



Developing human and social capital

Good practices of Nordic companies in the field of social responsibility

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Good practices of Nordic companies in the field of social responsibility

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SPCC Patrons:



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Roger Andersson

Chairman of the Scandinavian-Polish Chamber of Commerce



Agnieszka Kowalcze

Director of the Scandinavian-Polish Chamber of Commerce

Scandinavian companies are known for their responsible business practices and are very active within this scope. The two previous publications by the Scandinavian-Polish Chamber of Commerce focused on areas closely linked with business processes within a company and were devoted to the supply chain and themes associated with energy efficiency or a business's environmental impact. The practices outlined in those publications clearly demonstrated, that responsible actions are an important element in the strategies of Scandinavian companies.

In this publication we present results of the survey conducted among Scandinavian and Polish companies and examples of Scandinavian investors' social involvement. Employees are an important, if not the crucial resource for companies from the North. Care for good working conditions, observing employee rights as well as OHS regulations are paramount to Scandinavian companies.

Employees are the ambassadors of a company, they are often deeply rooted in local communities and have a tremendous impact on the relations between the company and its stakeholders in the region within which the company operates. Scandinavian companies willingly support employees involvement, often initiating interesting projects with the intention of reinvigorating and developing the local communities. We do hope that the initiatives presented within this publication will provide inspirational reading.

We would like to thank KPMG for their cooperation and afforded knowledge. We would also like to thank Fortum, DNB Bank, IKEA and Jotun for particular support of our project, and also all companies associated and cooperating with SPCC, for sharing their knowledge and practices. Furthermore, we thank the Honorary Patrons for appreciating our initiative.



Krzysztof Radziwon

Partner, KPMG in Poland

The concept of doing business in line with the principle of corporate social responsibility is becoming more and more popular. A growing number of enterprises appreciate benefits offered by embracing various interest groups or caring for the natural environment in their activities.

Scandinavian organisations demonstrate exceptionally high awareness of their impact on the environment and the society. In addition, they often transfer good practises to foreign markets on which they operate. This has prompted us to verify differences in perception of issues relevant to corporate social responsibility, and especially human and social capital, by Scandinavian organisations present on the Polish market and enterprises with the majority of Polish capital of similar size.

Findings of the study reveal that activities of Scandinavian organisations doing business in Poland are definitely more often aligned to the concept of corporate social responsibility than those of Polish enterprises that were covered by the study. Equally visible are differences in the role played by CSR in various organisations – Scandinavian companies declare much more often that corporate social responsibility is a central element of their values or strategy.

We would like to thank all individuals and organisations who have made a contribution to this publication. We hope that it will be helpful in further discussions about doing business in line with the corporate social responsibility concept and benefits it offers.



Mikael Lemström

President
of Fortum Power and Heat Polska

Responsibility has three dimensions at Fortum – economic, environmental and social. Only simultaneous performance in all these areas ensures profits and market safety to the company. Nowadays, large market players are expected to be flexible in their operations, have a broad outlook on the competitive environment and to point out and solve environmental and social problems. Corporate social responsibility means simultaneous business operations and collaboration with local communities coupled with development of environmental awareness. Educating of customers and consumers in the area of effective use of electricity and heat is an activity impacting the business. Fortum is trying to build long-term customer awareness – in the perspective of 30-40 years. Our mission is to generate energy for present and future generations. We invest in young people because we believe that in future they will become our customers selecting our products not only because they meet their requirements, but also because we are responsible and driven by something more than generation of profits. In order to run a business meeting the requirements of today's market, it is necessary to increase the investments in human resources, protection of the environment and relationships with the surrounding world. Fortum understands this structure of connected vessels and conducts advanced research and development activities. Their purpose is both to improve energy efficiency and to reduce the environmental impact of our business. We simultaneously conduct social programmes responding to particular problems at individual locations where Fortum runs its business operations.

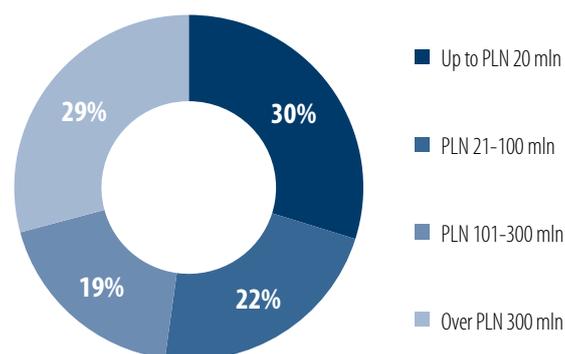
Results of a CSR survey conducted by SPCC & KPMG among Scandinavian and Polish companies

The study driven by CAWI was conducted in June and July 2015 on a sample of 32 Scandinavian organisations doing business in Poland and, as a reference, 55 companies with the majority of Polish capital demonstrating a similar size (in terms of employment level and consolidated revenues). The objective of the study was to verify if there are any differences in perception of CSR practices between Scandinavian and Polish organisations. Respondents featured representatives of top management – owners, CEOs, board members and directors. The questions asked in the survey covered three areas: company's general CSR activity, the role of CSR within the organization and CSR activities within human and social capital.

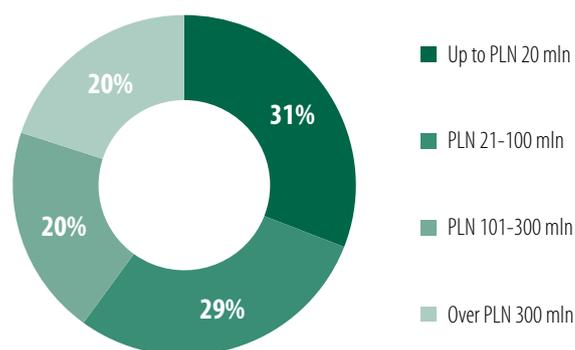
Profile of respondents

The size of consolidated revenues of surveyed organisations

Scandinavian companies

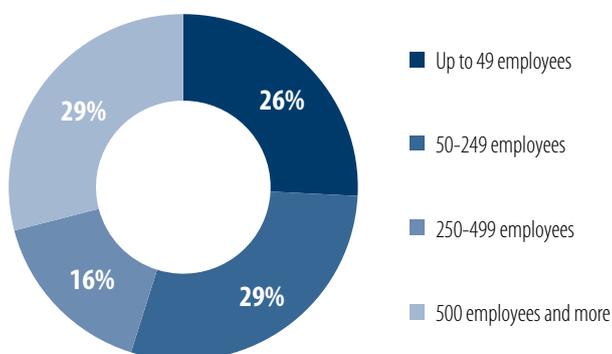


Polish companies

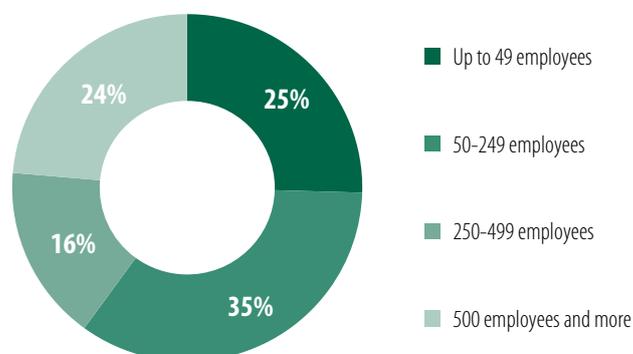


Employment level in surveyed organisations

Scandinavian companies



Polish companies

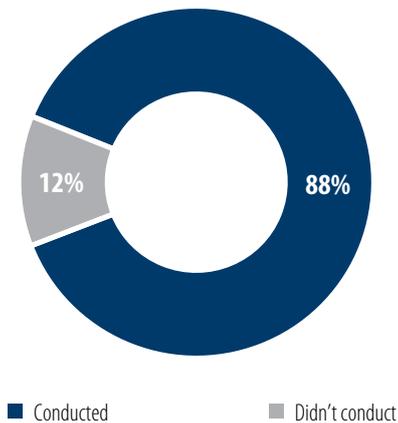


Corporate social responsibility in Scandinavian and Polish companies

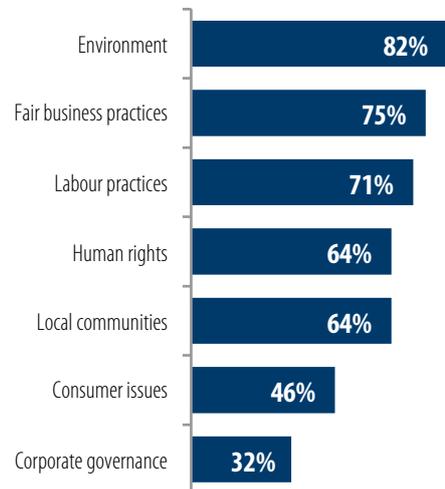
CSR activities over the last two years

Scandinavian companies

Share of surveyed Scandinavian companies which conducted CSR initiatives in Poland over the last 2 years



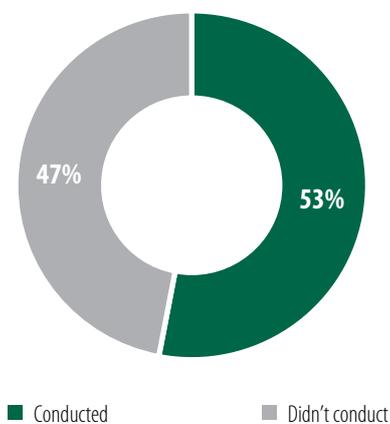
Areas of CSR initiatives of surveyed Scandinavian companies over the last 2 years



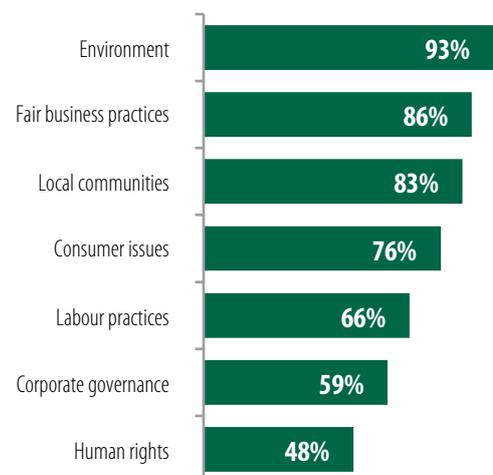
During the past two years, surveyed Scandinavian organisations were doing business in Poland in line with the corporate social responsibility concept much more often than Polish companies of the similar size. Both Polish and Scandinavian enterprises active on the CSR scene put the focus on similar initiatives – usually dedicated to the environment and to ensure fair business practices¹. For Scandinavian companies fair labour practices and activities dedicated to human rights are also important, whereas for Polish organisations – activities dedicated to local communities and consumer issues.

Polish companies

Share of surveyed Polish companies which conducted CSR initiatives in Poland over the last 2 years

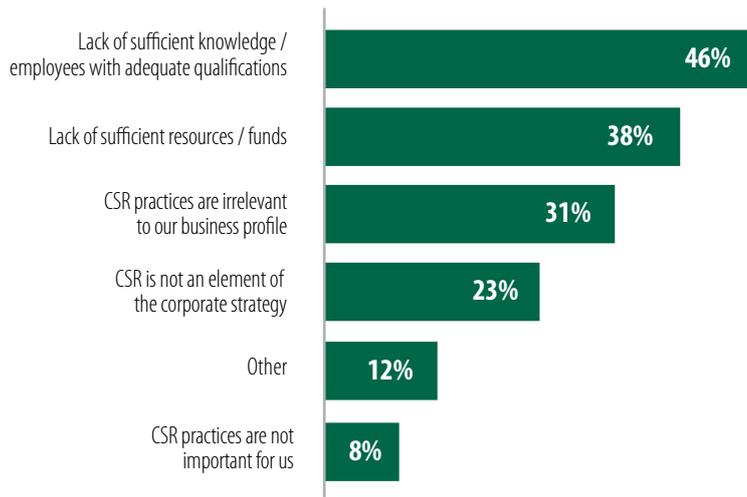


Areas of CSR initiatives of surveyed Polish companies over the last 2 years



¹ Fair business practices are understood as ethical business position towards other entities operating on the market (competitors, suppliers, clients, public entities).

Reasons behind non-performance of CSR initiatives of surveyed Polish companies over the last 2 years²



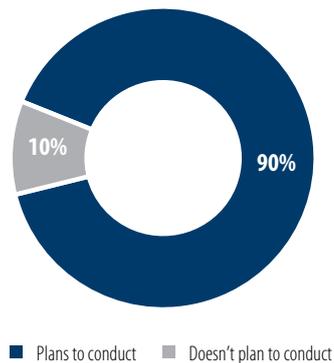
Representatives of surveyed Polish organisations which are not committed to corporate social responsibility admit that key reasons behind it include lack of knowledge and lack of employees demonstrating adequate qualifications as well as lack of funds. Some Polish companies claim that CSR practices are irrelevant to their business profile.

Among the 12% of Scandinavian companies, which didn't conduct CSR practices over the last 2 years, the majority claim that the reason was lack of knowledge and qualified human resources.

Areas of CSR activities in the next 2 years

Scandinavian companies

Share of surveyed Scandinavian companies which plan to implement CSR initiatives in Poland during the next 2 years

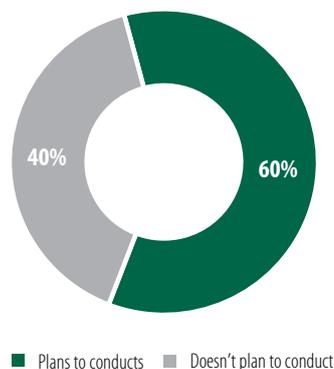


Areas of CSR initiatives of surveyed Scandinavian companies during the next 2 years

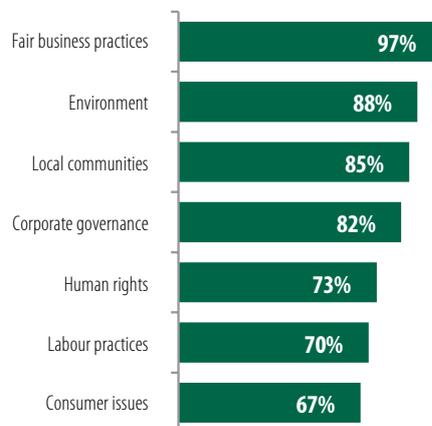


Polish companies

Share of surveyed Polish companies which plan to implement CSR initiatives in Poland during the next 2 years



Areas of CSR initiatives of surveyed Polish companies during the next 2 years

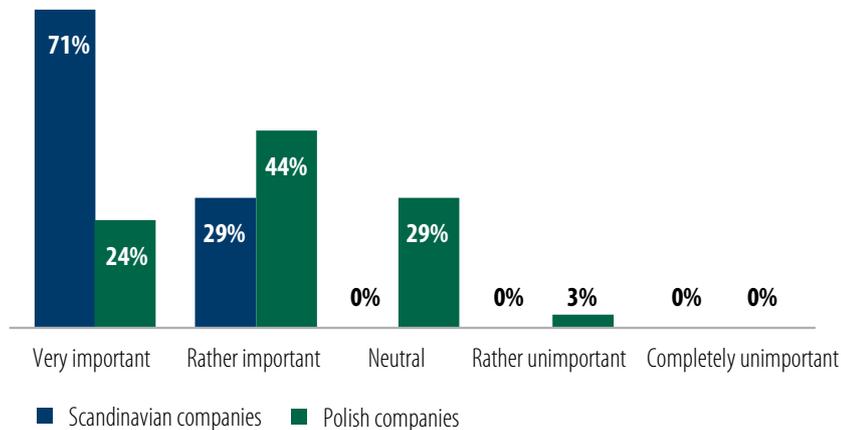


² Answers of Polish organisations which failed to conduct CSR initiatives in Poland over the last 2 years.

In the nearest future, in both samples of companies there will be a slight increase in the percentage of enterprises active on the CSR scene. Polish organisations declare that they will put the spotlight on fair business practices, while the majority of Scandinavian companies active in this field will commit themselves to environment, labour-related practices and local communities within the areas where they operate.

The role of CSR within the organisation

The impact of CSR on corporate values

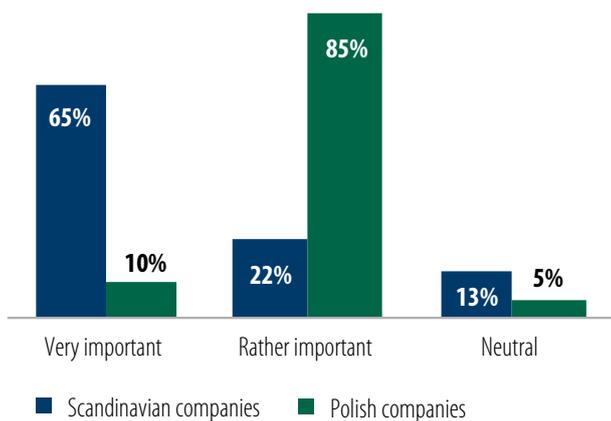


71% of surveyed Scandinavian companies
24% of surveyed Polish companies
 declare that CSR is very important for the company's values*

There are visible differences in the impact of corporate social responsibility on corporate values of Polish and Scandinavian organisations. As many as seven out of 10 surveyed Scandinavian companies declare that CSR plays a vital role within the framework of their corporate values, while others consider its role to be rather important. The share of enterprises declaring that corporate social responsibility has a major impact on their values is definitely lower in the sample of Polish companies.

75% of surveyed Scandinavian companies
69% of surveyed Polish companies
 have formally embraced CSR in their strategy*

The role of CSR in the corporate strategy³



39% of surveyed Scandinavian companies
41% of surveyed Polish companies
 measure deliverables of implemented CSR activities*

A sizeable percentage of respondents from both groups declare that they have embraced CSR in their strategy. Scandinavian firms argue that corporate social responsibility plays a pivotal role in their strategy, while the majority of organisations from the Polish sample define it as rather important.

Despite the fact that significant part of surveyed Scandinavian companies which conduct CSR activities don't publish the reports on them, almost half of these companies report them to the Scandinavian office.

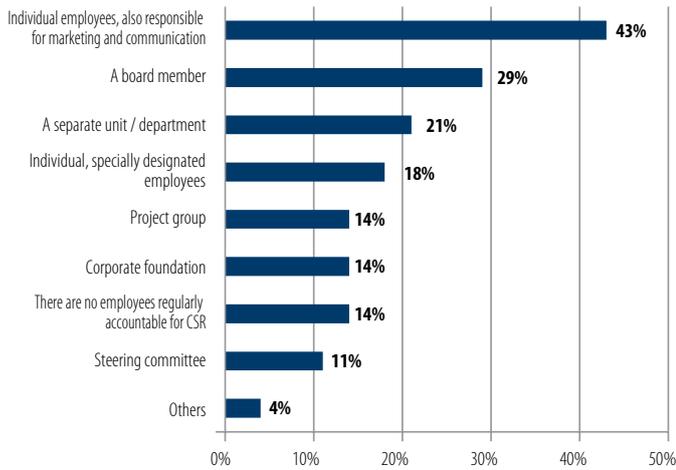
46% of surveyed Scandinavian companies
52% of surveyed Polish companies
 publish reports on rolled out CSR activities*

³ Answers of organisations which conducted CSR initiatives over the last 2 years and embrace CSR in their strategy.

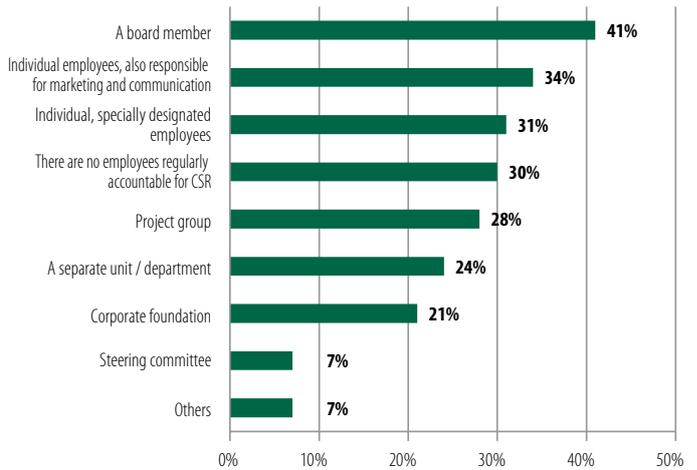
* Answers of companies which conducted CSR initiatives over the last 2 years

Organisational units accountable for CSR

Scandinavian companies



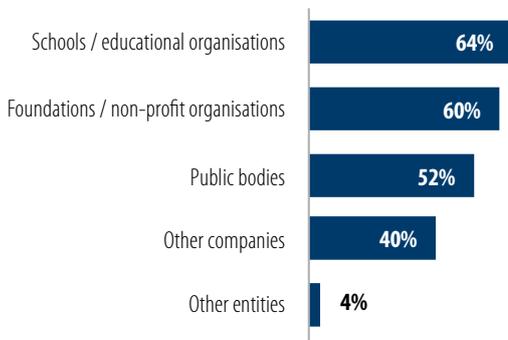
Polish companies



In companies from both samples, the accountability for CSR activities usually rests with individual employees who are also in charge of marketing, and board members. It should be noted, however, that twice as many Polish organisations from surveyed samples had no employees regularly accountable for CSR versus Scandinavian companies.

Partner entities for CSR projects

Scandinavian companies



Polish companies



89% of surveyed Scandinavian companies

86% of surveyed Polish companies

engage employees in CSR activities*

68% of surveyed Scandinavian companies

31% of surveyed Polish companies

have introduced corporate volunteering schemes*

89% of surveyed Scandinavian companies

90% of surveyed Polish companies

cooperate on CSR projects with at least one external entity*

*Answers of companies which conducted CSR initiatives over the last 2 years

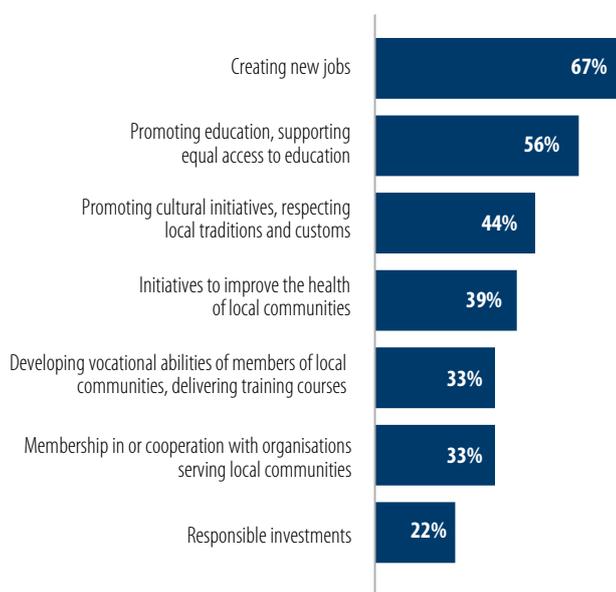
Scandinavia is a region of highly developed associations culture and high social capital, therefore Scandinavian companies spread these values on the markets they operate. Surveyed Scandinavian companies which do business in Poland in line with the principle of corporate social responsibility usually collaborate on CSR projects with educational institutions, foundations and non-profit organisations. On the other hand, the majority of respondents from Polish organisations with a similar profile initiated cooperation mainly public bodies over the last two years.

Human and social capital

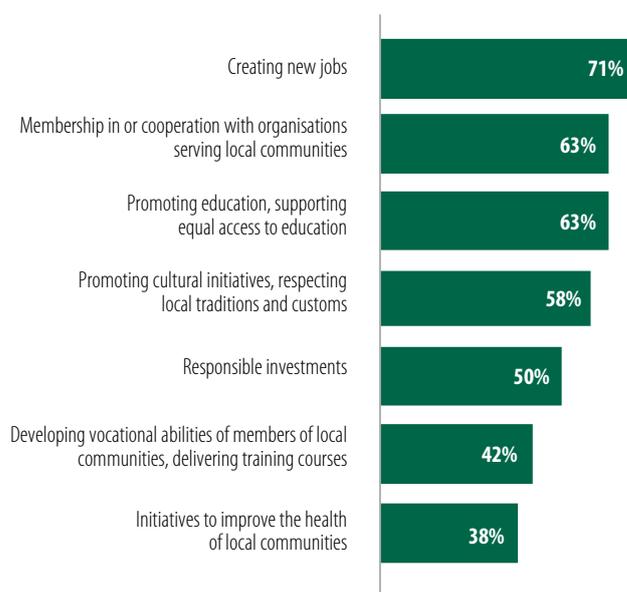
Local communities

Practices relevant to local communities currently implemented by organisations⁴

Scandinavian companies



Polish companies



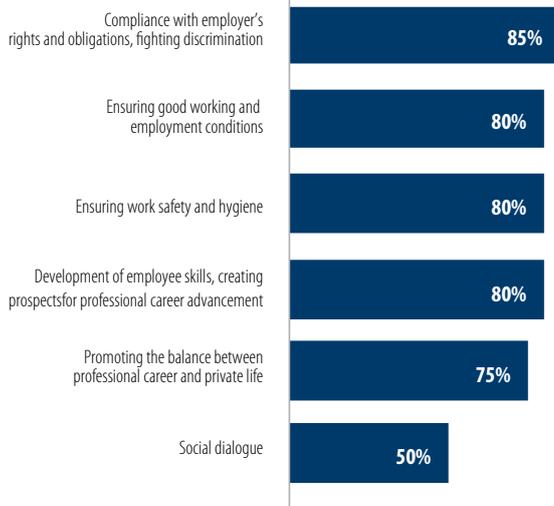
For surveyed Scandinavian and Polish companies, which undertake projects in the area of local community, creating new jobs is the priority. A significant proportion of Scandinavian companies also take part in the projects which promote education, whereas Polish companies are often members of organisations serving local communities or cooperate with them.

⁴Answers of organisations which over the last 2 years conducted CSR initiatives dedicated to local communities

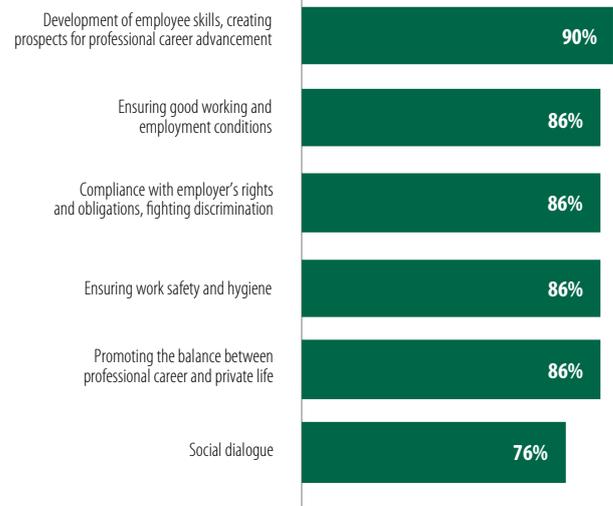
Workplace

Practices relevant to workplace currently implemented by organisations⁵

Scandinavian companies



Polish companies

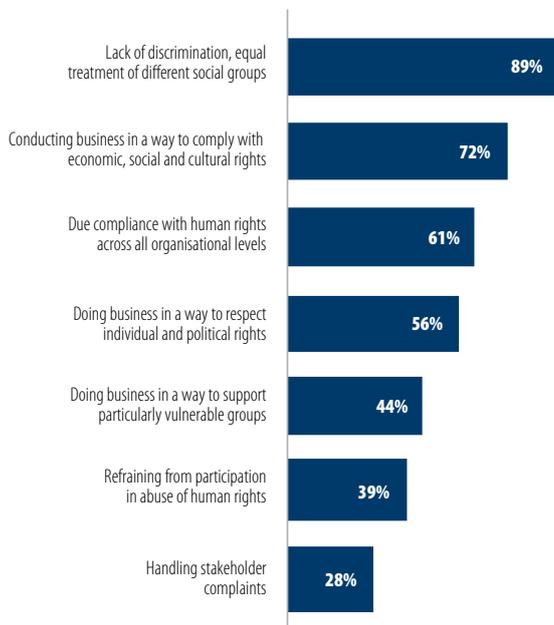


In terms of corporate social responsibility focused on the workplace, the majority of surveyed Scandinavian companies which undertook projects in this area during the last 2 years declare that they comply with employer's rights and obligations and ensure good working and employment conditions. On the other hand, the majority of surveyed Polish companies create the possibilities for their employees to develop skills and advance career as well as ensure good working and employment conditions.

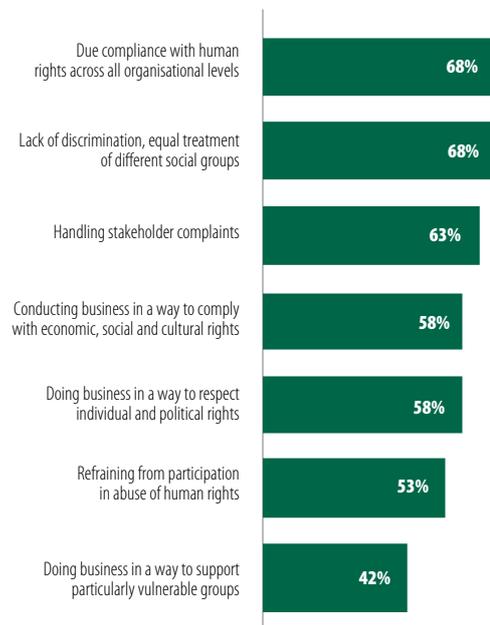
Human rights

Human rights-related practices which are currently implemented by organizations⁶

Scandinavian companies



Polish companies



With respect to human rights, the majority of surveyed Scandinavian companies care about running business in a way to comply with economic, social and cultural rights. On the other hand, the biggest number of surveyed Polish enterprises put the focus on compliance with human rights across all levels of the organisation and does business in such way to treat equally different social groups.

⁵ Answers of organisations which over the last 2 years conducted CSR initiatives dedicated to the working place.

⁶ Answers of organisations which over the last 2 years conducted CSR initiatives dedicated to human rights.

Value creation is the goal of all companies, but corporate value creation is not always aligned with value creation for society as a whole

The 'disappearing disconnect' between corporate and societal value creation

Companies have always created societal value in the course of doing business. They provide people with the goods and services they need. They contribute taxes to the economy. They create jobs and wealth, and by doing so, they have played a significant part in helping to lift hundreds of millions out of poverty.

Yet that positive contribution to society comes at a price. In the course of doing business, companies also draw on the natural resources of the planet and can have negative effects on people and the environment.

As a result, the role of business is increasingly being scrutinized, debated and challenged. This is happening all the more as the world globalizes and people become wealthier and more connected. As a business community, we need to be aware of this trend and respond to it.

More and more companies undertake various CSR activities and publish information on the environmental, social and corporate governance in the form of a corporate social responsibility report. Some of them include the information on the corporate social responsibility in the annual financial reports, following the trend of integrated reporting. However, this information is often confusing for stakeholders and seen only as a marketing activity aimed at improving the image and mitigation of potential criticism.

A company's creation, or reduction, of societal value has an increasingly direct impact on the drivers of its corporate value, namely revenues, costs and risk. It is the phenomenon that we at KPMG describe as 'the disappearing disconnect' between corporate and societal value creation.

Yet this investment entails far more than corporate philanthropy, CSR projects or 'green' initiatives—worthy and important though these may be. To do well in today's business environment, you increasingly have to measure, understand and proactively manage the value you create, or reduce, for society and the environment as well as for shareholders.

Externalities - a challenge for businesses

To do so, companies need to better understand their so called 'externalities'. That is because what was 'external' is rapidly being internalized¹, through:

- regulation such as taxes or pricing,
- a growing number of reporting and disclosure regulations and certification standards increasing corporate transparency,
- changing market dynamics including resource shortages,
- or more frequent and impactful stakeholder pressure.

Historically, externalities have had little or no impact on the cash flows or risk profiles of most companies. Companies have not been fully rewarded for their positive externalities and have also not paid for much of the damage they cause through negative externalities such as carbon emissions or the social effects of poor working conditions.

For this reason, externalities have been largely excluded from the measurement of corporate value. But this disconnect between corporate and societal value is disappearing. Globalization, digital connectivity, the financial crisis, population growth, the explosion of the global middle class, climate change and other economic, social and environmental megaforges are transforming the operating landscape for business.

Business leaders and investors need to understand these new dynamics and their consequences in order to unlock value creation opportunities. They need to identify and quantify externalities, and understand the potential effects on corporate value. Equipped with this understanding they will be in a stronger position to develop effective response strategies that protect and create value, both for shareholders and for society.

Understanding and quantifying the externalities

What executives need is a method to understand and quantify their externalities and the likelihood they will affect their company's earning capability and risk profile in the future.

Many of the current initiatives aim to help companies measure their social and environmental impacts and some focus primarily on negative impacts. While this is a valuable first step, KPMG has identified a need for an approach that is better balanced and helps enable companies to go further. This means valuing positive externalities as well as negative, and – importantly - understanding the risk of those externalities being internalized and how that internalization might affect value creation. Such a tool also needs to provide a lens through which investments can be assessed for their potential to create both corporate and societal value.

¹ An example of an externality which now has a direct impact on the company's expenses is, for example greenhouse gas (GHG) emissions and its impact on climate change. Implemented regulations impose renewable energy targets and carbon emission rights, which enforce a change in company's energy consumption.

In order to address this need, we have developed the KPMG True Value methodology, which includes a 3-step approach that enables companies to:

- assess the company's 'true' earnings by identifying and quantifying its material externalities;
- understand future earnings at risk by analyzing exposure to the forces of internalization;
- create corporate and societal value by developing business cases that capture value, create opportunities and reduce risk.

Quantifying the externalities – case study

A good example of application of KPMG developed tool in practice is an engagement carried out for the public transport operator one of the European countries.

Every day, people take trips on trains and buses, so the KPMG client has a huge impact on the mobility of society. The company is conscious of the value it creates for society by providing mobility but is also aware that it has some negative effects on society, for example through its greenhouse gas emissions. Its long-term vision is to increase the value it creates for society while reducing its negative impacts and delivering healthy financial returns.

The company has recognized that an important step in achieving this ambition must be to quantify the value it creates, and reduces, for society in order to better understand and manage it. Quantifying the value the company creates for society also provides fact-based data for dialogue with stakeholders, provides transparency and contributes to the broader debate around the true value of business.

In 2014, it engaged KPMG to apply the KPMG True Value approach to calculate the socio-economic value, as well as the environmental value, that the company creates, and reduces, for society. The team applied the first step in KPMG's True Value methodology. This is to identify the organization's material externalities and classify them as either positive or nega-

tive. Positive externalities create positive value for society while negative externalities create negative value for society.

The initial result was a 'long list' of externalities and issues that are important to stakeholders. A shortlist was then produced using the Global Reporting Initiative (GRI) G4 materiality guidelines and the principles of Integrated Reporting.

The shortlist was then assessed further to determine where sufficient data and metrics were available to quantify these externalities in financial terms. Selected were four externalities:

- mobility;
- safety;
- corporate expenditure, education and spending;
- and environmental expenditures.

KPMG professionals quantified these externalities and applied a financial value to them using expert input and the best available academic data sources.

What you can't measure, you can't manage

What you can't measure, you can't manage. Businesses need a standardized approach to combine financial earnings data with monetized externality data and quantify the likelihood and potential impact of the latter coming to influence the former. As today, essential is not only corporate value creation, but also value creation for society as a whole.

Krzysztof Radziwon

Partner

*Risk Consulting – Climate Change and Sustainability
KPMG in Poland*

Radosław Kowalski

Manager

*Risk Consulting – Climate Change and Sustainability
KPMG in Poland*



Danish organisation – working for collective success

The competitiveness of a company of course depends on the product or service delivered for matching needs of the market, but also very much on the internal dynamics and adaptability of the company's organisation – i.e. the relationship between employees and with the management.

There is of course not one universal management style or relationship as approach always would have to be adapted to the characteristic of the organisation and individuals to be managed.

However, I dare say that we in Danish organisations have quite clear ideas on the management direction we pursue or wish to develop. And that this approach is part of the reason for the success of Danish companies.

To make a very general – and maybe slightly rosy – point about Danish organisations, the overall approach is one of harmony and of being one organism. This implies that all members are part of and contributing to collective success and will benefit from this success. Along these lines the terminology “worker” is being used less and less, whereas more and more would use co-worker or straight forward “colleague” about employees.

This team approach again implies that trust is build up in organisations between co-workers themselves and in the relations with management – they all share the same objective. Dialogue is focused on learning and improving performance for the benefit of all.

The image showing this idealistic version is that of a time-out in a handball match. Nobody is in doubt who's the coach and nobody is in doubt that feedback is meant to improve performance. Everyone is involved and responsible for the team as well as own performance – and the spirit is very competitive towards opponents rather than internally on the team.

Another specificity is the value contributed to rotation. Employee/management turnover does result in loss of institutional memory and network, but does also bring on-board fresh eyes and new ideas. Thus a certain volume of turnover and thus not life-long employment in one work area or organisation is seen as a positive contribution.

Management of a team organisation allows flat hierarchies, extensive involvement in innovation and decision making being counterbalanced through individual responsibility and common understanding of objectives. In practice it is often noted by foreigners that Danes have a very informal tone, using first names and rarely titles. This does facilitate direct dialogue and underlines the equalitarian approach of the Danish society.

The challenges of this approach may to some extent be speed of decision making and limiting the formal powers of managers. Pulling rank does not work as an argument.

Overall, there is no doubt that this management and organisational style does pay off in terms of job satisfaction, innovation, efficiency and competitiveness – but also that it is very hard to implement 100 pct. – it's an ideal that we aim for.

Steen Hommel, Ambassador of Denmark to Poland



Women in business – the Finnish approach

Finland has a long history in gender equality. Finland was one of the first countries to grant the right to vote for women in 1906 and the first who made it possible for women to stand as candidates in elections. In the late 19th century public schools opened their doors for Finnish girls. These trailblazing moves have had a profound impact on the position of women in the working life. Building a welfare state and enjoying relatively stable political environment in the 20th century gave a good foundation for the development of women rights in Finland.

Introduction of extensive systems of public daycare and parental benefits made it easier for mothers to return to work and school. Currently, the female labor force participation is in Finland the highest in the world. There is only 3 percent difference between men and women. Although the women employment rate is higher in countries like Sweden, Denmark and the Netherlands than in Finland, in these countries women work more on part-time contracts. If you consider full-time workers, the employment rate of women is the highest in Finland of all EU countries.

At present, Finland is a leading state of gender equality. Finland passed a law on gender equality in 1987. The Act on Equality between Women and Men intends to prevent gender discrimination, improve the gender equality and especially enhance the women's position in work. In 2014, Finland was ranked in second position in the World Economic Forums Global Gender Gap report.

Every year there are more female than male graduates from the universities. The female labor force participation rate will grow even higher in upcoming years due to a structural change in our economy. More and more jobs are moving into businesses dominated by women, especially to the service and a health care sectors.

Yet there are still many things to be improved. Glass ceiling phenomenon is still exists. Last year the corporate boards of Finnish publicly listed companies had only 23 percent of women on board. Hence, Finnish government made a decision in principle that in 2020, every board of the publicly listed companies would have at least 40 percent of women. The Finnish labor market is also segregated and the pay gaps between women and men are significant. Based on studies, women euro is still somewhat lower than men.

Hanna Lehtinen, Ambassador of Finland to Poland



CSR in Norwegian companies – integral part of the business philosophy

Profitable companies make important contributions to society; they create jobs and help finance the general welfare of the population. At the same time companies are also part of and operating within a culture, a local community and a political system. Corporate social responsibility (CSR) concerns the role companies play in this broader social context. All Norwegian companies operating abroad are, of course, expected to comply with the host country's laws and regulations, but CSR extends beyond a company's obligation to comply with national legislation. Everyone, including companies and business managers, have an individual responsibility to respect the universal Human Rights.

Public and private companies should ensure decent working conditions, protect the natural environment, combat corruption as well as to respect and strengthen the status of human rights in the countries where they operate. Leading companies have gradually gained a greater awareness of this responsibility and that observance of these rights can have a positive effect for the companies and stakeholders. Experience tells us that the best performers have a pro-active attitude towards corporate social responsibility.

I believe Norwegian companies operating in Poland provide such good examples of socially responsible conduct and concern for Human Rights. Norwegian law requires high standards, but the strict internal regulations of these companies demonstrate a pro-active attitude that goes beyond those standards. The success of corporations such as DNV-GL, Schibsted or Marine Harvest and many others show us that a concern for abiding by the best CSR-standards has a place in profitable business strategies. These are firms where diversity and equal conditions regardless of gender or nationality, and a concern for employees and a proper work-life balance are an integral part of the business philosophy.

Karsten Klepsvik, Ambassador of Norway to Poland



Respecting human rights as a crucial element of Swedish business

Business and respect for human rights go hand in hand and must be part of an active corporate social responsibility (CSR) policy. The Swedish Government's clear expectation is that companies operating in Sweden or abroad respect human rights in all their activities. Our Government has therefore drawn up a national action plan for business and human rights. It aims to translate the UN Guiding Principles on Business and Human Rights into practical action at the national level. It is also an important part of our Government's heightened ambitions for foreign trade.

For a company's employees, human rights in the workplace are particularly important. We share a planet, we share a global economy, and we increasingly share a global labour market. For this reason, we also share the task of finally taking responsibility for global working life.

It means, for states, recognising the right to organise, the right to negotiate and the right to strike. It means, for employers and companies all around the world, respecting these rights in practice, taking their social responsibility and being prepared to negotiate agreements locally, regionally or globally. It means, for trade unions, cooperating and bearing in mind their social responsibility when they negotiate, but also contributing to the overall development of the company. This concept of shared responsibility between all stakeholders could lead to a real win-win-win situation. It is at the core of what Swedish Prime Minister Löfven calls a Global Deal.

Many countries, including Sweden, are still characterised by the systematic subordination of women. In many parts of the world women and girls continue to be denied their human rights. In striving for gender equality there are three useful concepts: Rights, Representation and Resources. These concepts are central in the pursuit of Sweden's feminist foreign policy, and can also be used in the business sphere. Ensuring women's rights in the business environment is central for achieving progress. Increasing women's representation across the board is a sine qua non in achieving gender equality. Only through women's active participation at different levels of decision making can agendas transform. Finally, resources to achieve these ends must be allocated in the company to ensure that essential gender goals have financial backing.

At the end of the day, CSR is and should be business owned and driven. This is also what I see among Swedish companies in Poland, and I hope that the examples included in this publication may serve as inspiration.

Inga Eriksson Fogh, Ambassador of Sweden to Poland

Good practices of Nordic companies



Responsibility in business and initiatives aimed at development of human and social capital stand high in the hierarchy of core values of Nordic companies. Representatives of Scandinavian businesses in Poland conduct many interesting CSR initiatives, which are showcased in our publication within the scope of human rights, labor practices and engagement in the development of local communities. Examples presented below demonstrate that it is worth undertaking such initiatives that take into consideration the needs of all stakeholders, especially employees and the local communities within which companies operate. These initiatives focus on the employee as a human being – investing in personal development and safety in the workplace as well as in the local community – developing social capital and improving the quality of life to create a greater sense of belonging to the community. The development of human and social capital and the results of those activities are difficult to measure, their impact will be visible only in a long-term perspective. This is a main assumption of sustainable

development which keeps in mind the state of not only the current generation but also future generations. Two groups of initiatives stand out among the examples presented in this publication – these are labour practices (aimed at improving health and safety at work) and actions carried out for the development of local communities. Many companies are conducting initiatives for helping the youngest ones in the community in their development and provide equal opportunities for their future growth. Those good practices organized by the scope are presented below. We wish you a nice and inspirational reading.

The scope of presented practices¹:

Icon	Scope	Company	Page
	Human rights – discrimination and vulnerable groups; economic, social and cultural rights; fundamental principles and rights at work	DNB	21
		Jotun Polska	27
	Labour practices – employment and employment relations; conditions of work and social protection; social dialogue; health and safety at work; human development and training in the workplace	DNB.....	21
		IKEA	24
		Atlas Copco.....	30
		H&M.....	33
		Kemira	35
		Stora Enso	39
		Volvo Polska	40
	Community involvement and development – community involvement; education and culture; employment creation and skills development; technology development and access; wealth and income creation; health; social investment	Fortum.....	16
		DNB.....	21
		IKEA	24
		Autoliv	31
		Ericsson	32
		Jula.....	34
		Oriflame	36
		Poldanor	37
		Ruukki.....	38
		Volvo Polska	40

¹ ISO 26 000 – Social responsibility, PKN/ISO brochure: http://www.pkn.pl/sites/default/files/discovering_iso_26000.pdf



Fortum for Silesian Children

Running operations in the energy sector requires paying a lot of attention to the relationships with local communities and the involvement in the limitation of the environmental impact of the business. Trying to compensate this effect, Fortum undertakes activities that respond to real needs and problems of the local communities, especially in Silesia. Slightly more than 15% of the inhabitants of the Silesian region are socially excluded and 37.1 % are endangered by social exclusion. The inheritance of the educational status can be easily seen in the Silesian region and this situation makes getting out of poverty difficult. Every tenth household is forced to give up looking for additional education for their children due to financial reasons.

The purpose of 'Fortum for Silesian Children' scholarship programme that has been conducted in collaboration with Ulica Foundation since 2012 is to help children and young people from marginalised families to equalise the chances and to offer them opportunities to develop their passions and hobbies, and to increase their educational potential. The project comprises workshops (journalism, photography, theatre, dancing, drawing, hip hop) and meetings with famous Silesians from the same neighbourhood. They tell the youth about their often difficult childhoods and passions, the desire to develop which determined the paths of their professional careers and let them be successful in what they did, the same providing inspiration to the participants of the programme and reinforcing their confidence in their own capacities.



Meeting with the actor Zbigniew Stryj, edition 2014

Collaboration of partners as the guarantee of the accomplishment of the programme's goals

Individual tasks and duties are allocated to the partners according to their respective resources and competences. Ulica Foundation deals with contacts with the entities that help poor families while Fortum supports the project with its relationships and experience. The applications for participation in the programme are verified by a special Committee consisting of the representatives of the Foundation and Fortum. The agenda of the programme is developed jointly, but the Foundation is responsible for the recruitment of the trainers and the volunteers for the classes. The initiative is promoted both externally in local media, authorities, communities and within the company. The initiative enjoys extensive support from the employees of Fortum – especially the ones living in Silesia – as they see the problems of local communities and the positive changes that take place also thanks to Fortum.

Annual programme evaluation as an important part of its development

'Fortum for Silesian Children' programme is analysed within the confines of internal evaluation, the purpose of which is to determine the relationship between the methods and conditions of operation and the final results, and to check whether the expectation and goals have been met and to plan the future activities even better. The package of the evaluation tools prepared for the participants of the project includes: ex-ante and ex-post questionnaires to be filled out by the participants at the beginning and after the completion of given project, the evaluation questionnaire to be each time

filled out by the participants after completed workshops in order to enable systematic assessments of their effectiveness, value and structure, the self-assessment form to be each time filled out by the participants after completed workshops in order to enable self-analysis by the participants and to gather information about their involvement and contribution to the classes, the unfinished jobs form to be filled out by the participants after the meetings with the invited guests. The results of the questionnaires are taken into consideration during the project implementation during ongoing workshops and the meetings with famous Silesians. The remarks of the participants enable persistent improvement of the attractiveness of the activities and take into consideration the individual needs of particular children.

Greater motivation to act, improved self-assessment and the desire to strive for the accomplishment of set goals are promising as far as the future of the Silesian youth is concerned

The visible effects of the project are explicit changes in self-assessments, increased aspirations and confidence in own capacities, as well as improvement of the motivation to accomplish self-set goals and to fulfil own dreams. After the end of the project, 14% more people are able to point out their strengths and 24% more participants stop saying that they have more weaknesses than qualities. A 14% increase is also observed in case of the statement that the process of learning does not necessarily have to be linked with pejorative associations – the participants notice that learning can be fun; 8% more people see the point in the efforts made to learn while 7% more respondents confirmed that after the

participation in the project their motivation to take challenges and undertake new tasks has increased and they do not become discouraged so fast. It is also worth to stress the significant increase (by 14%) of the confidence in the adults – nearly all respondents stated that they “know cool adults”. 6% more participants felt important and appreciated after participation in the project. Also the workshops themselves received very good notes. According to the opinions of the participants, the workshops were attractive and allowed most of the people to gain new knowledge on their hobbies or to develop their passions. Vast majority enjoyed the method the classes were conducted very much and stated that their personal benefits after the participation in the workshops were of top class. In the light of carried out evaluation, ‘Fortum for Silesian Children’ project is in the opinion of the participants a well-tailored and valuable initiative. Measurable advantages can be seen in the self-improvement, development of passions and hobbies, and in the emotional and social areas. Set goals, such as improvement of involvement and motivation, have been achieved, thanks to which knowledge and skills, and consequently the confidence in own capacities, were developed. The meetings with invited guests allowed for making the world of famous people more normal and showed to the participants the importance of determination, involvement and self-fulfilment in the accomplishment of individual goals.

Mutual benefits for the project partners - Ulica Foundation and Fortum

The benefits can be seen in case of both partners. The employees of the Foundation have learnt from the personnel of Fortum the business approach, which is an inseparable ele-



Dancing workshops within Fortum for Silesian Children Programme, edition 2015

ment of the experience necessary to run NGOs. Thanks to the possibility to observe the functioning of a large organisation, some good project management practices have been transferred to the projects implemented by the Foundation. There was training in communication and press office functioning at the seat of Fortum that had a direct impact on the development of the journalistic skills of the volunteers, most of whom are attending classes with extended journalism profile at secondary schools. One of the most important advantages is the continuous sharing with experiences and observations. Many times, the best ideas were the result of the meeting of business and social worlds. During the implementation of the programme, relationships were built with municipal authorities and NGO's asked by Fortum for the assistance in the recruitment of children for the project, as well as with the educational institutions attended by the children participating in and directly benefiting from the programme. An important benefit of the implementation of effective social involvement activities is the positive attitude of the company's customers. Getting involved in social activities apart from its business operations, Fortum is perceived as a valuable business partner and a good neighbour who points out and tries to solve the problems in its neighbourhood.

500 participants and 222 scholarships for the most persistent ones!

The partnership of Fortum and Ulica Foundation resulted in actual changes in the mentality and living situation of the children. The success in 2012 resulted in the decision on continuation of the partnership in the next years. So far, the programme was participated by more than 500 young Sile-



Photography workshops within the Fortum for Silesian Children Programme, edition 2015

sians and 222 of them were granted scholarships. We managed to bring to light the very important issue of children from marginalised families. This problem is very well visible in Silesia, where Fortum runs its business. When realizing corporate social responsibility strategy, Fortum responds to the needs of the local community and is not indifferent to its problems. The company selected responsible and experience social partners who contributed new ideas and creative outlook on the issue of solving social problems with the background of such local problems in mind. The experience gained during the implementation of this project allows us to think about the continuation of the co-operation.

222 scholarships has been funded so far by Fortum in cooperation with Ulica Foundation

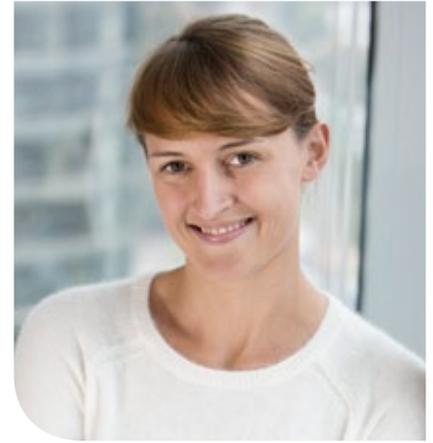


Summary of the first stage of the Fortum for Silesian Children Programme, edition 2015, Zabrze

Fortum Honorary Energy Donor

Daria Sulgostowska

Communication Specialist, Project Coordinator



What is CSR for Fortum?

In its sustainable approach Fortum is driven by three principles: we operate responsibly in economic, social and environmental aspects. CSR is consistent with all these three principles. We want to be responsible everywhere where we run our operations. When planning the implementation of our communication strategy, we always take into consideration CSR as one of the issues. We prepare our activities in this area very carefully and we consult them with local authorities, non-governmental organisations and local communities. Such activities are always focused on particular benefit to the society, as we care for meeting real local needs.

What types of corporate social responsibility projects does Fortum implement?

Especially long-term projects, as we believe that only this type of projects can offer long-term benefits. At the stage of making of the decision on the implementation of given project, we pay special attention to the involvement of the largest possible group of stakeholders, as we believe that integrating people around given problem contributes to its solving. This is the case of the Fortum Honorary Energy Donor programme that has been continually conducted by us since 2013. According to the company's strategy, we utilise such aspect of sustainable development and sustainable way of living. People practice sports for various reasons, but physical activity has unquestionably become a part of our everyday lives. Thanks to the Fortum Honorary Energy Donor campaign physical activity can be connected with... helping others! A special application downloaded to a smart-phone measures the distance in kilometres covered during physical activity (running, cycling or nordic walking) and recalculates it to energy. During the entire time of the campaign (April to September), the energy (expressed in watt-hours) is cumulated and calculated both for individuals and whole cities participating in the programme: Bytom, Częstochowa, Płock, Wrocław and Zabrze. At the end of the campaign, Fortum donates money for charity purposes at each of such 5 loca-

tions. The amount of the donation depends on the place in the ranking of cities, so the amount of energy "generated" by the participants supporting given city.

What are the purposes, for which the financial support is intended?

We must remember that as far as practicing sports is common, each of Fortum locations has to deal with different types of problems. Therefore, before the launch of each edition of the project, the company engages in dialogue with local authorities and asks them for recommendations concerning the selection of possible beneficiaries. They may include both associations supporting disabled youth, foundations socially activating mentally disabled people or organisations helping women cured from cancer or preventing and fighting with social marginalisation

Is the project implemented independently or in partnership with other entities?

The Fortum Honorary Energy Donor programme is implemented under the patronates of local authorities and in partnership with local sports organisation and NGOs. The representatives of authorities take active part in the events promoting the idea of sharing good energy with the ones in need and local leaders of active way of living support the programme with their own promotional activities. Additionally, we are in contact with individual participants showing the largest involvement in the programme and exchange with them the information and opinions about the programme on ongoing basis. We believe that the project could not be successful without all these people.

Do you think that the project is successful and meets its targets?

Year by year, we observe increasing interest in this initiative. The first edition in 2013 was participated by 1,000 people who jointly covered the distance of more than 50,000 km, generating nearly 3 million watt-hours of energy. In 2014,

the number of participants was 3,200, they covered the distance of 370,000 km and generated more than 180 million watt-hours of energy. We have completed this year's edition with nearly 6 000 participants who covered the distance of over 980 000 km and generated over 50 mln watt-hours of energy. The media interest is also increasing year by year, the campaign becomes more and more popular as it is based on competition between individual cities. In our opinion, these numbers sufficiently illustrate the level of meeting both social and image related goals. Measurable advantages of this programme are visible also within the organisation itself. This idea is so common and flexible, that other countries where Fortum runs its business also decided to implement the programme. This year the campaign was joined by Russia, Lithuania and Latvia, and it is highly probable that it will also be started in Estonia. Other countries, i.e. Finland or Sweden also analyse the possibility of adaptation of the programme to their markets. It must be said here that the competition is slightly different in each individual country – in Russia and Latvia, the competition is not among cities, as it is in Poland, but among NGOs, while in Lithuania among universities. The financial support will be given to research and development projects there.

Where did the idea of such campaign come from and why did you believe in its success?

The Fortum Honorary Energy Donor campaign is an original programme developed by Fortum and the belief in its success was the result of a detailed analysis and planning of the activities. First of all, we carried out the preliminary analysis, i.e. we took a closer look at the activities of our competitors in order to avoid copying of their ideas and to fill the communication gap. We also carried out the analysis of the CSR activities undertaken by us so far followed by the SWOT analysis. Later on, we took to development of the strategy. Completed analyses

over **50 mln** watt-hours of energy was generated by the participants of the Fortum Honorary Energy Donor Programme in 2015

showed that our CSR activities so far were of short-time nature and were integrated with the company's strategy to a limited extent. We came to a conclusion that we need a long-term project that would get our stakeholders involved and support building of positive image of Fortum. After setting the direction, we position the goal of the campaign in the area of sustainable development and defined it as the promotion of sustainable way of living. We planned particular activities and scheduled them for six months. At each Fortum location, we selected partners responsible for the promotion of the idea of "honorary energy producing". Additionally, starter packs were prepared, which were then sent to key customers and FHED Ambassadors were selected from among the personnel of the company. We also created a media communication plan. Traditional media and the Internet were selected to be the tools of the communication campaign – including dedicated webpage: www.honorowydawcaenergii.fortum.pl and Facebook social network. After the preparation of the detailed strategy, we repeatedly analysed its feasibility from the point of view of planned tools, resources, budget and schedule. The media coverage of the Fortum Honorary Energy Donor campaign is continuously monitored and after each edition the project is evaluated both by the personnel of the company and by external partners. It allows us to better respond to the expectations of its participants, which translates both to its quantity and quality related results.

Which city generates the largest amount of energy then?

In 2013 and 2014 it was Częstochowa, and this year the winner is Zabrze.



Final of the Fortum Honorary Energy Donor in Zabrze, 2014



DNB – applying leverage for maximum result



As Norway's largest financial services group and one of the largest banks in the Nordic region, DNB plays an important role in many people's lives. As an employer, DNB must provide satisfactory working conditions for its employees. As a provider of products and services, DNB must meet the needs of its customers, and as an important player in society, DNB's aim is to help even more people make their dreams come true.

Two principles guide DNB's work on corporate social responsibility (CSR):

1. DNB shall not contribute to the infringement of human or labour rights, corruption, serious environmental harm or other actions that could be regarded as unethical.
2. DNB shall seek to promote sustainable development in the areas and business sectors where the Group operates.

The first principle refers mainly to compliance with national regulations and international norms. However, complying with rules and aiming to do no harm is no longer sufficient if a company wishes to raise the bar in the area of CSR. The second principle therefore points towards the need to "do good", to be innovative and promote smart solutions to complex local and global challenges.

Developing human and social capital is an integral part of DNB's corporate social responsibility policy:

- DNB shall respect human and labour rights both in its own operations and in its capacity as owner/investor, lender and purchaser;
- DNB shall promote a high level of diversity among its employees;
- DNB shall, through systematic HS&E efforts, ensure good working health and a sound working environment, safeguard its employees' physical security and promote professional and personal development;
- DNB shall support sporting and cultural events, charitable organisations and other non-profit causes.

Developing human and social capital is an important issue for DNB and our stakeholders. In the following, we describe some recent initiatives in this area, including the reasons for the initiatives, the results achieved, and the benefits and lessons learned.

Female executives

In Norway, discrimination based on gender is prohibited under the Gender Equality Act. For several years, increasing the number of women in leading managerial positions in DNB has been an important topic for the Group's Board of Directors. The goal is 40% female representation at the top four management levels in the Group by 2017. In 2014, the percentage of women was 30.5%.

To meet the target of 40%, the Group has implemented measures to improve the gender balance when recruiting to and filling vacant management positions.

In recruitment processes for executive positions, the best qualified man and woman is identified before the final choice of candidate is made. Female candidates are actively encouraged to apply for the positions.

Measures to ensure sufficient access to female management talents are also an integral part of the Group's equality efforts: Female participation in internal management development and talent programmes should always be 50%. A minimum of 40% of female candidates should be on the lists for successor planning. Managers identify potential female management talents and use performance dialogues to motivate them to seek management challenges, emphasising the development of leadership skills and management talents.

A gender balance among managers and key persons who make statements internally and externally on behalf of the Group is also encouraged in DNB. Internal mentor and network schemes for female management talents are currently being developed and executed.

Goals and measures promoting diversity among employees support the ambition set out in the CSR policy of DNB being a sustainable company. Equality and women well represented in management is necessary to provide long-term value creation.

The challenge facing the Group's work to promote equality is not to set a goal, but to develop measures effective enough to accomplish the goal. This is not about having quotas for female managers, but attracting and retaining the right

competence irrespective of gender, finding the right person for the right job and securing long-term value creation and the development of human capital.

Employee commitment and competence building

In order to retain the licence to operate as a bank in Norway, DNB must comply with strict labour and human rights requirements, such as the freedom of association and the right to collective bargaining in the workplace. However, DNB wishes to go beyond the minimum legal requirements in employee relations as it aspires to be the preferred employer within banking and finance. Targeting competence building and motivation are important measures towards achieving this goal.

Since 2014, DNB has measured employees' level of job commitment and managers' communication skills on a quarterly basis in every managerial unit of the Group. If the score regarding employees' job commitment and the score for a manager's communication skills are too low, the manager in question will receive specific assistance from the Human Resources department to improve and ensure motivated employees. Communication training is also available for managers.

The aggregated Employee Engagement score (the main index in the Group's Employee Survey) is communicated to the market on an annual basis. This score increased by four



points from 81 in 2013 to 84 in 2014, signalling that DNB's work on management communication has been successful. DNB gives each individual employee learning and development opportunities that reflect the Group's business targets and strategic platform. In 2014, a common goal and development process was adopted by all managers and employees in the Group. The aim was to ensure that the Group's strategic direction was reflected in the work tasks and priorities of each employee through an individual business and behavioural plan. The percentage of employees who had established a goal and development plan in 2014 increased from 71 to 91% from 2013 to 2014.

The score for the statement „DNB is an attractive workplace“ in the annual Employee Survey improved by six points from 2013 to 2014. In 2014, for the first time, DNB was ranked number one in the ranking of attractive employers by business students.

Financial programmes for underserved groups

DNB aims to promote sustainable development in the areas and business sectors where the Group operates, supporting sporting and cultural events, charitable organisations and other non-profit causes.

For DNB, it is important to make use of the wealth of competence the Group possesses and to contribute where the company's efforts have the greatest effect. The Group still backs sporting and cultural events and charitable organisations in the form of pecuniary support, however, the trend of late is to move from sole monetary support towards a greater degree of cooperation. An example of this is DNB's cooperation with NGOs over the last few years to increase financial literacy and develop social capital in the community.

Norwegians have never been so well off, yet there are many who struggle with financial problems and high consumer debt. Unpaid debt among young people currently amounts to more than NOK 1 billion. Living in one of the richest countries in the world seems to have made Norwegians less aware of how to manage their money sensibly.

To meet this challenge, DNB has developed a personal finance course in cooperation with the Norwegian Red Cross.

The course has been offered to users of the Red Cross' various initiatives, including single parents, women with immigrant backgrounds and those on the "Network After Imprisonment" scheme. DNB also offers such courses in cooperation with Pøbelprosjektet, a project helping young people who are not in school or paid employment to get a job or start further education. The course is held by DNB volunteers who are given the chance to share their expertise with those who need it the most.

Bankers tend to think that our services are well known and accessible to all, but the reality is often far from the ideal. Participants on these courses often find personal finance intimidating, and many do not have access to online banking. DNB employees who have been teachers on the course have gained valuable knowledge about people and groups with whom they are not usually in contact, and have found it very rewarding to see that often very little is needed to provide practical help to participants.

increase the number of participants on the Red Cross programme, but has not succeeded in securing enough employees as teachers, or enough NGOs as administrators. The project has been dependent on DNB managers giving employees time off to participate in the project. Another prerequisite is to have dedicated resources and a clear mandate from top management.

DNB has recently developed a teaching program for children called A Valuable Lesson. This is a free digital program whose aim is to give children a basic understanding of money, income and spending, as well as information on their own rights relating to money and good saving habits. The program is a collaboration project between DNB and the Red Cross. Many Norwegian children and young people are growing up without a basic understanding of financial matters. We also know that children and young people tend to inherit their parents' financial attitudes. DNB wanted to contribute so that the younger generations of today do not end up in a spending trap. The digital program for primary schools has been sent to several hundred schools in Norway this autumn. The size and scale of global and local sustainability challenges affecting people and their communities can stifle the most ambitious company. Our humble efforts can still make a difference, provided that resources are used optimally and channelled where they can affect both business operations and lives in the most positive and sustainable way.



IKEA engages employees and customers

in initiatives aimed at helping children and youth

“You can count on Family” programme - IKEA supports talented and socially engaged youth

How we can help students who have limited access to education and help them to develop their talents through difficult financial situation?

IKEA in collaboration with St. Claus Foundation has launched a scholarship program under the name „You can count on



Pupils from one of the Cambodian schools

Family”. The aim of the project is to support the professional development of youth and to create equal educational opportunities for children in Poland.

Swipe for impact

The programme „You can count on Family” is composed of two elements:

- Campaign in IKEA stores in Poland,
- IKEA FAMILY scholarship fund.

In 2015 third element was added – grants for social local community projects.



Alicja, Krzysiek, Joanna i Agata – students from Czchów, who got scholarships in third edition of „You can count on Family”

Since 2012, members of the IKEA FAMILY loyalty program can support this initiative during campaign while shopping in IKEA stores. With every swipe of the IKEA FAMILY card at the counter in each IKEA store in Poland, IKEA donates 0,50 PLN towards the scholarships. To this day, 399 students from 159 partnering schools in Poland have received the scholarship.

Who is entitled to the scholarship?

The scholarships are given to those who have significant school achievements, and show involvement in their local community as well as passion for new projects, yet do not have enough resources to pursue their ambitions. Scholarships are awarded primarily to young people who are socially engaged and participate in the charity, civil, ecological or cultural projects.

Thanks to the commitment of IKEA and its customers the winners of the previous editions had a chance to participate in extracurricular activities and language courses. It is worth remembering that scholarships are being given to cover the costs of food and accommodation during the school year and also of scientific materials, equipment or additional courses and trainings that help young people to develop their talents.

Investing in future

Many students are not motivated to participate in school related initiatives or do not have the relevant awareness to participate. Very often schools, especially in rural areas, are known to lack the means to teach leadership or organizational skills, effectively discouraging the youth from many activities that benefit the community. Statistically, youth and students under the age of 24 are least aware of issues existing in their local community.

This is exactly what stands for the IKEA programme - the IV edition of the "You can count on Family" directly responded to the previous year's problem in lack of youth responsibility for local community needs as well as their limited involvement. As a solution and encouragement students can receive grants for creative and pro-community project proposals. Effectively, the young participants not only promote realistic means of benefiting their community, but also encourage others to get involved. What is important, this idea is very consistent with the IKEA vision of creating a better everyday life for the many people.

The applications for the competition have to relate to one of the four categories: educational, environmental, relief-related and local area development scheme. In the final stage of the competition, the top five proposals receive 5,000 zloty of funding for the realization of the project and within them the top three will be additionally awarded.

Following every edition, names and photos of students who got scholarships are revealed online and in every IKEA store. During this year's edition also their projects will be presented externally to motivate others to engage socially for local community.

IWitness - IKEA Foundation Global Citizens Programme

Good Cause campaigns

The IWitness Global Citizens Programme, started in 2012, gives IKEA co-workers a first-hand insight into how IKEA Good Cause campaigns contribute to a better life for children in the poorest communities. The participants promote them and create awareness among the rest of co-workers encouraging them to get more involved in the organized campaigns.

It all starts with the IKEA Foundation which donates €1 for every soft toy or LED bulb sold in IKEA stores during the annual "Soft Toys for Education" and "Brighter Lives for Refugees" campaigns. The donations go to Save the Children, UNICEF and UNHCR programmes to create lasting change by funding schemes that address children's fundamental needs locally.

Since its initiation, the IWitness programme has involved 258 co-workers from 30 countries to visit 20 different regions. In 2014 alone, IKEA Foundation supported 40 partners with grants benefitting children in 46 countries. The amount of donation was €104 million of which €17.8 million was collected through "Soft Toys for Education" and "Brighter Lives for Refugees" campaigns (€352,000 came from Poland).

Witness the change

In 2015 for the first time IKEA co-workers from Poland took part in the IWitness Global Citizens Programme. They have travelled to Cambodia, one of the most deprived countries in Asia. The aftermath of Cambodia's bloody massacre of Khmer Rouge in the 1970s to this day affects the poor education system. The regime eliminated all intelligentsia and anything else indicative of the old order. As of 2013, only 40% of kids have completed secondary school, compared to 99% rate in Poland.

Together with Save the Children, IKEA Foundation supports 147 schools in six provinces with children aged between 6-14 years to provide relevant, inclusive and quality education. Ranked 136/187 on the Human Development Index, Cambodia fails to tackle multidimensional poverty

as well as provide education for its young population of which 41% is under 18 years of age. Despite that education in Cambodia is free, attendance rate is low due to lack of schools and various hidden costs such as transportation, school books and accessories, or obligatory school uniforms. The system also fails to accommodate children from ethnic minorities, kids with disabilities as well as train and provide materials for the teachers.

This is where IKEA Foundation steps in. Together with Save the Children they provide school improvement grants, mobilize communities to support enrolment of marginalized children, provide school materials and improve teacher training. The local community is also proactive in the programs: local parent organizations, teachers as well as religious figures are involved in promoting children to attend school.

Such evident 'bottom-up' involvement of the community in the projects is very reassuring, as one of the Polish IWitness Citizens noted. This is because the program also aims to promote local awareness and communication, not only financial aid.

Apart from funding educational projects, IKEA Foundation also creates long-term programmes connected with issues such as health, sustainable family income, promoting children's rights. One of the foundations' most notable emergency aids in 2015 was support given towards the victims

of Nepal earthquake, with €3 million given towards UNICEF and €100,000 to Save the Children.

Real impact – investing in knowledge

The importance of support for Cambodia can be noted through its immense progress made within the last two years, since IKEA Foundations' first initiative in the country. The success is also connected with IWitness Citizens' active involvement in promoting campaigns in their stores to raise more funds for the projects as well as highlight the programmes' real and tangible impact.

To date, 43,486 children have been enrolled in 147 Cambodian schools supported by the IKEA Foundation. Of these 6,349 are disadvantaged children including those with disabilities as well as ethnic minority children and the poorest children.

The net enrolment rate has increased by 8% within two years to 94% in 2014 and the rate of children who were subjected to corporal punishment has decreased from 77% in 2012 to 36% in 2014. Moreover, the programme has provided grants to 85 schools for infrastructure improvements for a safe learning environment. Continuous support in Cambodia is directed at improving access to education, improving inclusion teaching and supporting cooperation between local authorities and communities.



The IWitness team



Jotun Protects Property

Women at Jotun Poland break down stereotypes



The cornerstones of Jotun's strategy

One of the cornerstones of Jotun's strategy is to build the image of a good and responsible employer. The pillars of the company's strong organizational culture are the four core values: loyalty, care, respect and boldness. These values have been present in Jotun's organizational culture from the very beginning. They guide its actions not only in the business field, but also in internal and external relationships. Employees at Jotun call each other "Penguins" and the atmosphere in the company – the "Penguin Spirit". Jotun, as an international company operating in a multicul-

tural environment, supports and promotes diversity and equal opportunities strategy. At Jotun Poland, it is precisely this strategy that sets the objectives and actions within the realms of CSR, and – above all – is a way of doing responsible business.

Women's calendar in Jotun Poland

In line with its corporate values, Jotun Poland has developed and for more than three years has been executing a project entitled "Women at Jotun Poland break down stere-



Women's calendar in Jotun Polska

otypes". The project promotes the development of women in a very much male-dominated industry – the chemical industry. Half of Jotun's management team are women. Jotun Poland employs 39 people, of which 33% are women. The support for women in the company is multidimensional:

1. Active promotion of women on managerial positions.
2. Flexible approach to working time.
3. Providing medical care and sports packages for families and partners.
4. Access to a variety of training and professional development courses.

One of the most outstanding examples of the company's unique approach to women is the idea of a women's calendar. Three editions of the corporate calendar with a collection of stylized photographs of all women working for Jotun have been completed. The preparations for the session carried out by professional stylists and photographers were not only fun and an adventure, but primarily a challenge for the women who, in the presence of other females had to pose in front of the lens, with full awareness of their "weaknesses" and the uncertainty of the outcome. An additional effect of this action was warming up the image of the company, both in internal and external communication, which was very important. The project had also a charitable dimension: during official launches of the calendars organized for our employees and partners there was an auction for the benefit of the Gdańsk Amazons Association.

For the third edition of the calendar, created to celebrate the 25th birthday of Jotun Poland, a well-known photographer, Lidia Popiel, was invited. The artist photographed the women of Jotun against the Gdańsk shipyard facilities as a reference to the fact that a quarter of a century ago the company started to be active in Poland by working with the shipbuilding and marine industry. In June, Jotun Poland organized an exhibition of these highly artistic photographs at the Zatoka Sztuki Arts Centre in Sopot, which was opened to the Tri-City society.

The opening of the exhibition was a pretext to strengthen the cooperation with the women's Lions Club Amber Gdańsk, which is supported by Jotun Poland. The women of Jotun invited members of the LCA to have some fun together and model the spring-summer collection from Deni Cler Milano. The performance and courage of the women of all ages, representing a wide range of professions and functions, under the aegis of the General Manager of Jotun Poland, Karolina Karwowska-Dworak, and the President of the LCA, Jolanta Szydłowska, were immensely admired and wildly applauded by the audience. The culmination and highlight of the event was the auction, masterfully led by a well-known TV presenter, Tomasz Kammel. We managed to collect PLN 26,570. The money will be spent on two projects: the construction of a gazebo for the kindergarten of the Special Educational Centre No. 1 caring for disabled children, and the purchase of a mechanical insufflator-exsufflator (cough assist) for the Hospice of St. Lawrence in Gdynia.



Fashion show. Jotun employees and Lions Club Gdańsk Amber members as models.

A great place to work

The women at Jotun Poland face and fight stereotypes through unconventional integration activities, involving themselves and their environment in various projects, and working for their community. Through self-fulfillment, they gain self-confidence as well as critical and empathetic approach to the surrounding world. By supporting each other, they set an example to other women and invite them to join their undertakings. All of this strengthens and warms the company's image as a responsible, open and proactive employer. As a result of Jotun's CR actions, its values and organizational culture, Jotun won the Best Workplace in Poland in 2015 in the category of companies employing up to 50 people, awarded by the Great Place to Work Institute. The company was also awarded the titles of Forbes Diamonds and Business Gazelles, it was among the 100 Women in Business, and won the HR Personality prize. These are tangible measures of Jotun's consistent actions and evidence of their effectiveness.



Women's calendar in Jotun Poland

Atlas Copco - Safety First



Atlas Copco believes that the employees are the company's backbone. It is the competence, dedication and integrity of its employees that is the key to the preservation and future growth of Atlas Copco.

Safety as a basis for business

It is important to remember that business mission can be achieved only when we are safe - Safety First. The company's target is to reduce the amount of accidents in each operating unit by 50% or more compared to last year. Each operating unit will determine their own final targets and implement the needed changes to achieve the necessary improvements – the goals will be approved through the standard management process that each operating unit already has in place.

There are 3 reasons why the company is concerned about safety:

1. EVERYONE must return home safely at the end of the day.
2. Atlas Copco is a modern and innovative company in its research and development. As the company is excellent in so many ways, yet not all of its operating units are as good as they could be with their safety practices. Therefore, Atlas Copco accepts the challenge to be as excellent in its safety practices as in other areas of its performance.
3. The company must comply with local safety standards in every market where it operates. There is also managerial and legal responsibility to ensure that the work at Atlas Copco is safe.

Atlas Copco Safety Day

On 28th of April Safety Day was celebrated in all Atlas Copco Customer Centres in the world. The aim of this initiative was to emphasize safety at work and reinforce the safety culture by giving all stakeholders a possibility for open discussion.

ATLAS COPCO is a world leading provider of sustainable productivity solutions. The Group serves customers with innovative compressors, vacuum solutions and air treatment systems, construction and mining equipment, power tools and assembly systems. Atlas Copco develops products and service focused on productivity, energy efficiency, safety and ergonomics. The company was founded in 1873, is based in Stockholm, Sweden, and has a global reach spanning more than 180 countries. In 2014, Atlas Copco had revenues of BSEK 94 (BEUR 10.3) and more than 44 000 employees.

The starting point for discussion was to analyze the present situation regarding safety and how the company can improve the working conditions for all of its employees and also for customers using Atlas Copco products.

Atlas Copco Poland organized activities in 3 areas:

1. Fire (dedicated to preventing and fighting fires with the opportunity to learn the rules of using a pop-fighting equipment);
2. First aid (various steps to protect the life and health of the victim, recognizing danger and how to minimize consequence of accidents);
3. Ergonomics (topic related to the work place, to ensure comfort and safety at work).

Practical activities aimed at strengthening the awareness and remind of safety in professional and private life.



Autoliv – about safety among the local community

Autoliv is the leader in designing and developing car safety systems. Autoliv has passion for saving lives and it is important for the company to build awareness about general car safety. Therefore, the company decided to broaden the knowledge about safety among local communities.

Autoliv Open Days

The company started its activities by organizing open days, which took place on 16th November 2014. Every visitor who came to the plant was able to see the production process of airbags and the assembly process of seatbelts. The company workers answered all questions; most of which were connected to the company's products. These type of events enable to showcase Autoliv, as well as to present any job positions within production which might be available at the time.

This spring the company also started a cycle of outdoor events within Oława and its surroundings. The aim of these meetings is to present the company in the regions where Autoliv is looking for employees. During these events company products and leaflets with job advertisements are distributed.

Autoliv for the children

The subsequent stage of the awareness project is addressed to children. The aim of this initiative is to broaden knowledge about safety on the road and in the car. In January 2015 Autoliv started a training cycle in kindergartens within Oława, Jelcz-Laskowice, Miłoszyce and Bystrzyca, and from September the company planned to organize fifty meetings in Brzeg and Namysłów. Autoliv has already reached 60 schools and kindergartens and 7000 children have participated in all the training sessions, which is equal to 1000 education hours. Every one of the company's employees can suggest a kindergarten or school where the training might be organised. During the meetings children have the possibility of finding out what Autoliv does and how Autoliv products contribute to saving human lives; i.e. how an airbag works or what is the function of seatbelts. Children also draw and design a vehicle where they place the company products in the correct places.

AUTOLIV was established in 1953 in the Swedish town of Vårgårda. Its first products were seatbelts and only later airbags. Currently Autoliv has 60 000 employees in 28 countries with 2910 employees in Poland. Production plants are located in Oława and in Jelcz-Laskowice. Oława is also the site of the Technical Centre and the Test Laboratory.

Children also find out how many of Autoliv products are installed in cars and that airbags include not only the most popular ones such as driver and passenger airbags, but also side airbags, curtain airbags, knee airbags and pedestrian protection airbags. The last one is one of the latest company's products. The airbag opens in front of the windscreen saving pedestrians during an accident.

Children participate in the training sessions very actively. They have proven to have extensive knowledge about safety. The most interesting thing for them is the time it takes for an airbag to deploy, which is quicker than the blink of an eye. During a virtual tour within Autoliv – in the vehicle built previously – children also find out that airbags are tested in the biggest testing laboratory in Europe, which is located in Oława.

Increasing awareness and safety

To make teaching fun is an important element of organizing the training and workshops among the youngest. Their engagement, questions and curiosity makes the organization of such meetings a very precious experience. The company receives many inquiries from schools which is a sign that the work done is appreciated; this also motivates to organize more training sessions.

There are also many other benefits from this initiative, such as: increasing awareness in the local community, promoting safe behaviour among children and thus also among adults, and enhancing the recognition of Autoliv. This overall contributes to the company's positive image.



Using Ericsson's expertise to develop the Children's Memorial Health Institute's Special School

By 2020, 90% of the world's population will be covered by mobile broadband networks. This scale brings unprecedented opportunity to address global sustainable development challenges. In 2015 Ericsson's initiatives aim to impact more than 5 million people. In the Networked Society, Ericsson is the leading advocate of Technology for Good. This is a concept the company works with every day and the overarching theme of its CSR activities, such as collaboration between Ericsson and the in-hospital school at Children's Memorial Health Institute in Warsaw.

Ericsson innovations make everyday work easier for the school teachers

The cooperation started back in 2012 when Ericsson was invited to come and see how the school was running. The hospital school like almost all schools in Poland did not have a digital register of the pupils. During that visit Ericsson learned that managing the school administration was becoming an impossible job.

With the technical expertise of some Ericsson volunteers, the company decided to develop a digital register for the school. It was a pioneering application – the first of its kind in Poland – and it facilitated the formal tasks of teachers in such a special school as indexing patients/children with necessary data and the clinic they came from. The solution was tailor-made for the school and enabled teachers to focus on their core duties. Ericsson solution embraces 10,000 children per year, including children who are hospitalized for longer periods of time and come back regularly for repeat medical treatment.

Ericsson E-registry as a beginning of long-term cooperation

Since Ericsson deployed the register several different activities has been conducted together with the school. For example, Easter markets where decorations made by children were sold and the money was used to support different causes such as the renovation of the library and purchasing new educational material. Through a several book-raising (last time in July 2015) the library book collection was expanded.

Ericsson's collaboration with the school turned into a real friendship, which is well visible at Christmas time. Since 2012 the school children have helped Ericsson designing Christmas cards and have developed seasonal gifts to Eric-

ERICSSON is the driving force behind the Networked Society - a world leader in communications technology and services. The company delivers services, software and infrastructure - especially in mobility, broadband and the cloud enabling the telecom industry and other sectors to do better business, increase efficiency, improve the user experience and capture new opportunities. More than 40% of world's mobile traffic goes through Ericsson's networks. The company serves a network of customers with 2,5 bln subscribers. Ericsson operates in more than 180 countries and employs around 115 000 people.

son's business clients. The most welcomed were small angel dolls or Christmas decorations that served as Christmas gifts. Ericsson's employees/volunteers brought cakes and sweets to decorate ginger bread together with kids.

The company also supports the school by making a fundraising during annual Ericsson Midsommar Customer Events. In 2015, during the auction pictures made by school children were sold. Money raised during the event was used to buy school starter kits for youngest pupils in the in-hospital school at Children's Memorial Health Institute in Warsaw.

Taking advantage of its local IT expertise, Ericsson decided the following year to develop a new website for the partners at the school. This new website was launched in the beginning of 2015 and it enables knowledge sharing features with space for files, documents and presentations that can be shared among teachers and used during lessons. Website was officially handed to school in May 2015.

That strong relationship with the school means a lot to the Ericsson's employees in the Warsaw office. They can see the benefits of the technology in their direct surrounding as it is truly motivating to do good for society on a voluntary basis in the direct surrounding. Employees involved into CSR activities employees know that their work can make a positive impact on other people.



H&M Poland - first aid training in stores and offices

H&M's business concept is "Fashion and quality at the best price in a sustainable way". The vision of the company is that all of its operations are run in a way that is economically, socially and environmentally sustainable. To live up to this vision, H&M works according to seven commitments – the H&M Conscious commitments. One of them is to be ethical. As a company with a long-term view, H&M wants to make a positive contribution to the world and sees it as its responsibility to work for social improvements.

Safe working environment as one of the sustainable development goals

One of H&M's goals is to maintain a pleasant and sustainable working environment throughout its operations. This includes ensuring a safe environment for employees and customers.

In order to achieve it, the company has set clear safety requirements and guidelines that stores and offices must follow. The compliance is monitored through regular store audits (in 2014, the company conducted over 4,300 global audits). After each audit, action plans are created to tackle any non-compliance systematically. Also, H&M encourages its employees to report accidents or unsafe working conditions to their manager.

In order to make sure that the staff has the necessary knowledge to ensure keeping workplaces safe, the company provides different kinds of safety training and conducts regular follow-ups. The trainings range from mandatory emergency evacuation practice, to more role-specific ones, like first aid training.

H&M Poland decided to provide first-aid training to its staff in stores (approximately 140, all over the country) and offices (in Warsaw, Kraków, Gdańsk, Poznań and Katowice). The goal of these trainings is to help employees to be ready to react in crisis situations.

For the moment, H&M has trained all store managers, department managers and cash office responsables, as well as

H&M is a leading global fashion company with strong values and a clear business concept: "Fashion and quality at the best price in a sustainable way". H&M makes sustainable, good-quality fashion accessible to people all over the world. With passion for design, a focus on quality and targeted sustainability work, H&M constantly strives to have the best customer offering in each individual market.

all staff in Support Office and Area Offices. This knowledge is regularly refreshed (each person concerned takes the training yearly). It is a whole day training, combining theoretical and practical part (including acting in emergency situations with adults, children and infants involved), concluded with an exam (each participant receives a certificate afterwards).

H&M educational activities work for the individual and common benefit

The company has received a lot of positive feedbacks from its staff regarding the first aid training program. H&M's employees really appreciate this initiative. They believe that they have broadened and strengthened their competences. Also, they are happy to have received knowledge useful both in professional and private life, and now they feel much more ready to face crisis situations.

H&M believes that providing these trainings suits really well its sustainability strategy, and helps to create great place to work for present and potential employees. The company is also proud to have tackled an important issue nowadays in our country: many of our citizens do not know how to provide first aid, and thus are not able to provide help in case of emergency. H&M will definitely continue this practice.



Jula Poland – focused on the education of the youngest

Promoting eco-friendly lifestyle is very important for Jula – therefore the company offers a wide range of products that are in line with the idea of minimizing the influence on the planet. In Jula shops you can find products made from recycled materials or meant for maintaining things or fixing them instead of throwing them out and buying something new. Jula respects its employees and takes care about other stakeholders. The company is also keen to build the organization on respect for people and the spirit of teamwork. In Jula there is awareness about the impact of business on people's lives and the environment both dimensions - locally and globally. To realize this vision Jula recognizes the responsibility for its products, therefore the company decided to cooperate with CSR Kompas Foundation.

Partnership in education brings the best results

"Compass for Schools" is the first program in Poland, which builds a long-term CSR awareness among the pupils of elementary schools. The program is coordinated with companies which are socially engaged and have the ethical approach to business. Cooperation between business, schools and NGO gives an additional and unique value to the program. The program is carried out with children who are the future of our world. Therefore, it is very important to plant in their awareness how important our eco-system is as well as how important is ethical behavior in their future careers. These values perfectly match Jula CSR policy.

During the programme the employees of the foundation meet with the children. Children are divided into four groups and the meetings are organized under different themes, each group plays a role of a chosen company representing various business profiles. One of the groups was representing Jula and the program of the workshops was consulted with Jula. During the workshops children have the opportunity to ask questions, they take part in the discussion, work in groups and they can express their opinions freely. Their MiniCSR group projects are finalized under the supervision of the patron's company representative. The projects were aimed at preparing educational or CSR initiatives or the children could propose some innovative products for the company they were working with. At the end

JULA is a Swedish multimarket chain with 12 stores in Poland: Warsaw, Wrocław, Łódź, Lublin, Słupsk, Gdańsk, Gliwice, Poznań, Bielsko-Biała, Szczecin and Kielce. At Jula clients can find everything they need to renovate their home, garden or garage. Moreover Jula's assortment includes RTV and home appliances products, work and sport clothes and many accessories for persons actively spending their time eg. fishing, hiking or biking. Jula is a new store format on the Polish market.

of the workshops children were given diplomas and book prizes as a thank you gift for their effort and hard work.

Working for the future generations brings benefit for the common good

Ideas that come as a result of those workshops with children are very creative and sometimes hard to implement, for example eco-friendly scissors that can collect rain water and use it to water plants while trimming them. Nevertheless, Jula pays attention to all of those ideas and all of them are presented during the recapitulation that was made after the last meeting. Indeed those ideas raised Jula's interest and the employees started thinking about possible implementations. This project proves that giving our little CSR activists the freedom to express their ideas is the best we can do. Sure, not all ideas are possible to implement. But you never know which ones can turn out to be groundbreaking.

Looking at this project it can be said that spreading the spirit of eco-friendly lifestyle in the youngest minds is definitely one of the biggest values. Benefits can be seen in long term perspective and there is no way of putting this into numbers. It is crucial that more companies will join Jula in this effort and pay more attention to proper education of the youth to secure the future of our planet and help to promote respect and ethics in grown life. These ideas are most important for Jula.

Kemira – Creating sustainable value



Kemira provides expertise, application knowhow and chemicals that improve water, energy and raw material efficiency of its customers. In other words, sustainability aspects are a key feature in Kemira's offering. The company pushes for innovations that improve sustainability compared to those already available on the market. For Kemira, corporate responsibility means being responsible in its own operations and contributing to sustainable development throughout its value chain. Kemira is constantly improving its sustainability performance, monitoring and reporting it with measurable KPIs, demonstrating high commitment to responsible business practices as defined by the Kemira Code of Conduct based on the OECD Guidelines for Multinational Enterprises, the ten principles of the UN Global Compact, and the chemical industry's Responsible Care.

Responsibility for employees

Kemira's responsibility for employees focuses on safety, employee engagement, performance management and leadership development. The management approach is aimed at ensuring a safe workplace as well as the necessary know-how, strong leaders and engaged people to successfully execute Kemira's strategy.

Engaging employees

Engaged employees are highly committed to their employer and motivated to perform. Kemira is regularly conducting employee surveys to gather employee feedback and measure employee engagement. According to the latest survey, Kemira employees find their jobs challenging and interesting, with good opportunities for career development. The company has continued to focus on offering learning and career development opportunities for its employees through job rotation, open job market, and by defining career paths. Additionally, the implementation of several online applications provides employees and managers with an easy access to development tools and processes.

Performance management

Kemira's Performance Management process covers both Performance and Development Discussions (PDD) and Performance Evaluation. The implementation of the Performance Management process has enabled the consistent and aligned target-setting throughout Kemira. Strategic goals are converted to a strategic roadmap, which translates into annual targets for each employee. The PDDs are held twice a year between the manager and employee with focus on setting, following-up and evaluating performance targets, discussing employee's career aspirations, identifying and agreeing upon short and long-term personal development needs and related actions.

KEMIRA is a global chemicals company serving customers in water-intensive industries. Kemira provide expertise, application know-how and chemicals that improve water, energy and raw material efficiency of its customers. The company focuses on pulp & paper, oil & gas, mining and water treatment. In 2014, Kemira had annual revenue of EUR 2,14 billion and 4,250 employees. Kemira shares are listed on the NASDAQ OMX Helsinki Ltd.

Leadership development

Kemira's Leadership Development programs aim at developing capable leaders who are well-equipped to create and implement strategy and lead people. We have recently updated our program portfolio to address the current demands for leadership; innovation leadership, leading a sustainable business and leading and managing in a networked environment were some of the new themes included. We strive to develop leaders within. This is enabled through our talent management and succession planning process, which was expanded to cover all units. One of the most effective ways to develop leadership capabilities is on-the-job learning. We encourage job rotation across the organization through open job market, cross-functional resourcing reviews in management teams, and communicating about the different professions at Kemira.

Safety first!

Kemira's vision is "Zero harm to people". Kemira includes both its own employees as well as contractors working at its sites and facilities in its safety efforts and reporting. Kemira maintains a strong culture for safety through committed management, skilled and well-trained employees, consistent incident and observation reporting and improvement actions addressing root causes. In 2014, seven internal standards with health, safety and environmental practices were introduced in Kemira's operations globally. The company's policy is to have all manufacturing sites certified in accordance with the OHSAS 18001 occupational health and safety management system standard. By the end of 2014, 75% of Kemira's manufacturing sites were covered by the OHSAS 18001 certification. Kemira measures its safety performance by TRI frequency (Total Recordable Injuries per million work hours) which includes fatalities, lost time injuries, restricted work cases and medical treatment cases involving both Kemira employees and contractors working for Kemira. The improving performance trend since 2012 is reflecting the positive development of its safety culture, systems and awareness.

Oriflame Childhood Foundation – the “a KuKu” Programme



Childhood is a very intensive period of human life. What we experience and how we experience, becomes vital for our future development and for our future „self”. Thus, each child should have a natural right to play, to learn, to grow-up in a safe and friendly environment. Unfortunately, many of them are deprived of such conditions. That is why people at Oriflame have always supported local communities and thanks to common effort and passion to help, which unites all of us, it was possible to achieve seemingly impossible goals. At Oriflame people believe that by helping one child, we are helping whole communities. Oriflame has a long tradition of supporting various local initiatives, which are improving lives of children and young women in countries the company conducts its business activity.

For over 15 years the Oriflame Foundation has been supporting children in need. The Foundation is committed to helping children and young women by engaging them in series of educational and motivational initiatives that enable them to change their life and show that dreams may come true.

2500 fulfilled dreams of children from orphanages

The first big initiative was carried out in cooperation with the World Childhood Foundation. The aim was to help children from orphanages. The foundation has trained 167 psychologists and 224 social workers on how to prevent conflicts and took care of 319 children which were disadvantaged and helped them to recover through therapy.

Next step was the creation of the „aKuKu” programme. It focused on children who were under the custody of foster parents. At the beginning, six years ago, 50 thousand children were raised in foster families. The programme was composed of two to four editions: „Leniuchowanie i Wiedzy zdobywanie”, „Szkoła Woła”, „Wrze w Szkole” and „Rozwiń Skrzydła”. The „aKuKu” programme helps to develop kids’ passions, hobbies and restores the faith that world is full of good people. Additionally a webpage (www.akukurodzina.pl) was created and dedicated especially for fulfilling kids’ dreams. They dream of the simplest things, like a bicycle, but also of the more complex nature, like somebody who will love them. Thanks to the webpage, everybody can help to achieve those dreams. Each need is special and worth extra attention.

Until now, thanks to the engagement of the employees, consultants and the company itself, it was possible to fulfill over 2500 kids’ dreams.

ORIFLAME is a leading beauty company selling direct, present in more than 60 countries. Oriflame has its origin in Sweden with corporate offices in Switzerland. It offers a wide range of high-quality beauty and Wellness products as well as a unique business opportunity. Oriflame entered the Polish market in 1991. In 1999 Oriflame Foundation was founded. The goal of the foundation is to help children from various backgrounds in proper development by creating friendly environment and boosting their educational skills.

Cooperation with the SOS Children’s Villages

The actions of Oriflame has much evolved since the beginning. Thanks to the Polish experience, Oriflame has created a global foundation in order to fully take advantage of the potential of the international company. At that time, Oriflame became partners with SOS Children’s Villages, which also operates in Poland under the name „Stowarzyszenie SOS Wioski Dziecięce”.

The cooperation between Oriflame Foundation and SOS Children’s Villages has focused on two local communities: in Bukowa and Skórzec, where over 100 children from 63 families are being taken care of. They come mainly from poor families and sometimes difficult situation at home. Oriflame Foundation has helped them to attend educational classes, compensatory classes and various forms of therapies. Moreover, thanks to the support of the Foundation, kids can go to cinemas, theatres and zoos. During summer holidays they can participate in sport camps, kayaks, language schools and much more. School year gives children the opportunity to fulfill themselves in various educational classes, like speedreading, English classes or acrobatics.

Each day in our local communities, many of Oriflame employees and consultants devote their time in order to support charity actions. Togetherness, spirit and passion – at Oriflame people believe that teaching youngsters those virtues can help to change their future. Oriflame is truly engaged in helping all of those kids fulfilling their dreams. There is hope that thanks to this they will have a chance for a better life.

Poldanor – „Let’s do it together”



The extension of the title of this project is “How can local community together with Poldanor jointly implement different projects in order to improve the quality of life in local community?”.

Poldanor initiatives motivate for positive change

The project is conducted in a form of a competition, which is addressed to the communities where Poldanor runs its business activity. These are usually poor and undeveloped villages with high unemployment rate. Poldanor’s competition propels them towards positive activity, since it rewards grassroots initiatives, conceived and elaborated by the very residents of these local communities.

Filed applications are subsequently evaluated on the basis of their usefulness for the improvement of life quality, in terms of ecology, economy, education, culture, sports and leisure. Additional points are granted for environment friendly initiatives.

Each year Poldanor chooses four winning projects, which receive financing. Since the first edition in 2009, 28 projects have been financially supported with the total amount of PLN 140 000. A similar amount of money may be accounted for the purposes of their implementation.

Improvement in dialogue and community relations

Joint work and subsequent integration of project’s initiators, local residents and Poldanor employees working on voluntary basis, improve in a significant manner the quality of mutual contacts, respect and understanding. Apart of the material outcome, such as construction of a playground for kids or renovation of a local community centre, this is the very aim of this project. Achieving it enables to perfectly materialize the company’s vision - to be a leading, respected and innovative business in the agricultural sector, based on common values. Hence, the company respects environ-

POLDANOR, part of the AXZON Group, is an agricultural company with crop production on nearly 13,000 ha, pig production based on a basic herd of app. 22600 sows in over 30 farms and energy production from animal manure in 8 biogas plants. Poldanor repeatedly receives, among others, the “Business Fair Play” award for ethical behavior, positive relationship with the local community and care for the environment. The company has over 600 employees.

ment, meets the needs of its stakeholders by goal-oriented work and proves its open communication among others.

Among the biggest challenges, there is always an obvious problem of choosing the four winning projects and reject all others, since almost all deserve implementation, mainly due to numerous necessities of Poldanor’s stakeholders living in often underinvested and remote local communities. For this reason, apart from the “Let’s do it together” project, as a complementary tool, the company provides its stakeholders (i.a. to local communities, sport clubs, culture events, NGOs, charity receivers) with financial support, amounting to over PLN 400 000 within last two years.

Understanding local needs and matching suitable initiatives as the key to success

Only a complex offer related to Corporate Sustainable and Responsible activities and addressed to all kinds of the company’s stakeholders may bring expected results. Therefore all kinds of company’s impact and all kinds of its stakeholders must be taken into into account, with proper CSR tools. All companies planning to implement projects within their local communities or any other CSR initiatives should take that into consideration.



Ruukki campaigns – „A better roof over your head” and “Buy with heart”

For Ruukki, safety and social and environmental responsibility are important values followed in the company's activities. This can be confirmed by actions implemented by the company. In 2013 and 2014 there were two editions of „Better roof over your head” (Lepszy dach nad głową) campaign and in 2015 – “Buy with heart” (Kupuj z sercem) campaign, each of them conducted together with Fundacja Radia ZET.

“Better roof over your head”

„Better roof over your head” was an action addressed to family-type children's homes and professional foster families and its idea was to fund new roofing together with its installation. From all applications justifying a need of roof replacement, a special commission selected each year three institutions that were in the biggest need of a new roof. Thus six families enjoyed a possibility to renovate their roofing with no expenses for them. Ruukki proposed Finnera modular roof tile sheets, which are very tight and durable, ensuring high level of safety. Ruukki's roofs meet also criteria of environmental responsibility - since steel is a material that can be fully recycled. Ruukki also made sure that roof installation is smooth and fast in order to minimize potential disturbances in normal daily operations of selected houses.

For children living in these houses, a roof over their heads is the most important thing. Not only figuratively but also literally speaking. New roofs provided by Ruukki are solid and tight. House owners do not have to worry about protecting the house against rain and melting snow. With new roofing, it was possible to plan new spaces in the attics and arrange them as playroom and rehabilitation centers for children or additional rooms for newcomers.

“Buy with heart”

This year Ruukki decided to organize a promotional action, in which each customer can participate. This time it is a direct financial aid for children with heart diseases. A part of income coming from sale of Finnera modular roof tile sheets will be assigned to Fundacja Radia ZET which helps to cure children's heart diseases by financing individual medical

RUUKKI CONSTRUCTION serves customers in the construction business delivering products and services ranging from design to installation. Consumer customers and professional roofers are served with roofing products and installation services under the Plannja and Ruukki brands. Ruukki Construction has around 3,300 employees and production in 20 plants in Europe. Ruukki Construction is a division of SSAB. SSAB is a Nordic and US-based steel company operating in over 50 countries. The Company share is quoted on Nasdaq OMX Stockholm and Helsinki.

treatment and by supporting children's hospitals. “Buy with heart” campaign is promoted on Ruukki websites and in its country-wide distribution network.

The above mentioned activities are conducted together with Fundacja Radia ZET. This foundation with its long-term experience in helping sick and suffering children is a reliable partner. It enables also extensive promotion of each action via radio spots broadcasted by Radio ZET, dedicated websites and presence in social media.

Ruukki for the ones most in need

Ruukki's social campaigns comply with the company values. Campaigns promote products and solutions that increase safety. Actions are addressed to those who need help the most, in this case to children. All campaigns are widely promoted and at the same time transparent - their programs and results can be followed on Ruukki websites or on a website created especially for this purpose - www.lepszydachnadglowa.pl. Social actions are positively received by employees, partners and customers and thanks to the promotion in Radio ZET they can reach a lot of listeners from the entire country.

Stora Enso Safety Toolbox



Stora Enso operates globally and its Global Responsibility (CSR) strategy focuses on five strategic lead areas including health and safety, Ethics and compliance, human rights, personnel and responsible sourcing.

Do good for the People and for the Planet

In order to strengthen a pro-active approach to safety and make its workplace safer, Stora Enso has implemented a project under the name “Stora Enso Safety Toolbox”. The project fits into the above lead areas as well as is in line with the company’s principle value: “Do Good for the People” and the Planet. The Toolbox is a set of several good practices from the best performer in Safety in Stora Enso including:

1. Daily safety dialogue, informal 5-10 minute discussion on safety;
2. Safety observations on safe or unsafe behaviour and working conditions;
3. One-on-one on safety - periodic, individual face-to-face discussion on safety, testing individual competences;
4. Rules and risk assessment review - annual review of safety rules and risk assessments by all employees;
5. Workplace safety inspection of own department, done monthly by all employees;
6. Safety audit of another department done once a year;
7. Management safety rounds - monthly or weekly safety round by unit management;
8. Key rules and procedures - list of key safety rules and procedures with guidelines on content;
9. Risk assessment quality criteria - quality criteria for the unit’s risk assessment process;
10. Incident investigation and reporting - quality criteria for incident investigation and requirements on reporting.

Everybody home safe, every day

Stora Enso is striving to become an accident-free workplace, and the journey towards this goal starts every morning. The company leaders play a crucial role in shaping the safety culture, but each employee at each unit is responsible for making every workday an accident-free day. The guiding principle is Everybody home safe, every day.

The basic aim of the project was to enable the company to achieve a ZERO accident goal and involve all employees in building a safety culture based on:

- Care for yourself
- Care for others
- Care for your workplace.

STORA ENSO is the global rethinker of the paper, biomaterials, wood products and packaging industry. Stora Enso always rethinks the old and expand to the new to offer our customers innovative solutions based on renewable materials. The company employs approximately 27 000 employees and its worldwide sales in 2014 amounted to EUR 10.2 billion.

Observe and get five!

In the proactive approach it is also crucial that employees have got involved in the process of observations of the working environment. “Observe and get five!”, an observation initiative in Poland encouraging the staff to report at least five observations per year, has slowly evolved to become “Observe and React” where the focus is on reacting to unsafe behaviours and preventing incidents.

Every year, new targets are set for the staff to support their involvement in the implementation. The most important indicators of the positive development is undoubtedly the number of safety observations reported by the staff in the internally developed IT application called OSA which stands for the (Operational System of Audits).

Safety costs effort but it pays off

The biggest challenge to implement the “Observe and Get Five” initiative was to encourage people to react to somebody’s unsafe behaviour and then to report their observations. At the beginning it was much easier to provide observations on the infrastructure. It is important to be prepared to act as there is nothing worse than asking people for safety observations and doing nothing about them. Putting effort pays off and there are visible benefits from implementing this practice. One of them is with no doubts the safety performance and people’s active participation in the implementation.

Employee Volunteering Program at Volvo Polska



Corporate Social Responsibility (CSR) to Volvo Group is a commitment to conduct business in a responsible manner, to contribute to sustainable development related to transport solutions and to create value for the company and society. It is based on the company culture, core values and business strategy and encompasses aspects related to environmental care, business ethics and social issues.

Volvo employees contribute to the development of local communities

Initiatives for the benefit of local societies represent a significant part of CSR actions carried out by Volvo Polska. In 2012, the employee volunteering program was launched in the company. It is addressed to employees from Wrocław and other branches of the company in Poland. The objective of the programme is to support social activities of Volvo employees and enable them to implement their original projects for the benefit of local communities through awarding financial grants. The crucial element of the program is the project realization based on employees – volunteers' participation.

Volvo Polska employees undertake the projects in the communities where they live in or act during the time free of work. The projects may be conducted e.g. for an orphanage, a community hall or a youth community centre, an animal shelter, a public benefit institution, etc. The company promotes projects related to the Volvo values, for example those regarding safety and environmental care.

Up to this time Volvo Polska employees have carried out 20 projects of employee volunteering, including renovation of school facilities, renovation of playground for children at the youth common centre, educational activities for children from primary school, adaptation of the garden in the rehabilitation centre to the needs of mentally and motor disabled children and youth, renovation of places to play for children from oncology clinic, environmental projects related to aid to animals, training on first aid. More than 150 employees took part in the projects.

Employee Volunteering Program is one of the key components of building the image of a good employer among Volvo employees in Poland. Through volunteering the company provides an opportunity for employees to directly involve in activities related to social responsibility. Employees

VOLVO POLSKA is part of the Volvo Group, one of the world's leading suppliers of transport solutions for commercial use. The company in Poland consists of the buses and backhoe loaders factories, IT and finance service centres and of Volvo trucks, buses and construction equipment commercial organizations. Volvo employs more than 3.000 people in Poland. In 2015, for the sixth year in a row, the company has received the Top Employer title which is granted to employers which meet the highest international standards regarding human resources management.

not only appreciate the possibility to help local community but also the chance to learn project management and integrate with colleagues from various areas within the company in the course of project execution.

CSR in Volvo Polska gains recognition

Employee Volunteering Program has gained the recognition not only of employees of the company but also of external organizations. The Volvo Polska company was granted the title of "Lower Silesian Group of Employee Volunteering 2014" in the competition organized by the Regional Centre for Support of Non-governmental Initiatives in cooperation with PwC company within the Lower Silesia Volunteering Festival 2014. The objective of the competition was to honour volunteering groups gathering employees of companies and institutions which undertake actions to improve the quality of life of residents of the Lower Silesian Province. Volunteers of Volvo Polska were awarded for the variety of realized actions and volunteering projects and for a systematic approach to work performance.

Volvo Polska activities related to social responsibility were also presented with the CSR Silver Leaf award of Polityka magazine granted to the socially responsible companies for 2014. The CSR Leaf was awarded as a result of the survey of Polityka magazine and Deloitte company based on the ISO 26 000 Guidance and referring to corporate social responsibility in Polish enterprises.

Information about the partners of the project

The Scandinavian-Polish Chamber of Commerce (SPCC) is one of the biggest bilateral chambers in Poland with more than 380 members. SPCC is an association established by and for business people having links to Scandinavia or interest in this region. The main office is located in Warsaw and the Chamber is active in Poznań, Tricity, Kraków, Szczecin and Wrocław. SPCC offers its members a wide range of activities, such as networking business mixers, seminars, thematic branch committees, conferences and breakfast meetings with renowned personalities from the world of politics and economy. Membership in SPCC offers not only networking opportunities with an elite group of high-performing managers of Nordic companies, but is also a way of finding inspiration for everyone who would like to expand their own business. In 2014, SPCC celebrated its 10th anniversary. www.spcc.pl

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We operate in 155 countries and have more than 162,000 people working in member firms around the world. The independent member firms of the KPMG network are affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such. KPMG in Poland was established in 1990. We employ more than 1,200 people in Warsaw, Kraków, Poznań, Wrocław, Gdańsk, Katowice and Łódź. www.kpmg.pl

Fortum's purpose is to create energy that improves life for present and future generations. Fortum's expertise is in CO₂-free and efficient electricity and heat production. The company also offers energy-related products and expert services to private and industrial customers and energy producers. Fortum's main areas of operation are the Nordic and the Baltic countries, Russia and Poland. In 2014, the annual sales (excluding the divested electricity distribution business) totalled EUR 4.1 billion, and comparable operating profit was EUR 1.1 billion. The company employs approximately 8,000 people. Fortum's share is listed on Nasdaq Helsinki. www.fortum.com

DNB Bank Poland SA operates in Poland since 2002. The owner of the Bank is DNB Group – Norway's leading financial group, holder of the high long-term ratings (A + by Standard & Poor's and Aa3 by Moody's), and the top (among Scandinavian competitors) index of customer satisfaction (see. Greenwich Customer Satisfaction Index). The Group operates in 19 countries. www.dnb.pl/pl/

IKEA is a home furnishing expert and innovator whose goal is to create a better everyday life for many people. IKEA is a reliable, financially stable and constantly developing company. IKEA in Poland has nine stores, which in fiscal year 2015 were visited by over 24 million customers. Through its company IKEA Centres Poland S.A. it has built and manages eight shopping centres and retail parks in Poland. The group has a Regional Distribution Centre in Jarosty near Piotrków Trybunalski, which serves IKEA stores in Poland, the Czech Republic, Slovakia, Romania, Bulgaria and Hungary. The Purchase Operations cooperates with furniture and home decorations producers in Central Europe and supplies these items to IKEA stores all over the world. IKEA Industry sawmills and factories operate in 13 locations in Poland, where are employed approx. 10 thousand people. www.ikea.com/pl/pl/

The Jotun Group has Norwegian roots and is one of the world's leading supplier of paints and powder coatings. The company was founded in Norway in Sandefjord in 1926 as a private company. Jotun has now been present on the market for nearly 90 years. Jotun is a strong international organization with 68 companies worldwide and 33 production facilities on all continents. Globally, Jotun employs more than 9,600 people, representing 78 different nationalities, and is present in more than 90 countries. <http://www.jotun.com>

