

ENGAGEMENT OF PUBLIC ADMINISTRATION IN CORPORATE SOCIAL RESPONSIBILITY'S PROMOTION

Magdalena Juźwiak

Ph.D. candidate at the Faculty of Management, University of Łódź

magdalena.juzwiak@gmail.com

Introduction

The aim of this article is to address the question of whether and how public administration engage in promotion of corporate social responsibility (CSR). To begin with, I am going to briefly describe the meaning of CSR notion and then move on to presenting the CSR promotion models, developed on the basis of social administration activity in chosen countries.

The first regularized definition of corporate social responsibility was announced in 2001 by the European Commission, in the document Green Paper: Promoting a European Framework for Corporate Social Responsibility. According to the European Commission, it is the concept of a company's voluntary consideration of social and ecological aspects during business operations and contacts with stakeholders¹. After 2001, a range of various CSR definitions appeared in the literature. As Marcin Żemigala points out, the majority of notions describing this phenomenon involved the claim regarding the voluntary character of CSR². Over the next ten years, however, the concept of CSR evolved. Although

1 GREEN PAPER – Promoting a European framework for Corporate Social Responsibility, 2001, p. 6, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2001:0366:FIN:en:PDF>, 25.10.2012 M. Żemigala, Społeczna odpowiedzialność przedsiębiorstwa – budowanie zdrowej, efektywnej organizacji, Oficyna Wolters Kluwer, Kraków 2007, p. 20

to a large extent it is still the range of voluntary activities, sometimes coercive instruments can be applied.

With regard to the CSR concept's evolution, in 2011 the European Commission presented a communication, which included a new definition of CSR³. The most important change in comparison with the previous version was removing the notion of „voluntary activity” and the announcement of developing CSR strategy in the European Union policy, which can mean slightly better regulation and imposing new rules and obligations on entrepreneurs.

In Poland the example of the restriction of the voluntary aspect in CSR activity is the obligation of non-financial reporting, which – starting from January 1st, 2017 – is going to refer to the so-called public interest entities (mainly listed companies and the banking and insurance sectors' units), employing over 500 staff members. It is clear that the new approach to CSR – no longer voluntary but obligatory – is going to change a lot in business activity. It is not certain, however, whether entrepreneurs are already aware of this fact and if they are taking any steps to address this change.

Whether or not a company implements responsible social activities might depend on its size, industry, but also on the environment it operates in. Nevertheless, a crucial role in CSR activity is played by the state, which is linked to the entrepreneurs with a network of formal and legal connections. The state is the first stakeholder, which entrepreneurs encounter on their business path. It has, therefore, the opportunity to reach entrepreneurs. It can encourage them to adopt an appropriate approach. Educate them in different fields. Inform about the imposed top-down changes or motivate to developing new changes, adequate for a particular market or economy. In order to understand the scope in which countries engage in CSR promotion, the existing models of CSR promotion will be analysed, both historical and modern, and also the actions taken to date by Polish public administration. At the same time, the model best suited to Polish reality will be identified.

3 Renewed EU strategy for 2011-2014 concerning corporate social responsibility, 2011, p. 7, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:PL:PDF,25.10.2015>

Three directions of social responsibility promotion

In the literature we can find three historical models of corporate social responsibility, which characterise the state's role in shaping the idea. They are: the American (Anglo-Saxon), Asian and European models⁴.

The American model is characterised by the focus on success and consumption. A company focuses on the profits, but this does not mean that it is insensitive to the needs of other, more disadvantaged groups. In this model, the state encourages entrepreneurs to conforming to ethical rules and uptaking good practice. For American politicians, companies are simply good citizens.

The Asian model, also referred to as the family model, focuses on creating conglomerates

in particular economic sectors. This model can be best presented on the example of Japan. The state is an architect of large organizations, interferes in the economy, it even turns to preventing external competition tactics. Corporate social responsibility first appeared in Japan in 1956, when the resolution issued by the government prescribed more interest in social matters as opposed to focusing only on the pursuit of profit⁵. The later reduction of business activity in social area resulted in the return of the subject in the 90's, making the Japanese CSR similar to the American model.

The European model – the last of the three and the most relevant to Poland – is often called the „social market economy” model. Its basic principle is social solidarity, according to which all citizens should have the possibility of benefitting from economic growth and civilizational development in equal measure⁶. In this model, a company is a part of a socio-economic whole, aiming at achieving co-operation of all social groups. Whereas the state, and especially the European Union, guards respecting the idea of solidarity.

4 J. Nakonieczna, Społeczna odpowiedzialność przedsiębiorstw międzynarodowych, Difin Publishing, Warsaw, 2008, p. 130

5 Ibidem, p. 145

6 Ibidem, p. 130

The basic differences between the approaches presented above lie in the fact that in the American model, a company is mainly subject to its shareholders' aims. However, it follows the rules of corporate governance and it takes into account the expectations of social environment in its actions. It is different in Asian model, where companies analyse their stakeholders and take their needs into consideration in their actions already at the stage of strategy building. The European model is in a way similar to the Asian model as companies take into account the expectations and needs of the environment at the strategy stage, the only change is that they do not do it of their own will, but due to top-down regulations imposed by the European Union. It is not certain whether they would still behave in the same way if those regulations did not exist.

CSR in Europe

It was not easy to write down recommendations concerning corporate social responsibility homogeneous to the whole European continent. The reason for this was that Europe is unusually varied. It is shaped by countries and nationalities of different histories, cultures and economies. Until the mid 90's, CSR had been developing more intensively and had been more homogeneous in the United States.

CSR implementation in Europe took place with the help of the European Union for a reason. Whereas in the United States this process, which started as early as in the 19th century, was conducted in participation with entrepreneurs themselves, a different management concept was rooted in the economic system of the old continent. In Northern America, the approach was targeted at shareholders, and in Europe – at stakeholders.

In the United States at the beginning of capitalism development, large corporations and companies were managed for the purposes of their shareholders, in accordance with the agency's theory. Whereas in our continent, the importance of business was greater – it was supposed to create and support overall social harmony⁷. It was to a large extent related to the counterbalance for corporations existing in Europe, that is,

7 P. F. Drucker, Zarządzanie w XXI wieku, Muza, Warsaw 2000, p. 60

to monarchy and empire. Since business in Europe had been, so to say, restrained by the authority, the entrepreneurs had to receive directives concerning the changes in the management concept from the authority itself. And such directives were formed by the European Union.

In 1995 a group of entrepreneurs led by Jacques Delors, the President of the European Commission at that time, issued a social manifesto („Manifest of Enterprises”), which became a starting point for a debate on CSR within the European Union⁸. At the Lisbon summit, this issue became a part of the policy agenda and a priority subject of the EU. In 2001, the Green Paper: Promoting Framework for Corporate Social Responsibility mentioned above came into being – the document, which described the scope of corporate social responsibility in the internal (investment in human capital, health and safety at the workplace, respect of human rights and eliminating discrimination) and external dimensions (local communities and stakeholders – partners, suppliers, customers, public authorities, non-governmental organisations, natural environment)⁹.

Apart from the Green Paper, the Lisbon Strategy and the White Paper are also considered crucial for CSR in Europe. The most recent document with the structuring effect on CSR in the European Union is the renewed EU strategy 2011-2014 regarding corporate social responsibility. At present Europe, as formerly the United States, becomes to be seen as the leader in CSR promotion area. The European Union, however, can only form recommendations, strategies and procedures, particular governments of member states are

in charge of the implementation, promotion and enforcement. That is why the role of public administration in promoting the idea of CSR in a particular country is so significant.

8 M. Rybak, „Etyka menadżera – społeczna odpowiedzialność przedsiębiorstwa”, Wydawnictwo Naukowe PWN, Warsaw 2004, p. 10

9 <http://www.twoj.europa.pl/423/spoleczna-odpowiedzialnosc-przedsiębiorstwa-w-unii-europejskiej>, 25.10.2015

CSR in Poland

In Poland CSR started developing no sooner than after 1989. As Anna Lewicka-Strzałecka wrote: „Recommendations and ways of CSR implementation should be adjusted to special conditions. The success of CSR strategy on the level of particular companies as well as the whole economy, depends on a variety of situational factors, which can be found in the sphere of economic, institutional, social and cultural conditions”¹⁰. In fact, for corporate social responsibility to be rooted in Polish reality, many problems, unprecedented in the western European countries so far, needed to be overcome. The change of political system, the shaping of the new economic order, the past state’s interference in the economic sphere, all that made the unimpeded integration of CSR principles in Polish companies impossible, because there were simply no companies ready to accept them. A few years had to pass before the political transformation and market reforms made it possible for Polish branches of foreign corporations to implement such actions, and consequently, to educate Polish companies in this field.

In this sense, CSR implementation in Poland is still in progress. For years, intensive efforts promoting this field have been made by the Responsible Business Forum. In its annual reports, it publishes more and more socially responsible initiatives of Polish companies. There are also other organisations, for instance, Corporate Responsibility Institute, CentrumCSR.pl or CSR Impact, which on a day-to-day basis deal with promotion of the idea through conferences, trade meetings and also through numerous analyses and publications. The Ministry of Economy – which in 2009 in co-operation with numerous experts created the Team for Corporate Social Responsibility, which is the assisting authority of the Prime Minister of Poland – has also engaged in the popularization of the concept.

It was the Ministry of Economy, which commissioned the preparation of the analysis of institutional models of CSR promotion in selected European countries, to determine on its basis in what way these countries carry

10 A. Lewicka-Strzałecka, Społeczna odpowiedzialność biznesu w Polsce: ograniczenia i perspektywy, *Annales : etyka w życiu gospodarczym*, 2006, p. 285, http://www.annalesonline.uni.lodz.pl/archiwum/2006/2006_01_lewicka_strzalecka_285_294.pdf, 25.10.2015

out the task of the CSR concept popularization among local entrepreneurs, set by the European Union.

CSR promotion models

In the report entitled „The analysis of institutional CSR promotion models in selected countries”, prepared by CSRinfo on the request of the Ministry of Economy¹¹, four CSR promotion models were presented: the observer model, the patron model, the promoter model and the partner model. The models were designed on the basis of the role of a government institution in the process of CSR concept promotion.

Governments' attitudes towards the CSR concept implementation have changed with time. At first, the passive attitude was dominating, but over the years, governments' attitudes have changed profoundly. Among the motivations of public authorities supporting and getting involved in CSR promotion, first and foremost we should mention the aspiration for sustainable development, the growing role of social or environmental problems, and considering business as an important actor having a significant influence on the shaping of social reality¹². An essential reason for the governments' interest in CSR issues, is also searching for new models of social governance and co-operation aiming at crisis prevention, and also increasing competition and innovation of countries and regions.

The authors of this analysis emphasise that is visible that governments have moved from passive to active attitudes in CSR issues. Obviously, the levels of their engagement are different. They depend on a variety of factors, such as historical aspects, individual socio-economic conditions of a

11 http://odpowiedzialnybiznes.pl/public/files/analiza_instytucjonalna_promocji_csr_CSRinfo_2011.pdf, 25.10.2015; the data and information presented below come from this report, unless the footnotes state otherwise.

12 J.M. Lozano; A. Tencati; A. Midttun and F. Perrini, The Changing Role of Governments in Corporate Social Responsibility, *Business Ethics: A European Review*, 2008, p. 348-349, http://www.academia.edu/4080362/The_Changing_Role_of_Governments_in_Corporate_Social_Responsibility_with_J.M._Lozano_A._Tencati_A._Midttun_and_F._Perrini, 25.10.2015

particular country, the level of stakeholders and pressure groups' activity and other¹³.

For the needs of the report, 14 countries have been analysed in terms of their governments' engagement in CSR issues: Belgium, Brazil, Denmark, France, Spain, the Netherlands, India, Canada, Germany, South Africa, Sweden, Hungary, Great Britain and Italy. On the basis of their actions and behaviour, the four models described below have been selected.

The Observer model

The model characteristic to Brazil, South Africa, and within Europe, to Hungary. As the name suggests, in this model the government stands aside and observes, not engaging much in CSR promotion. Individual actions are implemented and regions are not engaged in further work. The charge of promotion is therefore on business organisations and non-governmental organisations. There is no government policy, strategy or CSR plan. There are only regulations concerning some CSR areas, such as labour and environmental law, or social issues.

Among those three countries, Hungary comes to the fore. Only in the case of this country, its government adopted the National Sustainable Development Strategy and took first steps towards creating CSR policy. We can say that the Hungarian model is on a border line of the observer and patron models. At the time of the publication of this report, creating the national sustainable development strategy was in progress in South Africa. In fact, it was created in November 2011 under the name of: National Strategy for Sustainable Development and Action Plan 2011-2014¹⁴. There is still no such document in Brazil.

This model does not involve central, governmental regions' engagement in CSR activity, however, local authorities take joint actions with social organisations. These organisations are the major originators of all CSR pro-

13 http://odpowiedzialnybiznes.pl/public/files/analiza_instytucjonalna_promocji_csr_CSRinfo_2011.pdf, 25.10.2015

14 https://www.environment.gov.za/sites/default/files/docs/sustainabledevelopment_actionplan_strategy.pdf, 26.10.2015

motion activities. In South Africa it is for example the Institute for Corporate Citizenship, in Brazil – the Brazilian Business Council for Sustainable Development, and in Hungary – the Hungarian Business Leaders Forum.

The Patron model

The next model can be found in countries such as Spain, India and Italy. Here, a dominant unit responsible for CSR concept promotion in a country can be identified. There are also government advisory bodies created and units, which co-operate with stakeholders for developing the most effective institutional solutions. As in the previous model, the government does not engage regions in its actions, but they are still active, independently implementing central authorities' policy. Business partnerships are created in this model. Entrepreneurs or social organisations receive answers to their enquiries on a regular basis. The actions taken concern labour law, social issues as well as environmental protection, however, the government does not have a uniform policy or a CSR strategy. Taking into account the number of actions taken and the number of units involved in those actions, among the countries characteristic to this model, India has been moving towards centre stage. The Ministry of Trade and Industry and the Ministry of Corporate Affairs are responsible for CSR policy implementation in India. Nevertheless, the Ministry of Labour and Employment as well as the Ministry of Environment and Forests are also active. As a result, in 2009 guidelines for private entrepreneurs concerning corporate governance and corporate social responsibility were published in India. A year later, the Guidelines on Corporate Social Responsibility for Central Public Sector Enterprises were announced, which imposed an obligation of budgeting for CSR activity (0.5%-5% depending on the profit level). Interestingly, the guidelines include a recommendation to take necessary measures not to repeat the implemented CSR programmes on central and local levels.

In two of the selected in this model European countries, there are no such bold guidelines. In Italy and Spain similar ministries are responsible for CSR development (the Ministry of Labour and Social Policy in Italy, and the Ministry of Labour and Immigration in Spain). In Italy, the ministry

is in co-operation with government, business and social institutions to promote CSR and is particularly supportive of employment and working conditions issues. In Spain, there has been the National Council for CSR established, which is the government's advisory body. It consists of the representatives of public administration, corporations, trade unions and CSR institutions.

In Italy, regions can take their own CSR actions consistent with elaborate central concept. Tuscany can be a good example here, which, together with the local stakeholders, aspired to implementing issues such as: certification of the region and production process, financing ethics and the tools for CSR implementation in small and medium-sized enterprises. What is more, local authorities supported the small and medium-sized in obtaining SA8000 certificate, covering 50% of the related costs.

The Promoter model

The Promoter undertakes CSR activities at several levels – in several ministries. All projects are coherent and coordinated. There are government institutions established, which deal with CSR issues only. There is also a law referring to CSR. Those are mainly regulations imposing on companies the obligation of reporting. Long term partnerships with stakeholders are developed and a policy of dialogue is maintained. The promoter governments see CSR issues from a wider not only local perspective. They are in charge of the responsible delivery chain and financial assistance for developing countries. The countries where this model has become firmly established are France, Germany and Sweden.

In France, the leading government unit responsible for CSR policy implementation is the Ministry of Sustainable Development. There is also the State Council for Sustainable Development working with the Prime Minister and two ministerial offices dealing with CSR have been established in the government – the Interministerial Delegate for Sustainable Development and the Ambassador for CSR of the Ministry of Foreign and European Affairs. In Germany, the major ministry responsible for CSR is the Ministry of Labour and Social Affairs. A significant role, however, is

also played by the Ministry of Environmental Protection together with the Ministry of Economic Cooperation and Development. There are also the Multistakeholder Forum and the Sustainable Development Council, both essential advisory bodies for CSR concept promotion. In Sweden, considering its international perspective mentioned above, the Ministry of Foreign Affairs is in charge of CSR development. Together with three other ministries – of Commerce, of the Environment and of Development Cooperation, they form the Swedish Partnership for Global Responsibility (so-called *Globalt Ansvar*), under the leadership of the CSR Ambassador, who co-operates very closely with the Swedish ambassadors in other countries, as he is appointed by the Minister of Foreign Affairs. It also makes sure that all Swedish obligations concerning the Global Compact principles and the OECD Guidelines for Multinational Enterprises are implemented. What is more, it supports all local activities in Sweden.

It is clear that these countries treat Corporate Social Responsibility issues very seriously. They implement numerous coherent policies and strategies, which regulate individual sustainable development issues, such as working and employment conditions, environmental issues or gender equality. Local authorities in these countries also engage in CSR promotion and the central governments support such initiatives. In Germany, for example, the government established an internet platform, whose aim is CSR information exchange between regions.

Finally, it is worth mentioning that among the Promoter group countries it was Sweden, which in 2007 introduced reporting guidelines for public enterprises, which impose a reporting obligation according to GRI standards. Importantly, after the regulation effects' analysis, it was stated that the reporting obligation had increased the awareness level, contributed to the growth in knowledge of sustainable development in companies and accelerated the process of learning and accumulating knowledge in an organisation. Also, it was shown that companies had been learning how to actively use GRI guidelines for improving their processes.

The Partner model

The last CSR promotion model includes the largest group of countries – mainly European – Belgium, Denmark, the Netherlands, Canada and Great Britain. These are countries with mature CSR markets. The leading government unit is operating in these countries, which coordinates the work of all ministries concerning CSR. There are also government advisory bodies and promotion centres. There is active communication established with stakeholders and the government includes regions in CSR promotion activities. As in the Supervisor model, the unit acts on an international scale, attaching great importance to the delivery chain and development aid.

In Great Britain, for years there had been a separate government office responsible for corporate social responsibility. Only the recent government did not appoint the CSR Minister. Nevertheless, the leading role in creating this policy is played by two government departments – the Department for Environment, Food and Agriculture, and the Department for Energy and Climate Change. The Commission on Sustainable Development, which reports to the Prime Minister, is equally important. An active promoter of CSR concept is the Prince of Wales. In Denmark, the Ministry of Economy is the leader in CSR promotion. Whereas in the Netherlands, Belgium or Canada, the international dimension of social responsibility is especially important, and that is why the main role in CSR promotion is played by the Ministry of Foreign Affairs.

Since these countries represent the perfect form of CSR promotion, they undertake numerous actions activating entrepreneurs and are very active in regions. The fact that they have all had the sustainable development strategy for years, confirms how important the subject of social responsibility is for each of them.

The table below shows the most essential characteristics of all the models and the most important promotion activities carried out within the framework of each of them.

MODELS (COUNTRIES)	CHARACTERISTICS	PROMOTION ACTIVITIES
The Observer (Brazil, South Africa, Hungary)	<ul style="list-style-type: none"> - no unit responsible for CSR in government institutions; - no coherence of government actions and no CSR policy or strategy (only in Hungary – the National Strategy of Sustainable Development); - individual regulations regarding CSR areas, such as labour law, environmental protection, social issues; - social and business organisations are in charge of CSR promotion. 	<ul style="list-style-type: none"> - in Brazil campaigns on CSR subjects (e.g. combating child labour); - in Hungary government patronages over events such as competitions for companies or good practice fairs.
The Patron (Spain, India, Italy)	<ul style="list-style-type: none"> - the presence of the government unit responsible for CSR (often more than one ministry); - advisory bodies established by the government; - no coherent CSR policy or strategy; - the government establishes regulations on individual CSR areas (such as labour law, environmental protection law, social issues); - CSR soft-law guidelines created additionally; - CSR promotion institutions built in co-operation with stakeholders; - the government acts in favour of social responsibility, communicates with stakeholders and creates partnerships; 	<ul style="list-style-type: none"> - in Italy the government supports CSR research and creates I-CSR website, providing basic information on CSR; - in India and Spain the patronages over CSR Award competitions.

The Promoter (France, Germany, Sweden)	<ul style="list-style-type: none"> - there is a leading government unit on CSR, but action is taken by more than one ministry; - the actions are coordinated; - there is a CSR activity policy, strategy or plan; - there are guidelines and soft-law on CSR; - there are all basic regulations referring to individual CSR areas; - there are regulations imposing an obligation of social reporting on companies; - government institutions dealing with individual CSR issues are established; - communication with stakeholders; - the governments pay attention to the international perspective (in the context of delivery chain and development aid). 	<ul style="list-style-type: none"> - there are workshops and seminars on CSR (in co-operation with various stakeholders' groups); - support for research initiatives and CSR competitions; - there are awareness campaigns concerning CSR for consumers.
The Partner (Belgium, Denmark, the Netherlands, Canada, Great Britain)	<ul style="list-style-type: none"> - there is a leading government unit responsible for CSR; - apart from the leading unit, other ministries also deal with CSR (but their works supervised by the unit dedicated to CSR issues); - there are advisory bodies to the government; - CSR promotion centres are established; - there is a CSR plan, policy or strategy; - stable communication with stakeholders; - government activities encourage other social actors to take action promoting CSR; - visible synergy effect between them, which results in activity coherence. 	<ul style="list-style-type: none"> - the Ministry of Social Affairs in Denmark started a promotion campaign in 1994, connected with companies research – „Our common concern – the social responsibility of business“; - government's financial support for socially responsible initiatives; - financing online tools promoting CSR, which are useful for business; - supporting social reporting.

Source: own study based on: CSRinfo, the Analysis of Institutional CSR Promotion Models in Selected Countries, Warsaw 2011

The actions of Polish government administration related to CSR promotion

The Ministry of Economy is one but not the only one of the ministries in Polish government, which is engaged in CSR concept promotion. In co-operation with the other ministries and entities involved in social dialogue, it has made an effort to enter corporate social responsibility in the country strategy papers, which are crucial for the economy and development¹⁵. Within Polish government, the Ministry of Labour and Social Policy, the Ministry of Culture and National Heritage and the Ministry of the Environment are also involved in CSR promotion. In 2006, on the initiative of MPiPS (the Ministry of Labour and Social Policy), an inter-ministerial working group for CSR was established, which supported by the Responsible Business Forum organised various workshops and training sessions, mainly for public administration units. Over the period 2009-2013, there was the Panel on Corporate Social Responsibility acting within the office of the Prime Minister. It consisted of business representatives, scientists, experts and representatives of civil organisations, whose main task was to form recommendations and guidelines for the government to reach the best possible CSR policy. At the end of 2014, the panel was re-activated. Moreover, within the Ministry of Economy and in co-operation with the panel, there are working groups supporting public authorities in CSR promotion. At present, these groups include: the Working Group on Education and CSR Promotion, the Working Group on Sustainable Consumption and Production, the Working Group on CSR Trend Monitoring and the Working Group on the Implementation of CSR Rules. The panel's main responsibility is developing recommendations concerning the directions of Corporate Social Responsibility rules' implementation in the process of the country's economic policy development, and in particular:

- 1) developing recommendations concerning the directions of Corporate Social Responsibility guidelines implementation in the country's economic policy, and particularly, in public authorities activities (the central and local government authorities);

15 A. Rudnicka, CSR - doskonalenie relacji społecznych w firmie, Wolters Kluwer Publishing, Warsaw 2012, p. 34

- 2) creating conditions for the dialogue and knowledge and experience exchange between the authorities, business, social partners and non-governmental organisations in relation to Corporate Social Responsibility;
- 3) analysing and evaluating tools, trends, reports and examples of good practice related to Corporate Social Responsibility;
- 4) promotion and popularization of Corporate Social Responsibility, particularly, popularising good practice in CSR¹⁶.

Moreover, the Ministry of Economy establishes a regular dialogue and co-operation with one of the leading organisations promoting corporate social responsibility – the Responsible Business Forum. It has been invited to take part in the consultation on „*The programme of the co-operation of the Ministry of Economy with non-governmental organisations for 2016*”¹⁷, as a representative of NGO environment in Poland.

The recent initiative of Polish government is so-called 2050 Vision – a project of the Ministry of Economy, Responsible Business Forum and the Deloitte consulting company. The initiative’s programming document is „Polish Business Declaration on Sustainable Development”. It describes 10 key challenges, in relation to which business should take part in supporting socio-economic changes in Poland. The working groups appointed within 2050 vision act in the following areas:

- 1) sustainable production and consumption
- 2) renewable sources of energy and efficient energy use
- 3) social innovations
- 4) small and medium enterprises¹⁸.

At present, nearly 100 companies have joined the declaration.

16 http://www.mg.gov.pl/files/upload/22130/Zarz%C4%85dzenie_DU_MG_Zespol_CSR_21_07_2014.pdf, 25.10.2015

17 <http://odpowiedzialnybiznes.pl/aktualno%C5%9Bci/rekomendacje-forum-odpowiedzialnego-biznesu-do-programu-wspolpracy-ministerstwa-gospodarki-z-organizacjami-pozarzadowymi/>, 25.10.2015

18 <http://odpowiedzialnybiznes.pl/wp-content/uploads/2014/03/Wizja-2050.pdf>, 25.10.2015

The table below presents the most important aspects of Polish public authorities' actions on CSR.

COUNTRY	CHARACTERISTICS	PROMOTION ACTIONS
Poland	<ul style="list-style-type: none"> - no indication of a particular unit responsible for CSR in government institutions, with the leading role of the Ministry of Economy; - appointing the CSR Panel; - at present no coherent policy or government CSR strategy (on the Ministry of Economy's website referring to the Europe 2020 Strategy) - individual regulations referring to CSR areas, indicated by the Ministry of Economy (OECD guidelines, GRI guidelines, ISO 26000 standard, SA8000 standard, series AA1000 standards) - social and business organisations are in charge of CSR promotion to the largest extent. 	<ul style="list-style-type: none"> - organising periodic conferences on social responsibility under the patronage of the Ministry of Economy; - sponsoring competitions organised by NGO sector.

Source: own study

The analysis of the Polish government's actions so far and the development directions of corporate social responsibility confirm that the promotion model closest to Polish public administration oscillates between the observer and the patron models. The observer model is familiar, because no particular ministry has been appointed for CSR promotion in Poland. We have no coherent CSR policy or strategy and non-governmental organisations are still in charge of its promotion. Nevertheless, as it is in the case of the patron model, there is a leading unit responsible for CSR promotion in Poland – the Ministry of Economy. There are also advisory bodies appointed, which are the Panel for CSR and the four Working Groups acting within the panel. Whereas the conferences organised in co-operation with Responsible Business Forum show the engagement in the dialogue with the NGO environment and the intention to reach numerous groups of stakeholders. Analysing the above, it can be stated that the Polish government administration is closer to the patron model.

Summary

CSR in Poland is characterised by a relatively short history, but also by its dynamic development (especially in recent 10 years). The level of knowledge and awareness of what corporate social responsibility is, and also the amount of good practice implemented by companies, have increased. To maintain the recent growth dynamics, it is necessary for various groups of stakeholders to co-operate with one another. It is also necessary for the government to control this co-operation. As stated above, Polish public administration presently oscillates between two CSR promotion models – the observer, which is passive in its actions and distanced towards what is happening between the NGO sphere and business; and the patron, which engages in promotion through appointing an informal leader within the government structures (the Ministry of Economy) and enters into a dialogue with various groups of stakeholders (thanks to recommendations established by the working Groups). Thanks to conducted analyses, it can be confirmed that presently, Polish public administration is closer to the patron model.

To summarize the present article, it is worth mentioning that among the 9 recommendations for the Polish market, which were included in „the Analysis of Institutional CSR Models’ Promotion in Selected Countries”, apart from inter-ministerial actions’ coordination, establishing a clear plan and assigning suitable financial resources for its implementation, or appointing a permanent supervisory board for CSR and trade co-operation, what is also essential, is the education of government and government administration representatives. It is hard not to agree with this, since it is the understanding of corporate social responsibility principles that the success of this concept’s promotion on a larger scale depends on – not only nationwide, but locally as well.

References:

- [1] Analiza instytucjonalnych modeli promocji CSR w wybranych krajach, http://odpowiedzialnybiznes.pl/public/files/analiza_instytucjonalna_promocji_csr_CSInfo_2011.pdf, 25.10.2015
- [2] Drucker P. F., Zarządzanie w XXI wieku, Muza, Warsaw 2000, p. 60
- [3] GREEN PAPER – Promoting a European framework for Corporate Social Responsibility, 2001, p. 6, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2001:0366:FIN:en:PDF>, 25.10.2015
- [4] Lewicka-Strzałecka A., Społeczna odpowiedzialność biznesu w Polsce: ograniczenia i perspektywy, *Annales: etyka w życiu gospodarczym*, 2006, p. 285, http://www.annalesonline.uni.lodz.pl/archiwum/2006/2006_01_lewicka_strzalecka_285_294.pdf, 25.10.2015
- [5] Lozano J.M.; Tencati A.; Midttun A. and Perrini F., The Changing Role of Governments in Corporate Social Responsibility, *Business Ethics: A European Review*, 2008, p. 348-349,
- [6] http://www.academia.edu/4080362/The_Changing_Role_of_Governments_in_Corporate_Social_Responsibility_with_J.M._Lozano_A._Tencati_A._Midttun_and_F._Perrini, 25.10.2015
- [7] Nakonieczna J., Społeczna odpowiedzialność przedsiębiorstw międzynarodowych, Difin Publishing, Warsaw, 2008, p. 130
- [8] National Strategy for Sustainable Development and Action Plan (NSSD 1) 2011–201, https://www.environment.gov.za/sites/default/files/docs/sustainabledevelopment_actionplan_strategy.pdf, 26.10.2015
- [9] Rekomendacje Forum Odpowiedzialnego Biznesu do “Programu współpracy Ministerstwa Gospodarki z organizacjami pozarządowymi”, <http://odpowiedzialnybiznes.pl/aktualno%C5%9Bci/rekomendacje-forum-odpowiedzialnego-biznesu-do-programu-wspolpracy-ministerstwa-gospodarki-z-organizacjami-pozarządowymi/>, 25.10.2015
- [10] [enewed EU strategy for 2011-2014 concerning corporate social responsibility, 2011, p. 7, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:PL:PDF>, 25.10.2015
- [11] Rudnicka A., CSR - doskonalenie relacji społecznych w firmie, Wolters Kluwer Publishing, Warsaw 2012, p. 34

- [12] Rybak M., „Etyka menadżera – społeczna odpowiedzialność przedsiębiorstwa”, Wydawnictwo Naukowe PWN, Warsaw 2004, p. 10
- [13] Społeczna odpowiedzialność przedsiębiorstwa w Unii Europejskiej, <http://www.twojaeuropa.pl/423/spoleczna-odpowiedzialnosc-przedsiębiorstwa-w-unii-europejskiej>, 25.10.2015
- [14] [Wizja zrównoważonego rozwoju dla polskiego biznesu, <http://odpowiedzialnybiznes.pl/wp-content/uploads/2014/03/Wizja-2050.pdf>, 25.10.2015
- [15] ZARZĄDZENIE MINISTRA GOSPODARKI z dnia 9 lipca 2014 r. w sprawie powołania Zespołu do spraw Społecznej Odpowiedzialności Przedsiębiorstw, http://www.mg.gov.pl/files/upload/22130/Zarz%C4%85dzenie_DU_MG_Zespol_CSR_21_07_2014.pdf, 25.10.2015
- [16] Żemigąła M., Społeczna odpowiedzialność przedsiębiorstwa – budowanie zdrowej, efektywnej organizacji, Oficyna Wolters Kluwer, Kraków 2007, p. 20

CONTENT**Introduction 5**

Using a benchmarking tool to improve CSR management and performance in a multi-national corporation – A case study – Teresa Aldea and Dwayne Baraka **7**

The effectiveness of Green Marketing Strategies in the Automotive Industry: a Consumer-based Analysis – Domenico Morrone, Angeloantonio Russo and Donato Calace **41**

A voluntary approach to CSR – using the VELUX Group as a case – Mikkel Skott Olsen, Lone Feifer, Jacek Siwiński, Emilia Olszewska **71**

The importance of social and environmental aspects of supply chain management - pilot research results – Agata Rudnicka **81**

Engagement of public administration in corporate social responsibility's promotion – Magdalena Juźwiak **95**

Public sector involvement in the promotion of social responsibility – examples of sector-specific instruments with the special focus on financial sector in Poland – Janusz Reichel **115**

Publication of the data required by the Business and Financial Markets and Information Users in the non-financial data reports published by the financial institutions in Poland – Aleksandra Stanek-Kowalczyk **135**

Development Trends of Socially Responsible Mutual Funds – Indrė Slapikaitė, Rima Tamošiūnienė **151**

Intersectoral Cooperation Of Business Organizations And Sports Clubs – Gabriel Pawlak, Gabriel Łasiński, Piotr Głowicki **171**

Shared value. Doing business with social enterprises – Mónica Vasquez del Solar with contributions from Ana Paula Bedoya, Omar Angulo and Stefanie Delgado, Agnieszka Orzechowska **183**

Authors of the chapters **195**

Monograph:

CSR Trends. Making a difference.

Rudnicka Agata (ed.)

The chapters included in the volume were a subject of the double blind peer review process. The reviewers were as follows (in alphabetical order):

Dominik Drzazga, Ph.D.

Jacek Dymowski, Ph.D.

Piotr Rogala, Ph.D.

Maciej Turała, Ph.D.

Publisher:

Centrum Strategii i Rozwoju Impact (CSR Impact)

ul. Zielona 27, 90-602 Łódź, Poland

www.csri.org.pl, www.csrtrends.eu

biuro@csri.org.pl

Design and graphic layout: Spółta Działa / www.spoladziala.pl

Łódź (Poland) 2015

E-book

ISBN: 978-83-932160-7-9

© Copyright by Centrum Strategii i Rozwoju Impact

The publisher gives consent for distribution of the publication in electronic form and without charges, provided that information about author(s) and publisher is not omitted.

CSR Trends

Making a difference



Editor
Agata Rudnicka

Centrum Strategii i Rozwoju Impact (CSR Impact)
Łódź (Poland) 2015
ISBN: 978-83-932160-7-9