



REPORT RESPONSIBLE BUSINESS IN POLAND

2009

English summary

Good practices Report



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„Responsible business in Poland 2009. Good practices” Report is a summary of the activities undertaken by companies, institutions and non-governmental organizations in the domain of corporate social responsibility and sustainable development. Report is an abstract of all the events that took place last year in Poland, in regard to these issues. A core element of the publication are corporate good practices – this year Responsible Business Forum has chosen 110 initiatives from all the applications sent. They are inspiring examples of principles of responsibility application in all sections of business – in the workplace, towards market, society, and environment. In addition, the Report contains articles and experts’ statements, analysis and review of last year events, research results review, and press and publications overview.

This year’s edition of the Report coincides with the 10th anniversary of the Responsible Business Forum (RBF) – it is also the 10th anniversary of the beginning of CSR promotion in Poland. For this reason, Forum is planning a series of jubilee events for this year, launched by the Report.



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EXPERTS' STATEMENTS AND RESEARCH RESULTS

Marcel Engel, Managing Director of regional partners network WBCSD, describes a new phase of the organization's activity in regards to the evolving approach to sustainable development. In his opinion, the time of raising awareness has finished, and now it's the time for implementing specific solutions. In the following years, we will be observing development of "green" innovations. WBCSD is entering this new phase with the project Vision 2050, which objective is to document all sorts of business solutions related to sustainable development.

Maria Jose Subiela, International Project Director at Business in the Community (BITC), summarizes last year and the state of corporate social responsibility in the world from the crisis perspective. She points out new challenges and dilemmas which emerged in the business and non-governmental organizations' environment, due to the economic situation. She highlights the need of regaining the trust to business, and verification of CSR models applied up to now by the companies.

Polish experts and consultants on CSR have presented short commentaries, which answered the question: "How was the year 2009 for responsible business in Poland?". The answers were presented by: **Jacek Dymowski** (Manager of CSR Institute, Values Grupa Firm Doradczych), **Małgorzata Greszta** (Managing Partner, CSR Consulting), **Liliana Anam** (Manager, CSRinfo), **Jacek Kuchenbeker** (Manager, Risk Management Department, Deloitte), and **Irena Pichola** (Sustainable Development and Responsible Business Team Leader at PricewaterhouseCoopers and RBF's Board Member). Experts have highlighted their recognition for the activities of the Ministry of Economy, and the creation of the first Polish stock index of responsible companies.

Georg Kell, Executive Director, Global Compact, describes last year as favorable for the idea of responsible business and for the Global Compact initiative, regardless of the financial crisis. In his opinion, it was a critical year, which has more than ever raised awareness of a need for responsible actions for ethical and environmental business standards.

Rafał Baniak, Undersecretary of State in the Ministry of Economy, describes the activities of the Group for Corporate Social Responsibility at the Ministry. The group is supported by four working groups, each working on specific solutions for promoting CSR in different business areas, and its surroundings. Among other activities undertaken last year, Rafał Baniak mentions the signing of a cooperation agreement between Responsible Business Forum and World Business Council for Sustainable Development, as well as preparing a guide for small and medium enterprises, entitled "Sustainable development".

Eliza Durka, Director of Marketing, Warsaw Stock Exchange, analyzes the state of responsible business in Poland from the perspective of capital market. She describes the mechanisms of responsible investing (SRI – Socially Responsible Investing), and the principles of the first Polish ethical index, developed in November last year – Respect Index.

Aleksandra Biały, journalist at "Rzeczpospolita", in a controversially entitled article "CSR in Poland is in bad shape" expresses her concern about the low level of consumer awareness and lack of citizens' activity in Poland. She encourages to deepen the debate about CSR, and is hoping to strengthen the mechanisms of social and consumer monitoring of ethical aspects of companies' activities in Poland.

Anna Paluszek and **Kamila Mazur**, coordinators of "Fashionably and ethically" program at Polish Humanitarian Action, are describing the principles of global supply chains. They point out the need to strengthen this element of CSR, which concerns company's relations with suppliers from the so-called Global South.

Natalia Ćwik, Knowledge Manager, Responsible Business Forum, cites the most interesting research from last year, regarding CSR-related issues. The results of research are showing that Polish society is in a process of deep transformation, including also attitudes towards business.

A global business perspective on Sustainable Development in 2009

TIn many ways, 2009 might be remembered as a year of transition from the old world economic and political order into a new phase in global relations. While much of the industrialized world struggled to slowly come out of recession, emerging economies continued emerging, with an ongoing power shift from the old G8 to the newer, bolder G20. New leaders were elected in the United States, the European Union and Japan. The financial crisis enhanced the appetite for radical reform of the international financial system. And on the corporate front, the crisis has shaken earlier dominant companies, some of which went into bankruptcy.

2009 has also been a remarkable year for Sustainable Development (SD). Despite the world community's failure in reaching a solid agreement at the UN Framework Convention on Climate Change's COP 15 in Copenhagen, this year marked a tipping point for SD. The long era of awareness creation and discussion on principles that started at UN Conference on Environment and Development in Rio 1992 has come to an end. We are now entering a new phase of green solutions and implementation of actions. Reflecting this, the WBCSD's Vision 2050 Project began documenting the spectacular breadth of business opportunity inherent in pathways toward sustainability.

The growing links and overlaps of different sustainability agendas - such as climate change, poverty and natural resource scarcity - and the need for systems thinking and systemic solutions to coordinate them, also became more evident this year. The WBCSD started responding to this challenge by linking its various programs. For example, our Water Project is working on the connections between water and energy, our Development Focus Areas initiated an "energy for development" workstream, and several WBCSD member companies are in the process of launching a new cross-cutting *Urban Infrastructure Initiative*. In the words of WBCSD's President Björn Stigson, "the green race" is on - both among governments and companies. Sustainability is increasingly becoming the key driver of innovation and a measure of the quality of a company's management. Combining these company drivers with government support for green innovation and knowledge delivers a powerful business case and stimulus for the green race.

The WBCSD is reviewing its strategy to take advantage of the fact that the notion of SD is reaching a positive tipping point. The new strategy will highlight the Council's role as the leading business advocate for the right framework conditions for business to make an even more effective contribution to sustainable human progress.

Much of the action in advancing towards a more sustainable future will take place at the national level. A cornerstone of the WBCSD's new strategy is therefore further intensifying the co-operation with our Regional Network, which consists of 60 like-minded partner organizations around the world, among them very prominently the Responsible Business Forum in Poland.

Marcel Engel
*Managing Director,
 Regional Network & Development Focus Area
 World Business Council for Sustainable Development (WBCSD)*

International CSR Trends in 2009

For the responsible business movement 2009 was a very challenging year. As put by the Economist early in May 2009 the recession is a test of companies' commitments to doing good.

Around the globe all eyes have been on how companies reacted to the recession. Was this the end of the responsible business movement because there could be no time to think of social and environmental sustainability when the sustainability of the business itself was at risk? Or had all the years of work and discussion which preceded the crisis had an impact on how businesses do business?

CSR organisations around the world reported that while there hasn't been a big drop in their membership, which suggests that companies were still committed to the responsible business agenda, there have been big cuts in budgets. Consequently the environmental, community, workplace and market place programmes in each company felt the impact which the recession had on all areas of the business: cutting costs, re-assessing of activity and strategies. While companies tried to avoid stopping existing programmes, and most managed to honour existing commitments, they were all cautious about starting new lines of work or making big commitments for the future.

Budget cuts translated, for the third sector, in extra pressure, with less funding to meet social need and more social need to be met. In the UK for instance, the demand for financial advice, housing support, job hunting and psychological support increased while the NGOs providing these services were under strong financial constraints.

In some ways this recession may have been an opportunity to rethink and turn some programmes into more effective and strategic ones. This is fine, but the question is whether the debate has been deep enough and if we are really talking about managing business in a responsible way. Have we used the opportunity this crisis presents to really think what a responsible business is? What's the point of having a community investment programme if at the same time the business is based on unsustainable growth? Could we promote employee volunteering programmes while laying off a big proportion of the workforce?

The financial crisis brought with it a crisis of trust. The taxpayer had to save the biggest and most powerful financial institutions while the management of these institutions managed to

keep their bonuses. It will be interesting to see how far Obama manages to restructure the American financial sector and whether the American example will inspire others. The challenge ahead for CSR organisations will be how to help rebuild trust in businesses, but at the same time challenge businesses to keep improving their responsible practices, to learn from what brought the crisis on, and not just do business as usual. For those companies who believe in the responsible business agenda, the way to rebuild trust is through revisiting their business practices. If a bank, through reviewing not only its hiring practices, its environmental footprint, the way it relates to the immediate community, its treatment of employees, and how it develops financial education programmes, but how it lends, how it advises customers on their debts, how it administers assets and funding, how it develops financial tools, at the end of the day this will be how it intends to do business. In the middle of the crisis customers around the world continued to get calls from their banks offering more ways of getting credit, trying to sell more credit cards; these are the practices that need to be revisited if trust is to be rebuilt.

A sound responsible business programme will help companies rebuild trust. We will live in interesting times. Let's keep the debate alive.

Maria Jose Subiela
*International Project Direktor
 Business in the Community*

2009 – what year was it for responsible business in Poland?

“2009 was definitely a good year for the development of CSR in Poland. Although the crisis brought reduction in the cost of charity projects, on a strategic level the planned activities were being continued. In 2009, it was already possible to identify the group of companies, having formulated and implementing a CSR strategy. The number of companies interested in introducing CSR has also increased, spurred by the more active attitude of the business circles, and by publicizing standards and CSR ideas by media.

The biggest events, that have the potential to build a more favorable climate for responsible business in Poland, are in my view the appointment of the Team for the Corporate Social Responsibility by the Prime Minister, and the launch of the first index of responsible companies – Respect Index – on Warsaw Stock Exchange. I'd also like to point out the promotion of CSR among small and medium-sized enterprises in regions. Substantial level of projects is diverse, however, they shape the perception and understanding of CSR among SMEs outside the capital.

Liliana Anam
CSR Advisor, Manager CSRinfo

“As a born pessimist, at the end of 2008 I foretold, that next year would be a time of trial. As it turns out, recession is not as painful as it might have seemed a year ago, and thus the trial was not strong enough to cause any significant changes. In my view, there is still too little responsible management, and too many activities aimed at image creation solely.

It would however be unjust to generalize. One can't help noticing a number of good practices and the growing interest in CSR. Nevertheless, a critical mass is still missing. And that can only be obtained through economic incentives.

For this reason I consider an important event – as immodest as it may seem in view of my involvement in the project - the launch of calculating the first stock index for responsible companies by a partnership of the Warsaw Stock Exchange, Kulczyk Investments, Deloitte and the Forbes magazine. For the same reason, namely because of the chance of developing macro-economic incentives, the creation of a panel on CSR by the Government can be considered important.

Jacek Dymowski
*Manager of the Institute of CSR,
Business Advisory Group Values Ltd.*

“Less empty declarations and more strategic involvement of the largest companies on the market – that would be my summary of 2009 for the CSR in Poland.

This challenging year has verified the CSR involvement of many companies. While previous years had brought an vast number of declarations, the crisis forced many companies to analyze and verify their assumptions. Those companies, which in recent months have shown their determination to implement a CSR strategy, have proven it to be an integral part of their business. The reason being that CSR strategy integrated with overall business strategy should also be beneficial for business in difficult times, in contrast to activities undertaken for promotional effect only. Thus no wonder that those companies who only treat CSR as an element of public relations have quickly abandoned it in the face of difficulties. In turn, a group of companies, treating corporate social responsibility as part of business strategy and element of positioning in the market against competition, approached their involvement in a more strategic manner. Several major companies, including companies with Treasury shareholding, decided to develop a long-term CSR strategies. For this reason, many new companies emerged in the recent edition of CSR Ranking published by “Gazeta Prawna”.

Margaret Greszta
*Managing Partner of CSR Consulting,
consultant and expert of corporate social responsibility
and sustainable development*

“In my opinion the year 2009 was a breakthrough for the development and understanding of CSR in Poland. The crisis forced many companies to revise their business strategies, and sometimes make dramatic cuts and restrictions – undoubtedly an important test for CSR. I have the impression that it has been passed successfully. For companies it was an opportunity to review their CSR activities. It was the point to look at CSR strategically and from the perspective of benefits and reasons for implementation of initiatives in this field.

We have worked with many clients on CSR strategies and accurate verification of CSR activities. A number of them decided to issue comprehensive CSR reports, endorsed with numerous social indicators and measures. Their activities match those of the international leaders in this area and will certainly be an example to others, bringing an interest of their customers, suppliers and competitors.

The development of a strategic approach to the subject of sustainable development and CSR has been overshadowed by the unsatisfactory results of the negotiations on the climate summit in Copenhagen, or lack of guidelines and a definite interest on the Treasury of Poland, although certain steps have already been made in this respect.

Irena Pichola
*Sustainable Development and Responsible Business
Team Leader, PricewaterhouseCoopers,
Board Member of Responsible Business Forum*

“I have the impression that last year brought a significant acceleration in the process of penetration of the concept of corporate social responsibility into the awareness and strategies of companies operating in Poland.

It slowly ceases to be a byword and a business attitude of large international corporations only. There appeared the first companies with smaller-scale activities, including those belonging to the SME sector, who recognize the importance of being responsible and appreciate measurable benefits of CSR, including those related to building competitive advantage with application of CSR tools. I also see great potential in launched on the Warsaw Stock Exchange in November 2009, the first in Central and Eastern Europe index of responsible companies – RESPECT Index. The educational dimension of this project should in a relatively short period of time contribute positively to CSR concepts infiltrating in both, the listed companies and other enterprises, operating in Poland.

Jacek Kuchenbeker
Manager of Risk Management Department, Deloitte

UN Nation Global Compact: 2009 – A critical test

2009 was a critical test for the UN Global Compact, and the corporate responsibility movement more broadly. Despite fears that the economic downturn would dampen work to advance UN Global Compact principles, our initiative is stronger than ever. The vast majority (91%) of business participants report that they maintained efforts to implement the principles in 2009 – with 20% indicating an increase. Similarly, nearly all (94%) report that the relevance of their participation in the UN Global Compact did not decrease last year – with 25% considering the initiative more relevant in the wake of the economic downturn.

These findings are backed up by robust business engagement around the world during 2009 – for example in our global working groups on human rights and anti-corruption. Our CEO Water Mandate released a framework for next-generation water disclosure by business and our Caring for Climate campaign galvanized hundreds of companies to report on their climate actions and call for a global climate agreement. We witnessed record turn-out at our Local Networks Forum and welcomed over 1,500 companies and non-business organizations to the UN Global Compact throughout the year.

In fact, the fall-out from the financial crisis and the intense spotlight on the threats of climate change in 2009 have helped push the corporate responsibility agenda towards a tipping point. There is now broad understanding that our globalized marketplace requires a stronger ethical orientation, better caretaking of the common good, and more comprehensive management of risks.

Georg Kell
Executive Director
UN Global Compact Office

* text is a part of Global Compact Annual Letter to Participants and Stakeholders

Governmental action on CSR in 2009

The Polish Government has actively engaged in creating an international economic reality by taking several initiatives in international organizations. The most important in this process are shaping the EU's economic strategy after 2010 and the future strategy of sustainable development. In the ongoing discussion is necessary to avoid separating economic goals from the long-term sustainable development challenges, and recognizing that the undertaken actions can reinforce each other. However, it should be borne in mind that the adjustment process, particularly the objectives of the European Community in respect of a low carbon economy requires a flexible approach in determining opportunities and the pace of change in the individual EU Member States.

I am glad to conclude that there is a growing interest in Poland about corporate social responsibility (CSR) among managers, business environment institutions, investors and government. It is slowly becoming a determinant of corporate governance and priority in building a comprehensive strategy for business development. One of the most important activities of government in the area of CSR in the past year was the establishment, by a decree No. 38 of the Prime Minister dated 8 May 2009, of the Team on Corporate Social Responsibility, which I am happy to preside. The team meetings are held quarterly, its main objective is to exchange knowledge and experiences and to work out recommendations on the development of CSR in Poland. In order to efficiently carry out the tasks of the team, four work groups have been set up within it. Their focus: development of a promotion system for CSR in Poland, promoting sustainable consumption, education in the field of corporate social responsibility and responsible investment. A number of experts is involved in the work of the Team and its working groups, recruited both the government and business side, community organizations, trade unions, business groups and academic circles.

Working group on responsible investment commenced its activity during a seminar on responsible investment, which took place in December 2008. The prestige of the event was raised by the fact, that along with the Polish speakers there have been foreign experts, representing organizations involved in the development of the concept of responsible investment in the world. The discussion conclusions became the basis for setting priorities for the Working Group. The need to increase intensity of activities aimed at raising awareness of responsible investment to diversify the portfolio of Polish investors, as well as the development of appropriate assessment tools available in the market for investment, have been highlighted in particular.

Despite the actions taken, there are a number of challenges in the area of CSR to be met. The key issue is to increase transparency, particularly in the area of reporting, and to build public support for the concept of CSR and the development of a civil society. In this context, the important issue is effective communication between government levels as well as intensifying the dialogue between the government and representatives of industries and industrial sectors. What may be helpful in this respect is, cooperation between the Ministry of Economy and Responsible Business Forum, the World Business Council for Sustainable Development, counting approximately 200 members from 35 countries, launched in 2009. Ministry of Economy also points out that small and medium-sized enterprises need to be engaged in actions for sustainable development. "Sustainable Business" – published last year, presents specific advice, tailored to Polish realities, and indicates that CSR is as an important element in shaping a competitive advantage in the supply chain.

In order to intensify the efforts aimed at promoting CSR in Poland, the Ministry of Economy in cooperation with the Confederation of Polish Employers, the Ministry of Labor and Social Affairs took part in the competition - organized by the European Commission – for funding of the national CSR platforms. A priority of the project is to analyze the needs and to supply specific target groups ranging from representatives of business, particularly small and medium-sized enterprises, by government employees and academic circles, and the least active in this area consumers, with "tailor-made" activities. Results of the contest are to be announced in early 2010.

Rafał Baniak
Vice-minister
Ministry of Economy

Respect Index is a vehicle for CSR development in Poland

The year 2009 has shown that more and more environments in Poland are focusing on the CSR idea, and this concept is starting (slowly, but still) to be noticed by the companies' boards, that is the people responsible for creating and approving strategies of enterprises. Respect Index (index of socially responsible companies in the WSE main list), created by the Warsaw Stock Exchange in November 2009, is a milestone for Polish CSR development, as it gives Polish companies an opportunity to come closer to the real idea of CSR – which is an added value, coherent with strategic goals of the company. I use an expression “gives an opportunity” on purpose, as Polish market is currently distant from considering CSR on such mature and business-oriented level.

Although corporate social responsibility is an area with which Polish business and business-related environment have already accustomed with, SRI - Socially Responsible Investment, is still a land to discover and learn about, for all market participants. Let us discover and learn about this land as soon as possible, as it is de facto the only right – because of its business nature – way for CSR development in Poland. What is responsible investment (SRI) and how is it different from CSR? To make it as simple as possible – CSR is an activity which takes under consideration social responsibility performed by the company. Whereas SRI means investing in those companies (both by institutional and individual investors) which take CSR under consideration in their activities, and they do so with a profit for the company's value – a profit noticed by the market, that is by investors.

Government's activities are also of a great significance – vice-minister of economy has been appointed as a plenipotentiary for CSR matters. This year, working groups at the Ministry of Economy have started, which members (stakeholders from all environments – business, NGOs, regulators) will be working on solutions on the national level. WSE has actively joined the working group on responsible investment.

A few words about the Respect Index itself. It has been created by the Warsaw Stock Exchange in November 2009, in cooperation with Partners (Deloitte, Kulczyk Investment, Forbes), as the first index of socially responsible companies in Poland and Central-Eastern Europe. 16 companies are currently included in the index – these companies have received the assessment of superior rating in the research conducted before creation of the index, and according to that rating they were ranked.

This initiative is not aimed at, as I have mentioned above, promoting CSR in Poland, but more at getting investors interested in those listed companies, which are extraordinarily engaged in CSR activities.

For the purpose of studying companies listed on the WSE, and creating Rating and Index of socially responsible companies, the social responsibility is here understood as a management strategy and approach to the concept of conducting business. It involves building a good and lasting relationship with the wider business environment (i.e. with all stakeholders: employees, suppliers, customers, community, shareholders), and envisaging the care of natural environments. These relationships are based on mutual understanding and respect, which enables the companies to develop in sustainable and predictable manner. As a consequence, they are less susceptible to a couple of risks. When making business decisions, they assess not only financial results, but also social and environmental ones. Respect is an acronym of words which best describe pillars of CSR: Responsibility, Ecology, Sustainability, Participation, Environment, Community, Transparency.

In analysis of the companies, economic, social and ecological aspects of their activity were taken under consideration (i.e. triple-bottom line investment). Due to the purpose of the study, a lot of concern was dedicated to the wider company's management elements, corporate governance, and investors relations included. Criteria of assessment and questions were prepared on the basis of internationally recognized and disseminated standard Global Reporting Initiative (GRI – www.globalreporting.org), which was adapted to Polish environment and completed, with aspects especially significant from the economic crisis point of view, which occurred during the time of the study.

Warsaw Stock Exchange perfectly fits the world trends of building socially responsible investment, with Respect Index being a precursor in the Central-Eastern Europe. Indices which have been introduced in the world so far are i.a.: Dow Jones Sustainability Index series (DJSI, 1999), FTSE4GOOD series (2001), FTSE Johannesburg Stock Exchange Socially Responsible Index (JSE SRI, 2004), Sao Paulo Stock Exchange Corporate Sustainability Index (BOVESPA ISE, 2005), KLD Global Sustainability Index series (GSI, 2007), Standard & Poor's India Environmental, Social and Governance Index (S&P ESG, 2008).

I am hoping that Respect Index will turn out to be a vehicle for CSR development in Poland. In a longer perspective, WSE aims at disseminating activities of Respect Index to the Central-Eastern European region, thus becoming a benchmark both for companies wishing to raise their value in the eyes of the market, and for investors themselves, interested in socially responsible investment.

Eliza Durka
Director of Marketing, Warsaw Stock Exchange

CSR in Poland is not doing well

Despite the crisis, companies continue to engage in corporate social responsibility activities. The year 2009, brought a number of new CSR initiatives, including those in Poland. It needs to be said however, that the Poles take little interest in the origin of the products they buy, or in a conduct of companies producing them.

I experienced it the hard way when stuck at home with a broken leg I had to ask my family or friends to do the shopping. My requests that certain brands of products not be bought arouse amazement and accusations of being capricious. I also learnt how modest is the interest in knowing the origin of the products we buy, while collecting materials for the article on the risks extinction of certain fish species. This is why the European Union requires that all fish sold in EU be accompanied with information on the fishery it comes from. Supermarkets in Poland ignore those provisions, arguing that Polish consumers are not interested in this kind of information. Sometimes, however, I do ask. – What do you mean where from? From the ocean. – I heard once from a salesperson.

These and similar observations intrigued me: why do corporations in Poland get involved in the CSR projects, if so very few people in our country are interested in the origin of products? Why this corporate need to do good? Is it for hope of higher return? Perhaps the desire to improve reputation?

In the West, where CSR came from, consumers have been interested in the activities of companies for decades. In Poland, we don't speak much of the fact, that corporate social responsibility emerged in response to consumer boycotts. The most renowned of those took place in the 70s and 80s of the last century, against companies investing in South Africa, including Barclays Bank. Their peak falls for 1995 when one of the fuel companies were charged with complicity for the execution of nine Nigerians, who were opposing to investment in the local province. Those boycotts have shown how important corporate reputation is, and how activists and consumers are able to shake it.

Finally, in 1998, the said company published a CSR report, as one of the first large companies. Very soon after this the [CSR] movement had become a real industry. Similar process is taking place in Poland. In addition to the growing number of corporations engaging in corporate social responsibility activities, a

number of consulting firms offering consultancy or assistance in the preparation of CSR strategies, were also created last year. In November, RESPECT Index made his debut on the Warsaw Stock Exchange. It will allow to assess how much investors earn investing in the socially responsible companies - according to a special study.

Still, the "second leg" is missing – i.e. consumer initiatives, as a response of the group, to which corporations are addressing their actions. Therefore, I am waiting for the Polish alternative media. In Great Britain, the Independent News Collective (INK) represents publishers of nearly forty publications. They are a great source of knowledge on how the companies declaring CSR activities are actually being evaluated. Interestingly enough, they often hold last positions on the list of the most ethical companies. It is the alternative media where you can learn about the calls for boycotts of countries or corporations and see the arguments justifying these actions. Such information does not pass through commercial media. Recent crisis has shown how very depend they are on advertising of big corporations.

I am also waiting for a discussion on whether to regulate the CSR activities of companies. Skeptics argue that as long as the scope of social responsibility is being defined by companies themselves and not society - it is bound to remain only an excellent PR. Most frequently cited example is that of the American Enron, which ... was recognized as a leader of CSR activities. However its collapse in 2001 showed, shows clearly how far a company statement can be from reality.

Looking from the outside and the reaction of consumers to corporate actions may result in CSR in Poland standing finally on two legs.

Aleksandra Biały
Rzeczpospolita

Responsibility in the global supply chain

The very first question that comes to mind, while thinking about the social responsibility, is its extent, or rather – what it should be. Where the co-responsibility of a company towards its subcontractors starts and where does it end? Globalization brought about a continually growing chain of interdependence and affiliations. Let us try to consider, in this context, what should a responsible business in a global world be like.

It goes without saying that the key issue and the focal interest area are the global supply chain and responsibility within it. According to „A Risky Business? Managing core labor standards in supply chains” 45% percent of interviewed companies still do not have policies or management systems, which would ensure compliance with the International Labour Organization standards towards all the employees in the supply chain. We continually hear about the irregularities in the factories of the global South – routinely a supplying county – as well as in home enterprises. A question arises at this very point – who should take responsibility for the improper treatment of the employees, very far from the international standards? Is it enough to say, that the people in question are not employed directly by the companies ordering products from those factories? Why does the social responsibility vanish behind the horizon with growing distance?

At the same time we witness the growing popularity of 'green companies', orders and consumers. A call for environment protection, be it locally or in the far away countries of Asia or Africa arises no doubt. Finding ecological companies, products or consumers is not a challenge. At least declaratively. It is however hard to convince a regular polish consumer or entrepreneur that his/hers purchasing or business decisions, influence the life of a regular Bangladesh citizen. These connections were the subject of the speech by Kalpona Akter, from Bangladesh Center for Workers Solidarity, invited to Poland by Polish Humanitarian Organization in march 2009. The story of textile-clothing industry in Bangladesh is a perfect illustration of the process, taking place in global economy. Allocation of the global South production seemed a perfect illustration to promote the development of both – the enterprises of the rich North, and the economically weaker, but possessing cheap labor, South. At the moment the textile export constitutes majority of GDP of this small country, where approximately 2 millions of people are employed in textile industry. The status quo is being preserved by the lack of interest of western entrepreneurs, polish included, in the conditions in which the people, sawing clothes for them, work.

The common ignorance and complacency of societies of the rich North, no questions, no interest in knowing in what conditions the goods we consume are produced, is in fact a consent to violations, often forced by the short delivery times and growing competitiveness. It is not enough to take the suppliers assurances for granted, or go by ones convictions that low-paid employees can't produce high quality clothing. The numerous scandals in the factories working for the top world brands speak loudly against that conviction of some polish enterprises. Perhaps the trust could be aided by some questions, contractual clauses, the audits of independent multi-stakeholders initiatives, such as Fair Wear Foundation. Such audit, unannounced and thorough, oftentimes discovers truths about the factory, we are not likely to get to know over the course of a meeting, focused on production costs and a quick delivery times. It requires certain changes in the management system and introduction of the social responsibility strategy in all areas of influence on people and the world.

The purpose of "Fashionably and ethically" project is to show that the social responsibility – not only in the textile industry – requires that we open our eyes to the growingly frequent economical affiliations in the world. Many initiatives, focusing on the North-South interdependencies, started operating in Poland previous year. In their number is Clean Clothes Polska – the fourteenth coalition on international consumer movement towards the improvement of work conditions in the supply chain www.cleanclothes.pl.

Let's hope that the growing interest in corporate social responsibility will bring larger interest in the real opportunities of introducing positive change in the weakest, so far, places, namely the southern countries suppliers.

Anna Paluszek, Kamila Mazur
Project „Fashionably and ethically”
Polish Humanitarian Organization
www.modnieietycznie.pl

CSR in research in 2009

There is no doubt as to the fact, that the interest in CSR of Polish companies, is rapidly growing. Does it imply that along with the higher interest of business, extra-authority and academic circles in CSR, the number of studies, providing „hard“ data on various aspects of CSR is growing? The results of some selected research, conducted in 2009 in Poland, are presented below. Their number, diversity as well as complexity are growingly larger. The presented analysis points to the society and economy in the profound transition process.

THE NEW PERCEPTION OF THE ROLE OF BUSINESS IN THE SOCIETY – THE END OF “TRANSFORMATION” PHASE

“Rzeczpospolita” published results of the study concerning perception of entrepreneurs by the society (“Rz” commissioned the study to GfK Polonia) last November, and confronted it with the results of similar study of 2006. The comparison of results showed major change in the perception of business by the Polish people, especially a clear end of mistrust towards entrepreneurship on whole, typical of the transformation phase. According to Poles, the most important qualities of an entrepreneur are well-being (79%) and his usefulness to the society (74%). The second result signifies an important change in the perception of the role of business in the society (the result of the 2006 showed 3% less). Hence the stereotype of „the exploiting entrepreneur“ is disappearing. After 20 years of the free market economy Poles are „used“ to its mechanisms, and the word „capitalism“ is losing its negative connotations.

The other qualities, mentioned by the responders, were: „works more than others“ (67%; increase by 11% in comparison to the 2006 result) and „is well educated“ (65%). However, the biggest change was that, in the area of investment. According to 56% of the responders (as much as 15% in plus), the Polish entrepreneur “invests in the enterprise even at the expense of his own consumption”. Clearly the Polish people understand better business principles and fully appreciate the role of the long-term investment.

This change of attitude towards free market economy was also confirmed by the analysis of the Public Opinion Research Center (CBOS) of March 2009. The following statement from the report “Poles believe in free market economy” indicates clearly, that the level of acceptance towards free market economy has reached the level unprecedented in previous years. “Nearly 59% of Poles agree with the statement that the capitalist economy based on the private entrepreneurship is the best economic system for our country”. It would thus seem, that the business in Poland

is functioning in growingly more concessive environment – the society sees and appreciates its vital role in improvement of the quality of life.

However the research of “Rzeczpospolita” and CBOS seem to also point to less optimistic feelings towards the business and economy. The managerial quality least frequently mentioned was „concern for employees“ (43%). According to the CBOS study „people still believe, that the free market economy constitutes a chance to enrich for few (69%), and that the average people have minimal chance to improve their life situation“.

TRUST AND EXPECTATION TOWARDS BUSINESS IN TIMES OF CRISIS

The 2009 was the year of summaries and analysis related to the economical crisis. Many thought that the business’ interest in the corporate social responsibility practices will diminish, and that the society will withdraw its support for the private sector. The reality was somewhat less dramatic, although far from what it used to be, before the crisis.

According to the Edelman Trust Barometer study of 2009, the general level of trust towards business in Poland did not decline as dramatically as in the other European countries – as a matter of fact it remained unaltered in comparison with the previous year, i.e. on the level of 47%. The only sector that did loose trust was the banking sector. The other dramatic decline was that in credibility of business messages – only 15% responders trusted the management statements; similarly low was the credibility of companies’ web pages.

Perhaps the most significant signal for business, expressed in the survey, is that on the role of private sector in global problems solving – in short it can be called „inter-sector cooperation“. In the opinion of as much as 71% of responders, business, government and the third sector should cooperate in order to fight such phenomenon as the financial crisis or global warming.

It is thus clear that the expectations of Poles towards business significantly exceed mere effectiveness and work places creation – they expect global responsibility and solidarity as well as commitment towards social and environmental issues.

CSR THAT CAN (FINALLY) BE MEASURED

One of the biggest arguments against CSR is the difficulty in measuring the influence of social responsibility on company’s

results and value. The GoodBrand Social Equity Index study of GoodBrand&Company, conducted in Poland for the very first time, finally makes it possible.

Its methodology allows to determine to what extent the social responsibility characteristics of a company (which constitutes of seven elements: flexibility, work ethos, involvement in the environmental issues, corporate citizenship, closeness/familiarity, and social usefulness) influence brand’s position against other brands within the category. The second applied variable is so called “brand energy”, constituting of four “business” parameters. The analysis showed strong connection between the social capital and the brand energy, which in broader perspective may reflect the connection between social responsibility of a company and its market position. Commercial brands as well as chosen Polish extra-authority organizations, national symbols, institutions and cities were the subject of the study. The strongest correlation between social capital and brand energy, of all examined brands, was The Great Orchestra of Christmas Charity. Amongst the commercial brands – TVN.

The condition of a responsible company, from the capital market perspective, is to be verified by the first Polish stock market index, which construction is based on the socially responsible companies ranking – Respect Index. It is the result of cooperation of Warsaw Stock Exchange, Deloitte company, Kulczyk Investments and Forbes magazine. The A level rating, allowing the company to action in the index, was received by merely 16 of 118 companies, audited for the index according to the methodology created by index originators. The highest score was achieved by the companies known for their and sophisticated approach towards CSR – i.e. LOTOS Group, PKN Orlen, PGNiG. It is thus quite clear, that the index creation can be considered a milestone in the evolution of CSR in Poland, as it draws attention to the fact, that responsible business can go hand in hand with profit for investors.

RESPONSIBLE BUSINESS IN POLAND RANKING 2009

The third edition of Responsible Business in Poland ranking, led by Dr. Boleslaw Rok, “Gazeta Prawna” and PricewaterhouseCoopers in cooperation with the Responsible Business Forum, pointed to the growth of the strategic – i.e. integrated with the whole of business operations - approach towards CSR (an increase of 25% in comparison to year 2008). Customer relation was yet another category that showed growth. Three companies – Kompania Piwowarska, Danone and Henkel Polska have gained the highest number of points in this category. A 7% decrease was noted in the area of social involvement, resulting – in opinion of ranking authors – from lower number of activities in this area, undertaken during the crisis. Ranking methodology is being improved yearly, so as to adequately monitor the quality of social responsibility management. A number of companies have made a significant progress in this area in the year 2009, reaching a much better result than in previous editions. Danone and Kompania Piwowarska still are the ranking leaders, keeping their result of 2008.

Rankings have as many supporters as they have the opponents. It is certain, however, that the need for reliable methods of analyzing and evaluating the progress, companies are making in terms of social responsibility is rising, as CSR penetrates the structure of Polish business more widely and deeply. Responsible Business Ranking is one of the very few tools on the Polish

market, making it possible to compare this progress, over the years.

MANAGEMENT VS. MANAGERS - DIFFERENT VIEWS ON CSR

One of the important criteria for companies aspiring to find themselves in Respect Index, was the board’s involvement in the area of social responsibility. Study conducted by a research firm GfK Polonia, commissioned by the Academy for the Development of Philanthropy and the Business Center Club, as part of the Well Perceived Company project, shows that it is hard for the highest managerial staff in Poland to correctly identify what social responsibility is. An understanding of the CSR concept of board members is rather superficial, in comparison to that of CSR managers, and evolving around sponsorship and philanthropy or “good deeds”. The Policymakers have problems in identifying the business benefits of a strategic approach towards CSR and limited knowledge about the systemic approach to accountability. The study also points to another important issue, a very important barrier for CSR development in Poland – the mentality, according to which the public interest and that of companies, are incompatible.

Poles on CSR – responsible, means fair to employees

There was another important part of the Well Perceived Company study, namely a survey of Poles opinion on corporate social responsibility. When asked the characteristics of a responsible company the surveyed responded: “treat well/care for employees” (80%), “offer goods and services of good quality” (62%) and “obey law” (54%). “Solving socially important problems” (7%) and “promoting culture and sport” (3%) were at the very end of the list. Thus the issue of relations with employees, a theme of “Rzeczpospolita” study, returns. Clearly this is the area closest to the responders’ experience and thus bearing the largest influence on their opinion about the company.

There was also a question on the most appropriate of social involvement of the companies, in the survey. Most frequent answers were financial support and support in kind (62% and 61% respectively). The social marketing and employee The lowest approval gained such activities as driving / turning in cause related marketing (24%) and volunteer programs for the staff (25%). 88% of respondents said that companies should inform the public about their social responsibility, preferably by media (51%), however employees were considered the most reliable source of information (40%). The study clearly indicates that a social involvement program or sponsorship will not replace ethics in relationships with stakeholders, particularly in relation to the staff. The staff constitutes the most important resource of a company – according to the Poles – and it is the staff that “certify” company’s responsibility.

EMPLOYEE ETHICS - WHO IS ULTIMATELY RESPONSIBLE?

In September 2009 Euler Hermes, a business consultancy company, has published a study, according to which 92% of companies in Poland report losses due to employee fraud. In opinion of commentators, so dramatic a situation, is the result of the crisis and the fraud perpetrated by the employees in highly emotional circumstances, such as being let go. What is the most worrying here is the fact, that the magnitude of this phenomenon, similar regardless of the industry and company size, is growing rapidly. Compared to previous year an increase of

nearly 40% was noted. As it turns out, a large number of fraud is never disclosed, oftentimes being covered up by the employees themselves, for fear of damage to company's image.

Such data shows that not only is the so-called dialogue with stakeholders extremely difficult, but also requiring a very mature attitude from all parties involved. Regardless of the high position granted the Poles to the employees in the hierarchy of stakeholders, **it can never be assumed a priori, that one of the parties in the relationship business-stakeholders is more just or more responsible.**

BUSINESS AND NGOS – THE STATUS OF COOPERATION

Over the years the relationship between business and non-governmental organizations, was based on a stereotype. Business believed that the third sector organizations were inefficient and unprofessional. NGO workers, in turn, believed that the business lacks understanding of the social mission and fails to support their initiatives. According to research, conducted in 2009, although the parties no longer stand by their former beliefs, there still exist significant barriers to strategic cooperation between them. In order to become partners business **they need to communicate better and determine both, the form and terms of cooperation, with their social partners.**

The third edition of the **Index study BI-NGO**, monitoring the communication of their social engagement on the websites of companies from the Fortune 500 list, showed apparent decline in such categories as politics and business leadership, relationship building, financial transparency and result measurement, which in consequence led to a lower value of the index in 2009. The above cited fact means, that the scale and quality of social involvement of companies has diminished, in comparison to previous years. The value of the index in 2009, was diminished by one element predominantly, namely the lack of clear information about the cooperation with social partners, despite the fact that a 10% increase was noted in the number of companies devoting a section on their website to this subject. The result is very surprising – it would seem, that the initiative once taken, will be developed, or at least continued in their previous form. Meanwhile, the Index results show the apparent setback. Only the next edition we provide answers to whether it was caused by the crisis. However, there were also positive findings – for the very first time in the history of research the maximum number of points was awarded. The leader was a bank - Citi Handlowy.

There was a number of interesting conclusions of the study on the relationship of companies with non-governmental organizations presented Dr. Janusz Reichel of the University of Lodz. The survey was conducted among representatives of organizations. According to the study the relationships representatives of the private sector and non-governmental organizations, i.e. **networking** plays very important role in initiating co-operation between them. NGOs have positive attitude towards cooperation with business, especially those who have already had experience in this area. Although the forms of cooperation can't be yet defined as full strategic partnership, the one-time support is becoming rare. Interestingly, 30% of responders indicate, that the co-operating with them companies, do monitor the use of the aid nor expect that the results of cooperation be measured.

YOUNG PEOPLE ON CSR

Last year, the Responsible Business Forum in cooperation with the research company Gemius carried out a study on **young consumers' attitude towards corporate social responsibility**. The study was conducted on a representative group of people aged 18-25. It turned out that **only 16% of the surveyed have ever heard the term CSR**. What is important however, is the fact, that even those people who never came across CSR could correctly identify the definition. The definition of CSR, which received most of the indications, was the one pointing to its comprehensive nature and written in simple language, far from the corporate jargon.

The attitude of young consumers towards CSR is generally positive. They perceive CSR as a **good additional motivation** to purchase a product or choose an employee, however their main motivation is not clearly related to responsibility or ethics. A large diversity of opinion in the group may indicate that their perception of certain phenomena is only being formed. However, what the study is showing predominantly is a deficit of basic knowledge about contemporary economical phenomena, such as corporate social responsibility. Both types of responders - those who already knew the concept of CSR, and those who did not - would like to learn more about it. This clearly is an important tip for companies and organizations undertaking educational activities in this area.

MORE AND MORE RESPONSIBLE CONSUMER

Since the beginning of the debate on CSR in Poland the issue of consumer awareness and expectations remains the focal point. It would seem that in Poland today **consumers don't influence companies to do business in a responsible manner.**

According to the study "Environmental consciousness of Poles - sustainable development", conducted in 2009 by the Institute for Sustainable Development, showed that only 1.6% of Poles pays attention to the fact, whether the product or the packaging is environmentally friendly, and only 4.5% of whether it has been manufactured in an environmentally friendly manner. Moreover, there has been a decrease in these indicators, compared to 2008.

This situation, however, begins to evolve. Krzysztof Najder and Agnieszka Gryniewicz¹, conducted a research of major consumer trends, according to which **a trend related to responsible consumption is about to grow**. It is not as strong and prominent a trend as it is in other European countries, but it undoubtedly will be an important indication for producers in the forthcoming years. The research authors write: *Over the course of the last five years a noticeable change in major consumer trends has taken place. The values of authenticity and responsibility gained in importance, above all. The current economic crisis probably bring forward and accelerate these trends, changing the attitudes of buyers.*

POTENTIAL EMPLOYEES SET HIGHER STANDARDS

The results of the Polish Student Survey, conducted by research firm Universum in approximately 50 largest universities in Poland, were announced in May 2009. Students of varying courses were asked about their ideal employer vision and about their job expectations. According to the responders the

most important professional objective was becoming an expert (66%), however **the idea of work-life balance** (47%) came second. Hence, we are faced with a new generation of employees, for whom professional development is as important as the balance between professional and private life. Employers wishing to adequately address these needs in HR programs, may turn towards corporate social responsibility solutions. In the Ideal Employers ranking, also conducted by Universum, First place in business category was awarded to PricewaterhouseCoopers. Iwona Smith – representing the company – draws attention to the new expectations of young people towards their employers: "The generation of 20 year old people of today is an extremely demanding one - also towards their employers. They expect of employers *high ethical standards* and respect for private life²".

Natalia Ćwik
Knowledge Manager
Responsible Business Forum

CSR IN NUMBERS – THE CHOSEN RESEARCH STATISTICS, PRESENTED IN THE TEXT

15% of Poles trust trusted the management statements

47% of students consider the balance between private life and work to be the second most important criteria of a successful professional life

63% of people aged 18-25 have never heard the term „corporate social responsibility”

71% of Poles believe that business, government and the third sector should cooperate in order to fight such phenomenon as the financial crisis or global warming

73% of Poles believe that business is socially useful

80% of Poles believe that enterprises should inform the society about their corporate social responsibility

92% of enterprises admit to having losses due to employee deceit

¹ Krzysztof Najder, Agnieszka Gryniewicz, „Odpowiedzialna konsumpcja, czyli konsument z poczuciem winy” (Responsible consumption, that is consumer having sense of guilt) in: Harvard Business Review Polska, December 2009.

² Universum TOP 100 2009 Idealny Pracodawca (Ideal Employer)

CSR PROMOTION IN REGIONS IN 2009

In 2009 there were multiple projects promoting corporate social responsibility at the regional level, thanks to the availability of appropriate European funds. The drivers behind these activities are perfectly represented by one of the organizers: "We are convinced that it's worth talking about this subject, sharing our experiences and working out a common point of view. It is even more so, due to the entrepreneurs' interest in such method of helping, which doesn't consist of simple giving, but is rather a well-considered, professional, based on a business plan, long-term social program, bringing values to every engaged party (...)."

Below we present a short information about each project.

Wielkopolska as CSR Leader

Organizers: Wielkopolski Związek Pracodawców

The project was implemented in December 2008, with an objective to disseminate the idea of corporate social responsibility, raise awareness of its significance for the companies development, and promote good practices of companies from Wielkopolska province among employers, employees, enterprises, local communities, including students and pupils from Wielkopolska. In February 2009, there was organized a Contest for Responsible Business Leader in Wielkopolska 2009, in which several enterprises from the Wielkopolska province took part. At the end of May, jury announced the winners in three categories: care for local job market, care for employees' working conditions, and care for natural environment. The second part of the project lasted from June 2009 to March 2010, and consisted of 11 conferences on corporate social responsibility organized in the whole Wielkopolska province, in the following cities: Poznań, Gniezno, Czarnków, Pniewy, Konin, Ostrów Wielkopolski, Kalisz, Wolsztyn, Leszno, and Piła.

To find out more visit www.odpowiedzialnybiznes.com.pl

CSR – social representation of a modern enterprise – promotion of corporate social responsibility in the Wielkopolska province

Organizers: Polska Izba Gospodarcza Importerów, Eksporterów i Kooperacji in cooperation with Stowarzyszenie Centrum Promocji i Rozwoju Inicjatyw Obywatelskich PISOP

Second project organized in the Wielkopolska province last year was promoting corporate social responsibility among entrepreneurs, non-governmental organizations, and social leaders in the region. At first, an analysis of the regional enterprises regarding their knowledge about corporate social responsibility

and activities undertaken was performed. The report from the analysis and data from the interviews are available for download from the project's website. They were also presented during an exhibition organized within a conference in December in Poznań "CSR – social representation of a modern enterprise". "Corporate social responsibility – representation of a modern enterprise" was a theme of the first day of the conference, which was destined mainly to the entrepreneurs. Second day was oriented at representatives of non-governmental organizations and social leaders, with a theme "Corporate social responsibility – opportunity for an effective partnership with business". The conference was an event ending the project.

To find out more visit www.asbiznesu.pl

Competitive and responsible Świętokrzyskie

Organizers: Region Świętokrzyski NSZZ „Solidarność” in cooperation with Wojewódzki Urząd Pracy w Kielcach

From February to June 2009 in the Świętokrzyskie province, there was a promotional-informational campaign on corporate social responsibility, aimed at citizens of the region. On June 1st 2009, a publication by Anna Sabat was issued, entitled "Corporate social responsibility as an opportunity for sustainable development", addressed to a wide range of recipients: entrepreneurs, local government representatives, scientists, educators, and students. 5000 copies of the publication were distributed, and it is also available online. A conference entitled "Social responsibility in the company – advantages and expectations for the future" on June 3rd summed up the project. During the conference, 14 letters of intent were signed by the significant enterprises from the region, as a sign of willingness to implement the concepts of corporate social responsibility into their strategies, and to act in compliance with them, especially in regards to job market and natural environment. The project has ended in July 2009.

To find out more visit www.odpowiedzialne.pl

Warmińsko – Mazurskie as CSR Center

Organizers: Region Warmińsko-Mazurski NSZZ „Solidarność” in cooperation with Stowarzyszenie Warmińsko-Mazurska Klinika Biznesu and Olsztyńska Loża Business Center Club

Activities regarding adaptiveness on the job market, using solutions resulting from corporate social responsibility, and flexibility model were implemented in the region of Warmia and Mazury from August 2008. Eight districts of the warmińsko-mazurskie province were included in the project: olsztyński, os-

tródzki, iławski, lidzbarski, piski, etcki, giżycki, and kętrzyński. The project consisted of informational-promotional conferences, trainings for CSR promoters, and workshops on flexicurity, in which 120 persons took part: representatives of employers, employees, and local government. The outcome of the project were CSR Centers (1 regional and 7 district), which started working since March 2009, treaties for development and dissemination of the idea of flexicurity, and CSR standards for SMEs, worked out on the basis of cooperation with beneficiaries from districts. The project has ended in June 2009.

To find out more visit www.wmcentrum-csr.net

Corporate social responsibility (Lubelszczyzna)

Organizers: Lubelska Izba Rzemieślnicza in cooperation with Samorząd Województwa Lubelskiego

Main idea behind the project implemented in Lubelszczyzna was to raise awareness about the impact that companies and employers' responsibility have on the working conditions, local job market, local community, and natural environment. Five seminars were organized in the period between August and December 2009, in five districts of the Lubelskie province: Chełm, Świdnik, Puławy, Zamość, and Lublin. During the seminars, the concept of CSR has been presented, together with its significance and principles, followed by good practices of the companies. Works on local treaty and partnership on standards for CSR implementation in Lubelszczyzna have been started. The project ended with a conference in Lublin, where undertaken activities and outcomes of the project have been presented.

To find out more visit www.odpowiedzialnybiznes.edu.pl

Social responsibility in regional partnership for adaptiveness (Kujawsko-Pomorskie)

Organizers: Forum Związków Zawodowych

The objectives in the Kujawsko-Pomorskie province were the following: increasing the knowledge about CSR, strengthening positive attitudes towards social responsibility among representatives of employees and employers, and developing standards of cooperation between social partners. Development of these standards is supposed to facilitate active inclusion of social partners – Kujawsko-Pomorski Związek Pracodawców i Przedsiębiorców – into creation of model solutions for the enterprises' adaptiveness processes. Three seminars on social responsibility in healthcare and municipal transportation took place in 2009, destined to each sector's employees and employers, as well as a two-day general seminar "Social responsibility in the workplace in Kujawsko-Pomorskie province". Other seminars, research and publication are planned for the end of the project (June 2010).

To find out more visit www.spolecznaodpowiedzialnosc.pl

CSR for Górny Śląsk. Inter-sector spring of 2008/2009: activities for cooperation between sectors

Organizers: Dom Współpracy Polsko-Niemieckiej. Partners: Regionalne Centrum Biznesu, Stowarzyszenie Wspierania Organizacji Pozarządowych MOST, Forum Odpowiedzialnego Biznesu

Between April 2008 and March 2009 a project destined to non-governmental organizations and companies has been implemented. During a conference ending the initiative, partners have summarized it and talked about the scale of involvement of companies from the Śląskie and Opolskie province in implementing CSR, and about the role of the third sector in initiating inter-sector partnerships. Over 50 NGOs and about 20 companies interested in developing partnerships took part in the project. With the support of the project, 11 inter-sector partnerships were created, a film promoting the idea of partnerships and CSR was produced (available to download from www.haus.pl), and a brochure on this topic was published.

To find out more visit www.csr.haus.pl

Cooperation network for promotion of corporate social responsibility among small, medium and big enterprises

Organizers: Izba Rzemieślnicza i Przedsiębiorczości w Białymstoku in cooperation with Wyższa Szkoła Administracji Publicznej im. S. Staszica w Białymstoku

The objective of the project was to develop and popularize cooperation network of representatives of small, medium and big enterprises, business-related and science institutions, in order to promote and implement the idea of CSR in the region of Podlasie. As part of the project which started in December 2008, training sessions for Corporate Social Responsibility Leaders were organized, which participants were informed about methods of implementing CSR tools, and their practical application in companies, principles of creating codes of ethics, implementing CSR principles, norms, and tools. Another part of the project consisted of seminars disseminating the idea of corporate social responsibility among wide range of recipients, and a study conducted in enterprises from the Podlaskie province. Analysis of the results are available in the report destined to entrepreneurs and managers, interested in raising their companies competitiveness, and ensuring permanent success based on CSR. A practical "Guide on CSR implementation" by dr inż. Andrzej Brzozowski was also published. The project ended in September 2009.

To find out more visit www.sob.underline.pl

Published by: Responsible Business Forum

GOOD PRACTICES

Business versus workplace

Studies on the perception of social responsibility prove that perceiving a company as a responsible one, depends mainly on their employees opinion. Trust, which is indispensable for business, begins in the company. Security, proper working conditions, transparency of communication, possibility of participation – those are all elements of management, which are becoming more visible in the companies' strategies, which in great measure is due to the development of CSR. Good practices in the area of workplace presented in the Report are inspiring examples of responsible approach to employees.

Many practices from this area have focused on health and security issues. **METRO Group** and **Nutricia Polska Sp. z o.o.** have carried out educational programs for employees in the domain of health prevention, **Kompania Piwowarska SA** has familiarized employees with the company's policy on principles of responsible alcohol consumption. **Servier Polska** and **Wincanton** have carried out educational activities on leukemia and have engaged their employees in blood drives and becoming bone marrow donors, whereas employees of **Polkomtel S.A.** had the possibility of acquiring life-saving skills.

New and important area in Polish companies was enabling employees participation in management. Initiatives of **Instytut Monitorowania Mediów** and **PGE Polska Grupa Energetyczna** had the objective of introducing bottom-up improvements. Whereas employees of **Grupa LOTOS** had the possibility to participate in special meetings, informing about the crisis, and company's policy during that period.

Other distinctive areas were: work-life balance and diversity management. **Danone Sp. z o.o.** and **Ikea Retail** have introduced solutions for better reconciliation of professional and family responsibilities. Employees of **IBM Polska** were given the possibility of acquiring skills in multicultural teams, i.e. when working for local communities.

Practices in the domain of business ethics were also very popular last year. **HSBC Bank Polska** has published its ethical code, **Kogeneracja S.A.** has established Committee of Ethics, and **Profes** has prepared principles of ethical cooperation in employees' teams.

Most practices were in the domain of **voluntary work**. Employees, with the support of their companies, have helped their communities, were gathering and appointing funds for aid programs, supporting local schools, and fulfilling children's wishes. Programs of voluntary work were conducted in: **Aviva**, **Bank Gospodarstwa Krajowego**, **BRE Bank SA**, **British American Tobacco Polska**, **DB Schenker**, **Glaxo-SmithKline**, **Grupa TP**, **ING Bank Śląski S.A.**, **Kompania Piwowarska SA**, **Kredyt Bank SA**, **Microsoft**, **PKN Orlen**, **Provident**, **Toyota Motor Manufacturing Poland**, **TUI R WARTA S.A.**, **UPS Polska**.

Business versus marketplace

Due to the global economic crisis, in 2009 the debate on responsibility and ethics in companies activity has been extensive. After having directed much critic at the financial sector, there has remained a strong conviction, that companies activities in the area of a marketplace should be more transparent and responsible. Examples of good practices in this chapter point out that companies which CSR strategy is directed at this area, can make a step further – responsibility towards market participants is not only a source for legitimization, but also an area for development of innovation of products and services.



An interesting topic which came up last year in the "market" area, was responsible management of supply chain. **ABB Sp. z o.o.** has launched a help line for its business partners, **DB Schenker** has helped its suppliers in the time of flu pandemic, and **Danone Sp. z o.o.** has improved web service for milk suppliers. **PKN ORLEN S.A.** has started to sell fair trade coffee on its petrol stations.

Companies were also introducing all sorts of sustainable innovations. **Axel Springer Polska** has developed a system for optimizing production, sales, and distribution of press. **Kompania Piwowarska SA** has started a comprehensive management and reporting on sustainable development results system, and **Nestlé Polska** has reduced the weight of their products packaging, thanks to new technological solutions.

Five companies have carried out market education programs. **PricewaterhouseCoopers** in cooperation with **Akademia Leona Koźmińskiego** has started post-graduate course "CSR. The strategy of responsible business". **Związek Pracodawców Polski Przemysł Spirytusowy** has trained sellers and persons serving alcohol in the topic of responsible alcohol selling. **Provident** has been educating market on CSR topic in original way, by creating a contest for journalists writing about voluntary work. **Konferencja Przedsiębiorstw Finansowych** has published a guide for ethical vindication, and **Grupa Ergo Hestia** has prepared a publishing series on risk management in economic activity, i.e. environmental risk.

Some companies who have introduced innovative products and services for people with disabilities. **Grupa TP** has developed a program enabling people with disabilities to use eye movements when using Internet, **Irving** has started to print in Brail on its tea labels, and **Nordea Bank Polska** has introduced new type of services for the blind and sand-blind customers.

This year's new category was responsible investing. **TFI SKOK S.A.** has introduced first ethical fund which uses SRI criteria. The first ethical index – **Respect Index** - has been developed in Poland, as a joint initiative of **Deloitte Polska**, "Forbes" magazine, **Kulczyk Investments**, and **Warsaw Stock Exchange**.

Euro Bank S.A. has promoted entrepreneurship – in a contest "Win an eurobank!", young entrepreneurs had the possibility to win management of a bank franchise. Thanks to **PricewaterhouseCoopers** and **PGNiG SA**, an initiative in the energetic sector has been started. During a conference "Responsible energy", representatives from the biggest companies in the sector have signed a declaration on implementing the principles of sustainable development.

Business versus society

The elements that determine the functioning of economy – business, society, environment – are all linked together in a systemic way. Changes that occur in one of these areas, cause subsequent changes in others. This simple relationship has been ignored in companies' strategies for years. Thanks to the development of the concept of CSR, the way of thinking about role of business in the society has changed, which also caused change in the way that companies face social problems. Practices presented in this chapter are proving this important transformation.

Most initiatives in this area have focused on corporate community involvement – employees at **Alcatel-Lucent** have helped local community, **Kraft Foods Polska S.A.** and **Danone Sp. z o.o.** have directed their activities at hunger and malnutrition fight, for which **Danone** has made perfect use of social media. Children and youth help programs were very popular, and were implemented by **Grupa ATLAS**, **Grupa Muszkieterów**, **Procter & Gamble**, and **SziK**. Other companies have conducted programs supporting seniors – **UPC Polska** and **Ericsson w Polsce**. **Infakt** has offered an application for electronic preparation of invoices to non-governmental organizations. **PricewaterhouseCoopers** has also been acting in favor of NGOs with its initiative "Charity SMS without VAT".

Many practices were organized around health and security issues. Education programs concerning these issues have been conducted by **CenterNet S.A.**, **PAMSO S.A.**,



RoboNET Sp. z o.o., **Telefonia DIALOG S.A.**, **UPC Polska**, and **PGNiG SA**. **Avon Cosmetics Polska** and **GlaxosmithKline** have been educating and leading social campaigns – the first company has focused on violence against women, and the second one on tumor prevention. **Grupa Allianz Polska** has been promoting transplantology, and **Amway Polska** has been educating on child choking prevention. Original initiative by **Grupa Kapitałowa Polskiej Grupy Farmaceutycznej S.A.** consisted in helping people in difficult economic situation by giving them indispensable medicine. **Grupa Żywiec** has promoted responsible alcohol consumption, and **Grupa TP** has helped children with hearing difficulties. **UPC Polska** and **Microsoft** have focused on education on children's safety in the Internet.

Górnośląska Spółka Gazownictwa in cooperation with **Vattenfall** has been educating on safe use of gas and electric energy. **Polskie Towarzystwo Przesyłu i Rozdziatu Energii Elektrycznej** has been educating youth about safe use of electric equipment. **Renault Polska** has been educating about safety on roads and **Mazowiecka Spółka Gazownictwa** has been supporting education of gas technicians.

Companies have also initiated or continued activities related to promotion of equal rights and diversity: supporting children and youth education (**Bank BGŻ**, **Bank Gospodarstwa Krajowego**, **L'Oréal Polska**), supporting sportsmen with disabilities (**Aviva**). **METRO Group** has initiated a scholarship program related to business education, and **Citi Handlowy** has educated youth and teachers on finances.

Gaspol S.A. has focused on local development – it's promoting ecologic solutions with the use of programs engaging local communities. **ArcelorMittal Poland** has also concentrated on local stakeholders, with special web service **NHpedia** dedicated to Nowa Huta's history.

Business versus environment

Natural environment is a stakeholder that cannot express its view without help. It needs representatives to act in its name – non-governmental organizations, administration, consumers, political leaders. As ecologic awareness is raising, environmental protection is becoming an integrated and relevant element of business strategy, and many initiatives are going beyond legal requirements, reaching for innovations. This chapter summarizes what companies in Poland are doing in this area.

Practices focusing on ecologic solutions in the workplace or in production area were popular in 2009. "Eco-office" projects were conducted by **ProLogis**, **Henkel Polska**, and **Grupa Allianz Polska**. Ecologic modifications of internal systems have appeared in the form of innovations in IT – **Grupa TP** has introduced "Green IT" solutions. **ABB Sp. z o.o.** has introduced eco-effective requirements in its plants in Łódź.

Many companies have educated their stakeholders on ecologic issues. These initiatives were undertaken by: **UPC Polska**, **Tesco Polska**, **Bayer Sp. z o.o.**, and **KGHM Ecoren**. **Ikea Retail** has created a website educating clients on green solutions in household.

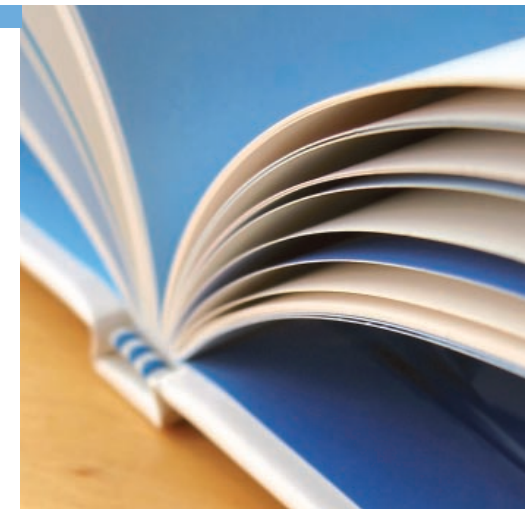
Other activities on environmental protection were related to: biodiversity protection (**Grupa LOTOS**), local environment treatment (**British American Tobacco Polska**), estimating, neutralizing, or limiting GHG emissions (**Bank Ochrony Środowiska S.A.**, **Grupa VELUX w Polsce**), educating and engaging consumers (**Żywiec Zdrój S.A.**), and waste management (**Total Recycling Services**, **Coca-Cola HBC Polska**, and **Coca Cola Poland Services**).

PKN ORLEN S.A. has continued actions resulting from joining an international initiative of chemical sector – Responsible Care. **UPS Polska** in cooperation with **Polska Agencja Żeglugi Powietrznej** has started a project with an objective of introducing ecologic methods of planes' steering.

Management and reporting

When talking about corporate responsibility, one question returns: "Responsibility – for what?". Although most of us are able to give an answer, based on intuition or knowledge and experience, we are expecting facts in the management sphere. CSR reporting and management systems are enabling us to introduce principles of responsibility into economic practice, and to verify accurately, with the use of precise indices, a degree of corporate social responsibility. Report and CSR management systems are tools that are currently rarely used by companies in Poland and their stakeholders. Examples present in this chapter are valuable exceptions, which hopefully will inspire other subjects.

In 2009 **BRE Bank SA**, **Grupa LOTOS**, and **PKN ORLEN S.A.** have presented social reports, prepared on the basis of GRI methodology (G3), and have shared their experience in implementing GRI standards. It is worth mentioning that reports of all three companies have been awarded in the contest Social Reports 2009, just as the "Responsible energy" – report of **Grupa Kapitałowa Polskie Górnictwo Naftowe i Gazownictwo**.



Good practices and companies index

LP	COMPANY	PRACTICE	CATEGORY
BUSINESS VERSUS WORKPLACE			
1	Danone Sp. z o.o.	Parent-friendly firm	Work-life balance
2	Grupa LOTOS	We talk about LOTOS	Internal communication
3	HSBC Bank Polska	Code of conduct – a foundation of organisational culture	Business ethics
4	IBM Polska	Corporate Service Corps	Equal opportunities and diversity
5	IKEA Retail	Parents in IKEA	Work-life balance
6	Instytut Monitorowania Mediów	Towards employee	Employee involvement in management
7	KOGENERACJA S.A.	Ethics Board activity	Business ethics
8	Kompania Piwowarska SA	“ABC of alcohol” trainings	Employee education
9	METRO Group	Be healthy with METRO Group	Employee education
10	Nutricia Polska Sp. z o.o.	Healthy greetings	Employee education
11	PGE Polska Grupa Energetyczna	HOPP – Human Oriented Productivity Improvement Programme	Employee involvement in management
12	Polkomtel S.A.	Safe Business	Health and safety
13	PROFES	We play FAIR PLAY	Business ethics
14	Servier Polska	Employees initiative for the leukemia patients’ benefit	Health and safety
15	Wincanton	In favour of health	Health and safety
* Corporate volunteering programs are presented collectively (detailed list – page 26)			

BUSINESS VERSUS MARKETPLACE			
16	ABB Sp. z o.o.	Helpline for business partners	Supply chain management
17	Axel Springer Polska	Optimisation of press circulation	Sustainable innovation
18	Danone Sp. z o.o.	Internet service for milk suppliers “EMILKA”	Supply chain management
19	DB Schenker	Preventive measures within supply chain	Supply chain management
20	Deloitte Polska, „Forbes”, Giełda Papierów Wartościowych w Warszawie, Kulczyk Investments	Respect Index	Responsible investment
21	eurobank	Win eurobank!	Entrepreneurship development support
22	Grupa Ergo Hestia	Ecodamages – ecorisk guidebook	Education
23	Grupa Ergo Hestia	Risk Focus	Education
24	Grupa TP	B-Link	Market development
25	Irving	Towards the needs of the blind and the sand-blind	Market development
26	Kompania Piwowarska SA	Sustainable development management and reporting system	Sustainable innovation
27	Konferencja Przedsiębiorstw Finansowych	Professional vindication guidebook	Education
28	Nestlé Polska	Safe and lighter packing	Sustainable innovation
29	Nordea Bank Polska	Banking for the blind and the sand-blind	Market development
30	PGNiG SA i PricewaterhouseCoopers	The Responsible Energy Conference	Branch initiatives
31	PKN ORLEN S.A.	Fairtrade coffee at petrol stations	Fair trade
32	Polski Przemysł Spirytusowy (PPS)	Workshops for responsible sale and serving of alcohol drinks	Education
33	PricewaterhouseCoopers	CSR. Strategy of responsible business. Postgraduate studies	Education
34	Provident	Contest for journalists	Education
35	TFI SKOK S.A.	Ethical investing	Responsible investment

LP	COMPANY	PRACTICE	CATEGORY
BUSINESS VERSUS SOCIETY			
36	Alcatel-Lucent	Socially responsible	Corporate community involvement
37	Amway Polska	Help a choking child	Corporate community involvement
38	ArcelorMittal Poland	NHpedia	Corporate community involvement
39	Aviva	Scholarship programme for the disabled sportsmen	Equal opportunities and diversity
40	Avon Cosmetics Polska	Avon contra violence	Health and safety
41	Bank BGŻ	BGŻ Class	Equal opportunities and diversity
42	Bank Gospodarstwa Krajowego	Support for pre-school education in the countryside	Equal opportunities and diversity
43	CenterNet S.A.	My First Cellphone	Health and safety
44	Citi Handlowy	Week for Saving	Financial education
45	Danone Sp. z o.o.	“Share your meal” application on Facebook	Corporate community involvement
46	Ericsson w Polsce	Communication for everyone	Corporate community involvement
47	Gaspol	Gaspol Supports Climate	Local development
48	GlaxoSmithKline	I’m onto cancer	Health and safety
49	Górnośląska Spółka Gazownictwa sp. z o.o.	Safe resident	Health and safety
50	Grupa Allianz Polska	Promotion of transplantology	Health and safety
51	Grupa ATLAS	ATLAS – good citizen	Corporate community involvement
52	Grupa Kapitałowa Polskiej Grupy Farmaceutycznej S.A.	Give Health	Health and safety
53	Grupa Muszkieterów	Children’s playgrounds - Musketeers	Corporate community involvement
54	Grupa TP	Sounds of Dreams	Health and safety
55	Grupa Żywiec	Alcohol policy	Health and safety
56	Infakt	Infakt for non-profit	Corporate community involvement
57	Kraft Foods Polska S.A.	Fighting hunger and malnutrition	Corporate community involvement
58	L’Oréal Polska	Easier Access to Knowledge	Equal opportunities and diversity
59	Mazowiecka Spółka Gazownictwa sp. z o.o.	Gas technicians education support	Education
60	METRO Group	METRO Student	Education
61	Microsoft	“3...2...1...Internet!” – Children’s safety in the Internet	Health and safety
62	PAMSO S.A.	Healthy Nutrition Academy PAMSO	Health and safety
63	PGNiG SA	Science Energy	Education
64	Polskie Towarzystwo Przesyłu i Rozdziału Energii Elektrycznej	“Safer with electricity”	Health and safety
65	PricewaterhouseCoopers	“Charitable sms without VAT” Coalition	Corporate community involvement
66	Procter & Gamble	Children of Targówek Club – We share our passion	Corporate community involvement
67	Renault Polska	“Safety for everyone” 10th edition	Health and safety
68	RoboNET Sp. z o.o.	FIRST LEGO League	Education
69	SziK	Organizing soccer club in Wola Rafałowska	Corporate community involvement
70	Telefonia DIALOG S.A.	DialNet Masters 2009	Education
71	UPC Polska	E-Safety Academy UPC	Health and safety
72	UPC Polska	E-Senior Academy	Equal opportunities and diversity

LP	COMPANY	PRACTICE	CATEGORY
BUSINESS VERSUS ENVIRONMENT			
73	ABB Sp. z o.o.	Energy efficiency	Eco-efficiency
74	Axel Springer Polska	Green AXELKI	Eco-office
75	Bank Ochrony Środowiska S.A.	Climate-friendly bank	Environment protection
76	Bayer Sp. z o.o.	Educating children and youth on climate changes	Ecological education
77	British American Tobacco Polska	Green Academy	Environment protection
78	Coca-Cola HBC Polska/ Coca-Cola Poland Services	Promotion of packaging waste recycling	Waste management
79	Grupa Allianz Polska	Green Allianz	Eco-office
80	Grupa LOTOS	Baltic Sea Biodiversity Protection	Environment protection
81	Grupa TP	Green IT	Green IT
82	Grupa VELUX w Polsce	Climate strategy VELUX	Emissions reduction
83	Henkel Polska	We have green idea	Eco-office
84	IKEA Retail	Dlanatury.pl – educational website	Ecological education
85	KGHM Ecoren	“Protect the environment with energy” action	Ecological education
86	PKN ORLEN S.A.	Responsible Care	Branch initiatives
87	ProLogis	Green path	Eco-office
88	Tesco Polska	Stakeholders education within strategy of minimizing impact on environment	Ecological education
89	Total Recycling Services	Business! Let’s roll for environment!	Waste management
90	UPC Polska	Green Year	Ecological education
91	UPS Polska i Polska Agencja Żegluga Powietrznej	Green landing in Warsaw	Environment protection
92	Żywiec Zdrój S.A.	My Strong Tree	Environment protection

MANAGEMENT AND REPORTING			
93	BRE Bank SA	The implementation of Global reporting Initiative’s standards into social reporting	Social reporting
94	Grupa LOTOS	Social responsibility report	Social reporting
95	PKN ORLEN S.A.	Social reporting at PKN ORLEN	Social reporting

* Corporate volunteering programs – list of firms and good practices presented collectively in the Report			
96	Aviva	Who wants to volunteer - Corporate volunteering in Aviva	
97	Bank Gospodarstwa Krajowego	Voluntary work is great!	
98	BRE Bank SA	Let’s do something good together”	
99	British American Tobacco Polska	Corporate volunteering program	
100	DB Schenker	Helping time	
101	GlaxoSmithKline	Corporate volunteering program	
102	Grupa TP	Corporate volunteering program	
103	ING Bank Śląski S.A.	Good idea	
104	Kompania Piwowarska SA	Team not only for holiday	
105	Kredyt Bank S.A. i TUiR WARTA S.A.	YES from the heart	
106	Microsoft	Good windows - Open for good	
107	PKN ORLEN S.A.	Corporate volunteering program	
108	Provident	Yes! I help.	
109	Toyota Motor Manufacturing Poland	Help from Toyota	
110	UPS Polska	Corporate volunteering program	

PRESS MONITORING AND CSR EVENTS’ CALDENDAR

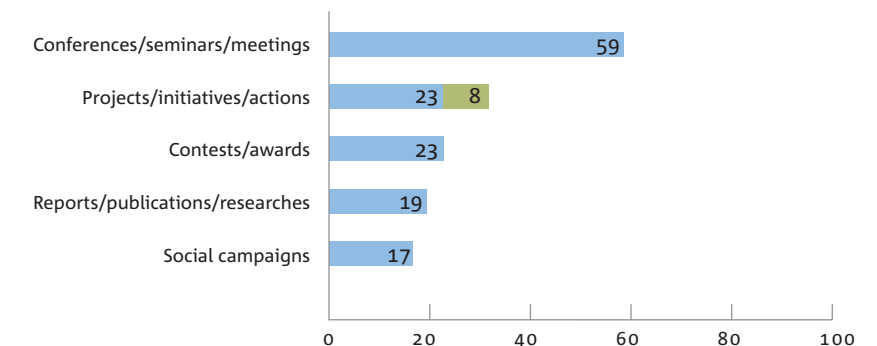
1500 articles regarding corporate social responsibility and related topics were published in 2009. Abstracts of 35 articles, in our opinion the most interesting ones or representing most popular thoughts, are available in the “**Overview of selected articles from 2009**” section of the Report (pp. 72-76).

1512 total number of articles concerning CSR and related topics from 1st January till 31st December 2009

A **Calendar** (pp. 77-93) contains selection of events regarding CSR, and is divided into social campaigns, conferences, seminars, meetings, contests, awards, projects, initiatives, actions, reports, research, and publications. Initiatives with participation or under the auspices of Forum are distinguished with a RBF’s logotype. The number of events in the Calendar proves that the topic of responsible business in Poland has become popular and diverse.

CSR initiatives in the Calendar

Regional projects promoting CSR (pp.)



ABOUT RESPONSIBLE BUSINESS FORUM



Responsible Business Forum's mission is to promote CSR as a standard among Polish businesses in order to increase a company's competitiveness, build public content and help to protect the natural environment.

The Responsible Business Forum is the oldest and the biggest Polish non-profit organization providing in-depth focus on the concept of corporate social responsibility. The association was founded in 2000, received the status of a public benefit organization and became the reference point for CSR in Poland.



Since 2002 the Forum is the Polish national partner for CSR Europe – a network of organizations focusing on the promotion of responsible business in Europe. Cooperating with CSR Europe has led the Forum to a higher level of international activity: allowing us to be part of various international projects and taking advantage of the best practices of other European organizations.



In 2008 the Forum joined Global Compact – the United Nations' initiative to promote sustainable development and corporate citizenship. In joining GC our organization has obliged itself to comply with the ten fundamental rules of human rights, work and environmental standards.



In January 2009 the Forum has joined CSR360 Global Partner Network (GPN) – a network of independent organisations that encourage businesses in the field of Corporate Social Responsibility (CSR). Business in the Community (BITC) convenes this network of over 110 partner organisations from around the world.



Since May 2009 the Forum cooperates with World Business Council for Sustainable Development (WBCSD) – a CEO-led, global association of some 200 companies dealing exclusively with business and sustainable development. The Forum is the only representative of WBCSD in Poland.

Responsible Business Forum activities concentrate on:

1. Promoting responsible business

- Responsible Business Forum – Annual Responsible Business Forum conference (previously under the name “Responsible business” – „Odpowiedzialny biznes”);
- CSR Market Place (*Targi Dobrych Praktyk CSR*);
- CSR portal www.odpowiedzialnybiznes.pl;

- Newsletter Respo;
- Publications on responsible business;
- Cooperation with the media (Forbes, Harvard Business Review, Gazeta Prawna, Marketing w praktyce and many more).

2. Assisting firms in introducing the principles of CSR

The Forum helps firms to introduce CSR into their everyday work by:

- Partnership Programme (*Program Partnerstwa*) – a complex cooperation programme for firms which includes a professional debate on corporate social responsibility, workshops, meetings, a newsletter, review and common projects.
- Responsible Business Talks (*Rozmowy o odpowiedzialnym biznesie*) – series of debates on various aspects of CSR.

3. Working with business to benefit society

In cooperation with business, the Responsible Business Forum has initialized a development program for future managers promoting social responsibility as a standard business approach by:

- Responsible Business League (*Liga Odpowiedzialnego Biznesu*) – a Polish network of student organizations committed to promoting the idea of corporate social responsibility.

4. Analyzing and developing responsible business

The Forum leads the way in new trends in CSR and builds a favorable social and political climate for the development of responsible business thanks to the following projects:

- Report – Responsible Business in Poland. Good Practices. (*Raport Odpowiedzialny Biznes w Polsce*);
- Research projects – “Social corporate responsibility in Poland. A baseline analysis” (*„Społeczna odpowiedzialność biznesu w Polsce. Wstępna analiza”*) for the European Commission and United Nations Development Programme, “Managers 500” (*„Menadżerowie 500”*), “Diversity management in Poland” (*„Zarządzanie różnorodnością w Polsce”*), a part of European CSR/Diversity Project, and more.
- Publications – “15 Polish examples of CSR” (*„15 polskich przykładów społecznej odpowiedzialności biznesu”*)

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