life (25 practices), and Goal 10 – less inequality (22 practices); they are represented by the highest numbers.



LOCAL
COMMUNITY
INVOLVEMENT
AND
DEVELOPMENT



631 good practices

185 companies

In the local business community engagement and development area, companies reported new practices in physical activity, safety, good neighborhood, charitable and philanthropic efforts, adult education, child and youth education, social innovation, social investment, social campaigns, arts and culture, socially engaged marketing, preventive health care, entrepreneurship development, job creation and skills development, NGO support, and collaboration with universities.

This year's Report was dominated by the pandemic, and this is most evident in this area. Positively surprising are the mechanisms that have worked out within practices. Cross-sector and intra-sector collaboration, supply chain engagement, relying on specialized NGOs showed nearly textbook examples of how to use the potential effectively.

Above all, it is gratifying that the companies did not kick down open doors. They did not create support mechanisms from scratch but used already existing structures, programs, and support platforms. There are practices where a company supports the creation of a platform and practices of other companies describe support provided through the said platform. Despite their different categorizations, practices respond to the biggest challenges of 2020, thus support for health services; helping teachers and students to transit to online learning; taking care of seniors, who, due to restrictions and being one of the risk groups, became a community at risk of exclusion. From all of the SDGs, Goal 3 – good health and quality of life – undisputedly reigns supreme. Goal 4 – good quality education – is the second most popular goal. Long-term practices show an adaptation to the demands of pandemic times. Actions were moved to the online world and, where possible, the focus was shifted to health or education initiatives.

The focus of companies on helping with the resources they already have, even though they may not have a lot to do with health care at first glance, is a separate phenomenon. Logistics companies made their rolling stock and logistics centers available to transport medical supplies and masks. Confectionery manufacturers donated their items to medics and emergency responders as an extra boost of energy and carbohydrates. Catering services supplied meals to the health service and seniors, and the orders supported the branch at the same time.

In many cases, practice implementation was dictated by shifting resources to where the company believed they were more needed. Organizations motivated actions by re-allocating budgets from marketing, advertising, and planned events that could not take place due to restrictions. As a result, we don't find new practices related to sustainable cities in the Report, and the categories of social innovation, social investment, socially engaged marketing, and preventive health appeared less frequently than in 2019.

On the other hand, charitable and philanthropic actions, related to the education of children and young people, job creation and skills development, and support for non-governmental organizations flourish in terms of volume. This year's Report shows that there are no actions that cannot be accounted for meeting the needs of local communities during the pandemic. It all depends on proper identification of needs and partnerships. The companies present in the Report in this area have shown that they can do this.

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No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
1	Adamed Pharma	1		5		2		6	14
2	ALDI	1	1	2	10	1	2	4	21
3	Allegro	2	1	10	1	3	1	6	24
4	Allianz Polska				2			3	5
5	Alstom Konstal		2	3	3			3	11
6	Amazon Fulfillment Poland							3	3
7	Anpharm Przedsiębiorstwo Farmaceutyczne			3	4	1		1	9
8	ANWIL			14	4	1		4	23
9	Aquanet	1		1				1	3
10	ArcelorMittal Poland			8		1		2	11
11	Asseco Poland				1			1	2
12	Auchan Retail Polska				1		3	4	8
13	AVON COSMETICS POLSKA		1	1					2
14	Bank Gospodarstwa Krajowego			1					1
15	Bank Handlowy w Warszawie operating as Citi Handlowy	1	4	5	1			7	18
16	Bank Millennium			1				3	4
17	Bank Ochrony Środowiska			1	8			4	13
18	Bank Pekao	1	1	5	3		3	2	15
19	BASF Polska		1	1	3			5	10
20	Bayer							2	2
21	BEST			2				1	3
22	BNP Paribas Bank Polska	1	3	4	7	5	1	17	38
23	BNP Paribas Securities Services		1		1			3	5
24	Bonduelle Polska				1				1
25	British American Tobacco Polska Trading					1			1
26	Brown-Forman Polska		1	1					2
27	Budimex	1	2	3				4	10
28	Capgemini Polska		6	7	4			7	24
29	Cargill							1	1
30	Carlsberg Polska	2		3	4		1	1	11
31	Carrefour	1		6	19	9	9	5	49
32	Castorama Polska			5	6			6	17
33	CCC	5	1	3	7	4	1	7	28
34	CEETRUS Polska (previously Immochan)	1			5		1	6	13
35	CEMEX Polska	1		5	2			4	12
36	Centrum Lokalizacji CM							1	1
37	Clear Channel Poland	1	1	1					3
38	CMS Cameron McKenna Nabarro Olswang Pośniak i Bejm		1	3				6	10

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No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
39	Coca-Cola HBC Polska			2	4	1		2	9
40	Coca-Cola Poland Services				1	1		1	3
41	Compensa TU Vienna Insurance Group		1	8			2	1	12
42	CONTENT8					1			1
43	Credit Agricole Bank Polska	2	3	6	4	1	4	1	21
44	Credit Suisse Poland		12	9	2			5	28
45	CSR Consulting				3	2		1	6
46	CSRinfo	1		2		3		1	7
47	Dalpo							2	2
48	Danone			2	1			1	4
49	DB CARGO POLSKA	1		11	1				13
50	DB Schenker			1	1			1	3
51	Deloitte Polska		2	1	1	1			5
52	dentsu Polska		1	4	1			6	12
53	DNB Bank Polska			6	4		1	1	12
54	Done Deliveries			2	1	1		3	7
55	Dorota Dymek Gabinet Kosmetyczny							1	1
56	DOZAMEL							2	2
57	Emitel	2	1	18	2			1	24
58	Energa Grupa ORLEN	1		2	6			12	21
59	ENERIS Ochrona Środowiska	1	1	3	5	1	1	1	13
60	eobuwie.pl							1	1
61	Europ Assistance Polska			1		1		2	4
62	Europejski Fundusz Leasingowy	1	1	3			1	1	7
63	EY Polska		2	2	1			5	10
64	Fabryka Farb i Lakierów Śnieżka							2	2
65	Fabryki Mebli „FORTE”	1		7	1			1	10
66	Ferrero Polska Commercial	3	2	4				2	11
67	Fortum			1	2			1	4
68	FORUM GDAŃSK				1			1	2
69	Franklin Templeton		1						1
70	Fujitsu Technology Solutions		2		2				4
71	Gdańsk Transport Company	1		1			1	3	6
72	Generali Polska							2	2
73	GEODIS Poland	1	2	2	1				6
74	Go Responsible					1			1
75	Góraždze Cement			1	1			2	4
76	GPEC			4				1	5

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No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
77	Grabowski i Wspólnicy Kancelaria Radców Prawnych			1	1	3			5
78	GRUPA AGORA		1	1	4		2	16	24
79	Grupa ANG (previously ANG Spółdzielnia)	3		4	1	2	2	3	15
80	Grupa Azoty Zakłady Azotowe „Puławy”				2			1	3
81	Grupa Enea	2	2	13	2	3		16	38
82	Grupa Eurocash			3	2	5	2	5	17
83	Grupa Kapitałowa LOTOS	1		3	2	1		9	16
84	Grupa Maspex				1			1	2
85	Grupa Muszkieterów							2	2
86	Grupa OLX		1		1	1	1	2	6
87	Grupa Polsat (Cyfrowy Polsat, Telewizja Polsat, Polkomtel)				3			12	15
88	Grupa Raben	2		5	1		1	5	14
89	Grupa Schiever w Polsce			1	3	1		1	6
90	Grupa Tubądzin				1			1	2
91	Grupa VELUX	2		1				1	4
92	Grupa Veolia w Polsce			2	3	1		2	8
93	Gumtree.pl					1			1
94	Henkel Polska		4	8	1	1	1	6	21
95	Hewlett Packard Enterprise Global Business Center		3	8				5	16
96	Hochland			3	4	1		2	10
97	Holding 1		1	3				1	5
98	Horus Innowacyjne Materiały Przemysłowe			2			1	1	4
99	HRLink					1			1
100	Huawei Polska		2					6	8
101	IBM Polska							6	6
102	IKEA Retail				5			5	10
103	Infosys Poland		1	3	1			3	8
104	ING Bank Śląski		1	3	4		2	6	16
105	ING Tech Poland		1	4	2			3	10
106	Intelligent Logitic Solutions							1	1
107	InterKadra			4	2			5	11
108	intive		2	1	2	1		3	9
109	Intrum	1		1	1				3
110	Jastrzębska Spółka Węglowa			1				3	4
111	Jeronimo Martins Polska	1		3	1	1	1	7	14
112	Jet Line			1				3	4
113	Job Impulse		1	1					2

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No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
114	Kaufland Polska Markety			2	6	1	3	5	17
115	Kompania Piwowarska			7	3		2	1	13
116	Kopalnia Soli „Wieliczka”			3	2			3	8
117	Korporacja Budowlana DORACO							1	1
118	KPMG w Polsce					1		5	6
119	Kronospan KO							4	4
120	Kronospan Mielec			1				2	3
121	Kronospan Polska			3	2	1		3	9
122	KRUK			1			5	2	8
123	Kuehne+Nagel			4	7	1		2	14
124	Leroy Merlin Polska			3	8	1	1	4	17
125	Lewiatan Holding				1	1	3	3	8
126	Lideo					1			1
127	Lidl Polska		2	1	4	3	2	1	13
128	L'Oréal Polska			1				2	3
129	L'Oréal Warsaw Plants				2			1	3
130	LOTTE Wedel	1	1	8	3			2	15
131	LPP	1			1			2	4
132	Lubelski Węgiel Bogdanka	1		6	4	2	1	3	17
133	Lyreco Polska	1		1	12	2	1	1	18
134	MAKRO Polska	1		4	5	2	3	4	19
135	Małopolska Agencja Rozwoju Regionalnego	2		2	1	7		4	16
136	Many Mornings		1		2			7	10
137	Mars Polska			1				4	5
138	mBank		1	7	1	1	5	6	21
139	MetLife			1				3	4
140	Międzynarodowy Port Lotniczy im. Jana Pawła II Kraków-Balice	1		1	2		5		9
141	MindBlowing				3				3
142	Minkiewicz Urzędowski Sobolewski Torba i Partnerzy Radcowie Prawni			1	1			7	9
143	Mondelēz International w Polsce				3				3
144	Monika Klonowska – Szkolenia		1						1
145	Move				1				1
146	Nationale-Nederlanden Towarzystwo Ubezpieczeń na Życie			2				6	8
147	Nestlé Polska							1	1
148	Nowy Styl			3	4	1		1	9
149	NSG Group brand owner Pilkington			2				3	5
150	Orange Polska	2	2	2	1		2	1	10

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No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
151	OVUM Rozrodczość i Andrologia							1	1
152	P.P.H. WObit E.K.J. Ober			1				5	6
153	Pelion	1		4	3			1	9
154	PepsiCo Consulting Polska				1			1	2
155	Performics							1	1
156	PGNiG Obrót Detaliczny						4	3	7
157	Pharmalink							1	1
158	PHARMAPOINT							1	1
159	Philip Morris Polska	1	2	4	1				8
160	PKO Bank Polski			1	1	1	2	2	7
161	PKP CARGO			4	1			1	6
162	PKP Energetyka	1		3	1				5
163	Polenergia			1	3				4
164	Polpharma	2		10	7			3	22
165	Polski Fundusz Rozwoju							4	4
166	Polski Holding Hotelowy			1		1		7	9
167	Polski Instytut Odszkodowań						1		1
168	Polski Koncern Naftowy ORLEN	1	1	6	2	1	1	14	26
169	Polskie Górnictwo Naftowe i Gazownictwo			5	5			5	15
170	Polskie Sieci Elektroenergetyczne							1	1
171	Poznański Park Naukowo-Technologiczny				1			1	2
172	PRO-SPORT							1	1
173	Provident Polska	2		7				3	12
174	PwC	1	1	7	4			13	26
175	PZU	2		2	2		1	8	15
176	Refinitiv Poland			3	1				4
177	Rekopol Organizacja Odzysku Opakowań				3				3
178	RELATIONS Maria Pawłów		1						1
179	Robert Bosch		1		1			2	4
180	Rödl & Partner	1	3	11	1	1		3	20
181	Rossmann SDP		1					4	5
182	Roto Frank Okucia Budowlane							2	2
183	Sabre Polska		1	3				1	5
184	Sage							2	2
185	Samsung Electronics Polska			2	1	1		8	12
186	Sanofi	1	1	3	2			10	17
187	Santander Bank Polska	4	2	9	4	2	3	12	36
188	Santander Leasing			2	1		1		4
189	SEGRO Poland				2				2

INDEX

No	Company	Number of practices in the area							Total
		Organizational governance	Human rights	Labour practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
190	Sela					1		3	4
191	Servier Polska			1				1	2
192	Shell Polska		2	3	1			2	8
193	Sii			6		1			7
194	SITECH	2	3	11	1			1	18
195	Skanska w Polsce	2		2	5		1	2	12
196	Sodexo Polska	1	3	2	3	1		2	12
197	Sopockie Towarzystwo Ubezpieczeń ERGO Hestia		1	6	7		2	4	20
198	Starbucks/ AmRest Coffee				3			2	5
199	Stena Recycling				2	1		1	4
200	Studio 102							1	1
201	SumiRiko Poland	1		4	1	1		6	13
202	SuperDrob							1	1
203	Szeptszum							1	1
204	Szybka Kolej Miejska				1				1
205	TAURON Polska Energia			9	8		3	2	22
206	Tesco Polska			2	2		2	5	11
207	Tetra Pak				1			1	2
208	TIM	3		3		3		3	12
209	T-Mobile Polska	2	1	3	3	1	2	7	19
210	Totalizator Sportowy	1	1	3	1		3	7	16
211	Uber Poland				1			2	3
212	Unum Życie TUIr			1				1	2
213	Urtica				1			3	4
214	VIVE Group				1				1
215	Volkswagen Motor Polska	3		13	4			7	27
216	Wawel				3	1	1	5	10
217	wonga.pl	6		8	1		1		16
218	WoshWosh				2			2	4
219	Wunderman Thompson Technology			3	1			2	6
220	Wyborowa Pernod Ricard							1	1
221	Zakład Utylizacyjny	1			1				2
222	Zentiva Polska			1				1	2
223	Związek Przedsiębiorstw Finansowych w Polsce	1					1	1	3
224	Żabka Polska				6			2	8
225	Żywiec Zdrój				2				2

ABOUT RESPONSIBLE BUSINESS FORUM



SELECTED ACTIVITIES OF THE RESPONSIBLE BUSINESS FORUM IN THE YEARS:

Over the last 20 years of its activity, the Responsible Business Forum has initiated projects and participated in initiatives supporting the development of corporate social responsibility in Poland. (...) Our social impact means sharing knowledge, participating in public debates, reaching out not only to representatives of business but also to public administration, students and consumers. We want to actively participate in the process of shaping corporate responsibility and sustainable development.

Marzena Strzelczak,
President, CEO of the Responsible Business Forum



Business is the main partner for the Responsible Business Forum activities. Initiatives undertaken under social responsibility and sustainable development for and with the business sector serve to strengthen the knowledge of the economic sector and initiate further projects to meet the current needs of business stakeholders

- 300** companies took part in events organized by the RBF
- Nearly **200** initiatives have been undertaken by the RBF under the Partnership Programme and the Diversity Charter
- 200** companies contributed to the creation of the RBF publication
- 479** mailings and newsletters were sent the RBF business partners*
- 50** companies take part in the Partnership Programme**

* in the years 2010-2019, excluding e-mails sent directly from employee mailboxes
** data from December 2020



REACH

Number of visits – online good practice search engine	Number of visits – downloadable report page
206 245 views	36 596 views
165 651 unique page views	25 188 unique page views

NUMBER OF REPORTED PRACTICES:

	New practices (since 2011)	Long-term practices (since 2015)
organizational governance	280	184
human rights	149	107
labour practices	1088	795
the environment	767	378
fair operating practices	211	124
consumer issues	252	191
local community involvement and development	1635	1255



- Most searched area**
ISO 26000 environment
- Most searched industry**
transportation & logistics
- Most searched SDGs**
Goal 3 – Good health and quality of life

* from April 12, 2018 to February 27, 2020
* In 2019, the number of new practices reported is limited to 10 for organizations.



- 8** editions
- 332** exhibitors¹
- More than **10 000** visitors
- 620** expert articles available on the responsiblebiznes.pl portal²
- 65** publications, infographics, and information brochures to educate businesses and their environment³
- 57** exhibitors¹
- 3 500** about thousand conference recipients
- 40** publications produced by research work⁴
- 600** about networking participants
- 13** thematic analyses⁵
- 15 000** about hits on virtual stands
- 30** trainings for companies and public administration⁶

1 Data as of the 4th edition
2 Data for the years 2008–2020
3 Data for the years 2001–2020
4 Data for the years 2003–2020
5 Data for the years 2013–2018
6 Data for the years 2015–2020



- 296** signatories*:
- 500 000** people employed by organizations signatory to the Diversity Charter
- 225** business signatories
- 36** NGOs
- More than **300** DC-related meetings, study visits and trips abroad
- 29** public administration, local government and embassy units
- 1833** media mentions, citations, references****
- 5** universities
- 10** thematic publications**
- 1** sports club
- 10** conferences
- 6** research projects

* as at December 31, 2020.
** as of 2012

SUSTAINABLE DEVELOPMENT GOALS



Goal 1
109 practices

End poverty in all its forms everywhere



Goal 2
46 practices

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



Goal 3
574 practices

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



Goal 4
433 practices

Ensure inclusive and quality education for all and promote lifelong learning



Goal 5
109 practices

Achieve gender equality and empower all women and girls



Goal 6
18 practices

Ensure access to water and sanitation for all



Goal 7
64 practices

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



Goal 8
415 practices

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



Goal 9
155 practices

Build resilient infrastructure, promote sustainable industrialization and foster innovation



Goal 10
244 practices

Reduce inequality within and among countries



Goal 11
179 practices

Make cities inclusive, safe, resilient and sustainable



Goal 12
344 practices

Ensure sustainable consumption and production



Goal 13
218 practices

Urgent action to combat climate change and its impacts



Goal 14
9 practices

Conserve and sustainably use the oceans, seas and marine resources



Goal 15
84 practices

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



Goal 16
47 practices

Promote just, peaceful and inclusive societies



Goal 17
90 practices

Revitalize the global partnership for sustainable development

www.responsiblebusiness.pl



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COMMUNICATION PARTNERS



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