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COMPLIANCE POLICIES
DIVERSITY AND EQUALITY IN THE WORKPLACE
HUMAN RIGHTS ARE ALSO WOMEN’S RIGHTS

More than 75 percent of global CEOs include gender equality in their top ten business priorities, but gender outcomes across the largest companies are not changing. Women are less likely to receive the first critical promotion to manager – so far fewer end up on the path to leadership. As a result, the higher you look in companies, the fewer women you see.\(^1\)

Equal opportunities for professional development and actions towards equal access to education irrespective of gender are one of the key elements without which it is not possible to achieve sustainable development, and consequently fulfill the UN Agenda 2030. It is estimated that if women participated in economic life on equal terms with men, the global economy would gain 28 trillion dollars by 2025.\(^2\) Companies in which at least one woman is employed in a managerial position show a 44% annual growth in effectiveness. The data shows clearly that equality is an opportunity for business to improve its performance and targets. Also investors increasingly often pay attention to this aspect as an indicator of a company’s potential growth in value.

Equality of women has always been closed linked to key activities of the UN Global Compact as the fulfilment of mainly Principles 1, 2 and 6 of the UNGC. Global Compact Network Poland, focusing on cooperation with business in Poland and on its involvement in the business-government-society dialogue, also pursues its activities based on respect for equality principles. As early as 2006, the Global Compact Network Poland, acting under the auspices of the United Nations Development Program (UNDP), took part in the creation of the Gender Index, which became helpful in implementing the principles of gender equality in the workplace. The project implemented with Konfederacja Lewiatan and Warsaw School of Economics presents recommendations and practical measures that a company should take to improve gender parity. It also indicates advantages and additional opportunities that the measures provide for the development and efficiency growth of companies.

Gender equality measures of the UN Global Compact are set in a wider context of fulfilment of priorities set by the UN System. Reduction of gender-based discrimination at work, access to family leaves, guarantee of equal rights are some of the actions set forth in the Platform for Action adopted in 1995 by 189 states at the Fourth World Conference on Women in Beijing. They became a map of action for the years to come both for governments, business and for NGOs.

\(^1\) McKinsey Global Institute 2016
\(^2\) UN Global Compact
10 PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

HUMAN RIGHTS
1. BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS; AND
2. MAKE SURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES

LABOUR
3. BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING
4. THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR
5. THE EFFECTIVE ABOLITION OF CHILD LABOUR; AND
6. THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION.

ENVIRONMENT
7. BUSINESSES SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES
8. UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY; AND
9. ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES.

ANTI-CORRUPTION
10. BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY.

POLAND AND HUMAN RIGHTS

<table>
<thead>
<tr>
<th>Global index</th>
<th>Rank</th>
<th>Score</th>
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<tr>
<td>Economic opportunity</td>
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Source: Global Gender Gap Raport 2016.
In 2011, in its Resolution 17/4, the UN Human Rights Council approved the UN Guiding Principles on Business and Human Rights which show directly that respecting human rights includes respecting globally recognized women’s rights. They also provide that not only States Parties are responsible for this process, but the private sector as well, to an equal extent. Through this document, the UN Global Compact was given a direct mandate to support businesses in the fulfilment of principles including equal rights.

In 2016, the Standard of the Ethical Program was developed under the Global Compact Network Poland Program “Standard of Ethics in Poland”. Its assumptions are based on the above-mentioned Guiding Principles. The development of the tool became a necessary stage in the evaluation of the condition of ethical programs in Polish organizations, which allowed work to be undertaken to address the issue of equal rights and diversity under the set of values and principles adopted in the Standard.

The activities are pursued at two levels:

1. Under the “CEOs for Ethics” initiative, where the issues of women’s rights in corporate policies and strategies are addressed at the level of cooperation with CEOs.

2. The other dimension is work on the Program Steering Committee, where, together with experts in ethics, compliance and CSR, implementation tools are developed for principles in specific business procedures and activities.

This is supported by the Women’s Empowerment Principles (WEP), developed jointly by the UN Global Compact and UN Women. WEP is a set of specific and practical principles through the implementation of which the company may appropriately govern the issues of gender equality and empower women in the company. This translates also into their position in the economy and society.
WOMEN’S EMPOWERMENT PRINCIPLES allow the evaluation of existing corporate policies and practices, and the development of new ones supporting the economic gender parity. They indicate the main aspects that need addressing:

• ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY;

• TREAT ALL WOMEN AND MEN FAIRLY AT WORK - RESPECT AND SUPPORT HUMAN RIGHTS AND NONDISCRIMINATION;

• ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL WOMEN AND MEN WORKERS;

• PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN;

• IMPLEMENT ENTERPRISE DEVELOPMENT, SUPPLY CHAIN AND MARKETING PRACTICES THAT EMPOWER WOMEN;

• PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY;

• MEASURE AND PUBLICLY REPORT ON PROGRESS TO ACHIEVE GENDER EQUALITY.
Not only do these principles help to comprehensively respect human rights and make full use of women’s knowledge and skills, but they also allow companies to perform better owing to sustainable gender-based employment.

According to the Women in the Workplace 2016 study by LeanIn.Org and McKinsey, women are underrepresented at every level in the corporate pipeline. At every step, the representation of women declines. They hold 46% of entry-level positions in the company, 37% managerial positions, 33% senior managerial positions and 19% C-suite positions. Women also still tend to remain longer in entry-level positions and it takes them 5 or more years on average to be promoted.3

While there are many positive change programs, numerous social, economic and legal barriers hinder women’s employment, career and running their own businesses. At the present change rate, it would take more than 100 years to close the gender equality gap.4

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3 mckinsey.com
4 UN Global Compact
5 World Economic Forum, Gender Gap Report 2016
The definition of the main [gender equality] gaps and challenges, and identification of measures necessary to fill them are the basis for parity improvement in companies. In March 2017, UN Global Compact working with the UN Women, Multilateral Investment Fund of the Inter-American Development Bank and the Inter-American Investment Corporation, with support from government and business partners, published the Gender Gap Analysis Tool. It is a tool that allows business leaders to identify opportunities for gender equality improvements across the workplace, marketplace, and society, by analyzing the existing policies and practices. It was designed in a collaborative effort of 190 companies worldwide. The tool helps companies to evaluate progress in promoting and implementing in real life the Women's Empowerment Principles (WEP). In addition, it profiles companies based on the stage of their engagement. It considers the following to be the main work areas for the private sector: representation of women in management, equal pay for the same job, protection of human rights in the workplace, access to family leave, flexible working time, and support to smaller business run by women. The tool helps to assess the existing resources, understand and translate into practice international standards, and draw on and create the company’s own best business practices.
PAID AND UNPAID WORK (MINUTES PER DAY) FOR MEN AND WOMEN, BY COUNTRY

Turkey
Mexico
India
Portugal
Italy
Australia
Japan
Ireland
Poland
Slovenia
Austria
Germany
Hungary
New Zealand
Spain
United Kingdom
Netherlands
Canada
South Africa
Estonia
Belgium
Denmark
United States
China
France
Finland
Korea, Rep.
Norway
Sweden

Source: OECD Social Protection and Wellbeing Database.
With regard to ethical issues, UN Global Compact also closely collaborates with stock exchanges, e.g. through the Sustainable Stock Exchange Initiative. This year, a report has been published, prepared by UNGC, PRI and UNEP Finance Initiative, presenting practical examples from 13 global stock exchanges and their role in reducing gender inequality. Under the partnership, in cooperation with UN Women, Global Compact also organizes, on March 8th, International Women's Day, a global stock exchange event “Ring the Bell for Gender Equality”, in which Poland and Global Compact Poland jointly participated in 2015. The plan for the next year is to repeat the event to mark the official adoption of the WEP in Poland.

Olga Siedlanowska-Chałuda
Head of Programme Section Global Compact Network Poland
ETHICAL STANDARDS OF ORGANIZATION
- key to promoting diversity in employment

INTRODUCTION

Six years have passed since the United Nations adopted the Guiding Principles on Business and Human Rights. Although the Guiding Principles did not impose any specific solutions on the state and are only an interpretation of existing regulations, they caused launching of the so-called special procedure of the Human Rights Council, i.e. the appointment of the UN Working Group on the issue of human rights and transnational corporations and other business enterprises. The development of state plans for implementing the UN Guiding Principles, in accordance with the European Union’s recommendation, has also become an obligation of all EU member states. In Poland on the 29th of May 2017, the Cabinet adopted the National Action Plan for implementing the UN Guiding Principles on business and human rights for 2017-2020. Therefore, the first steps to full implementation of the Guiding Principles, for which we have been striving for together with the UN Global Compact and a number of non-governmental organizations for a few years, have already been taken.

However, it is not enough to say that human rights and their observation by the entrepreneurs is important because one or another international document or ethical code so provide. It is necessary to take more active actions – verify where business violates human rights in reality, create mechanisms which verify the entrepreneurs’ daily functioning (including the application of the compliance methodology in relation to human rights) and influencing the philosophy of managing entrepreneurs – also through creating specialized posts such as spokespersons or ethicists by adopting, for example, such Documents as the Minimum Standard in management of the Ethical Program for the managed enterprises and institutions. They will constitute, at the same time, the starting points to create own, sectoral, and universal best practices in the sphere of managing ethical systems.

Observing the guaranteed rights and liberty of the individual in the business environment is an imperative without which it is not possible to talk about further conscious economic growth. The compliance policy, which has appeared on the Polish labor market relatively recently, has a particular role to play here. It may assume various shapes and have different aims, e.g. eliminate the risk of violating the valid law, examine the enterprise’s legal environment, introduce ethical codes, etc. However, taking into account the protection of human rights, it may exercise a very important role, e.g. in countering discrimination due to gender in the workplace. The Commissioner for Human Rights, as the so-called Equal Treatment Authority, has specific possibilities to deal with cases related to discrimination, when entrepreneurs violate an individual’s rights. In addition, he or she monitors the so-called market regulators, i.e. entities responsible for observing the law by entrepreneurs in specific sectors of the economy. Gender discrimination in the workplaces is still a serious issue in Poland and complaints about the employers’ behaviors are received at the Commissioner for Human Rights’ Office. Discrimination may assume different forms, e.g. limitations in the access to professional promotion, unjustified differentiation in remuneration for work of the same quality
due to gender (e.g. in connection with maternity or paternity leave), formulating job announcements in a way which eliminates one of the sexes (indicating the post’s name exclusively in the masculine or feminine form - Polish asystentka [feminine], dyrektor [masculine]), using the names of professions only in feminine or masculine form the aim of which is to discriminate one of the sexes. These are the challenges which still lie ahead of us unsolved.

The title of this publication refers to one more very important aspect - which is diversity in the workplace. Polish entrepreneurs are influenced by global challenges, arising from the changing ways of conducting business activity and the business environment. The idea of openness, trans-culture and achievement diffusion is not only a great challenge, but at the same time a huge opportunity - especially for business. That is why we have to follow its application more closely - take care that it is implemented maintaining appropriate standards of human rights protection. It is worth to particularly emphasize the role of migration and migrating workers whose rights are very often violated. High labor costs cause that entrepreneurs decide to hire people based on civil law contracts. Unfortunately, this does not happen voluntarily, by mutual agreement. Moreover, performing work based on a civil law contract may lead to leaving those employed in such way without appropriate social protection, for example limitation of daily working time or time for rest. This is connected with a restricted activity of labor unions, especially when it comes to private entrepreneurs and a lack of possibility to enforce by them proper treatment of employees by employers.

Although, both the Constitution and the labor code prohibit any kind of discrimination in employment, whether direct or indirect, particularly due to gender, age, disability, race, religion, nationality, political views, union membership, ethnic origin, belief, and sexual orientation, it turns out that in practice diversity is not a standard accepted in many enterprises. It is worth emphasizing, in particular, that diversity also means creating workplaces friendly to disabled people.

We have to take care that the entrepreneurs understand that compliance and ethical standards are not some kind of fad of the officials or a means to improve the enterprise’s image through empty declarations. We have to keep on demonstrating that it may be an effective tool which will finally not only protect the entrepreneur from possible liability for violating the provisions of the law, but above all it will ensure appropriate respecting of the human rights protection standards in the workplace.

- Adam Bodnar
  Polish Commissioner for Human Rights
Diversity and equal rights are the fundamental values of every society. Taking into account the demographic changes in our country and the ageing society, it is necessary to implement changes also in the organization and management in the workplace. In this context, it is particularly important to include the issue of age management and gender equality in the policies and procedures used in organizations and to develop and implement equal treatment policy and diversity management in the workplace, with particular attention to such areas as access to training and promotion, remuneration, or reconciling professional duties with private and family life.

The Polish society is ageing at a much faster rate than the societies of many other countries. The elderly people should have a possibility to continue paid work as long as they desire and so long as they are able to work efficiently. This is emphasized in the International Plan of Action on Ageing (the so-called Madrid Plan of 2002) which also indicates the need to increase awareness in the workplace of the benefits coming from hiring older people. What is important in this scope is to manage the age structure in the enterprises, encourage older employees to share their knowledge with younger people, or the internal mobility of older employees.

It is worth mentioning that taking into account the growing number of elderly people on a global scale and the voices speaking of violating human rights related to the seniors, since 2010 work has been conducted in the UN aiming at formulating a proposal of an adequate response of the international community to these challenges, which includes the consideration of the justification for adopting a new, more effective instrument. Importantly, in 2016 the National Human Rights Institutions (NHRI) were invited to participate in the Open-ended Working Group on Ageing, appointed to this end, and they can make their observations. The Commissioner for Human Rights actively participates in the conducted analyses, deeming the existing level of protection as insufficient and thus that there are premises for taking actions directed at developing a draft of a convention on the rights of the elderly. By the way, let us recall that the idea of the convention on children’s rights had also not been welcomed enthusiastically at first, however the efforts of the representatives of many states - including the leading role of Poland - contributed to adopting in 1989 of such act, which today is strongly embedded in the international law system. It seems that a similar standard should be adopted - and hopefully within the
framework of not such a long process - in relation to the social group under discussion, which is also significantly threatened by malpractices and exclusion. Before this happens the already available solutions should be applied, which will foster proper protection of the rights of these persons - appropriate on various levels and in different areas of conducted activity.

**Women are a special group among the elderly - they are threatened by poverty in their old age to a much greater extent compared to men.** The amount of their pensions, which not infrequently makes financial independence impossible, is a consequence of, inter alia, earlier cessation of professional activity and the so-called wage gap. According to the Central Statistical Office of Poland, at present men’s remuneration is 20.6% higher than the average remuneration of the women. The women’s lower pensions are also a result of their undertaking work in lower paid professions. A challenge is not only feminization of certain professions, which in practice means inferior average remuneration compared with the other professional groups, but also the persisting stereotypes connected with the possibilities of successful undertaking of specific tasks and functions by women.

It is not only the horizontal and vertical segregation which brings negative consequences for women. In addition, women, more often than men, work part time and they also temporarily “fall out” of the labor market, taking into account the difficulties in reconciling family and professional roles. Therefore, the issue with a fundamental significance in relation to managing diversity is ensuring real and equal access to solutions which enable reconciling of family and professional roles. Despite the fact that it appears from public opinion research (Centre for Public Opinion Research, Polish: CBOS) that Poles prefer a partnership model of the family, legal regulations, to a large extent, support rather women in the role of parent. Moreover, as the results of a research carried out by order of the Commissioner for Human Rights show, women above all are burdened with care for children and free of charge work at home, while the fathers get involved in house chores only from time to time. This leads to unequal treating - the women in the employment area and the men - in the family life area. Consequently, both parents are unable to fully realize their professional plans and find fulfillment in their relations with the children, and the employers do not make use of the women’s potential. In addition, the results of the Commissioner for Human Rights’ research indicate that parents still do not have full knowledge about the rights they have. It also happens that employers make it impossible for men to exercise their entitlements connected with parenthood. Therefore, not only the social barriers, but also the solidified stereotypes connected with social roles attributed to women and men, have a negative impact on the behaviors of the interested parties alone as well as their employers. In order to change this, joint activity is required, also within each organization.

**ACCORDING TO THE CENTRAL STATISTICS OFFICE OF POLAND, THE AVERAGE OF MANS WAGE IS 20.6% HIGHER THAN THE AVERAGE SALARY OF WOMENS.**
In the recommendations included in the report entitled “Reconciling family and professional roles. Equal treatment of parents on the labor market” (Polish: “Godzenie ról rodzinnych i zawodowych. Równe traktowanie rodziców na rynku pracy”), the Commissioner for Human Rights points out, inter alia, that in connection with the still inadequate access to care institutions for children up to 3 years of age, one of the solutions which enables reconciling professional work with family life could be a broader use of flexible forms of employment. It is also necessary to support the employers in creating company nurseries and children’s clubs. It should be emphasized at this point that the actions of the employer in the scope of solutions which foster work-life balance are also important for those people who exercise care functions not only towards the youngest, but also the oldest members of the family. A lack of an adequate institutional support causes that the main burden rests on the family, and above all – which is shown by research studies – the women.

Making use of the available instruments is indispensable for ensuring not only de iure, but also de facto the rule of equal treatment in employment regardless of gender, age, or other features - especially disability, national or ethnic origin, or sexual orientation. Thus, it is necessary to raise awareness of the valid legal regulations among both the employers and the employees and implement appropriate organizational solutions.

The Commissioner for Human Rights not only has an external impact by recommending specific actions to appropriate authorities, but also makes efforts aiming at implementing adequate solutions within the framework of his or her subordinated structure, cooperating with the employees to this end. It is because appropriate implementing of model solutions is necessary to ensure observing not only legal norms, but also ethical norms, in different dimensions of the actions undertaken by a given organization and the persons who create it.

A particular act which has been adopted by the Office of the Commissioner for Human Rights is the act which defines the internal anti-mobbing and anti-discrimination policy - to counteract against the phenomena of mobbing, unequal treatment, or similar violations of the rules on respecting dignity and personal rights of the employee and define the procedure to be followed in the case of occurrence of these undesirable phenomena. The employer’s activity in this respect constitutes proper fulfillment of the obligation resulting from the Labor Code.
It is because it is necessary to define those phenomena which are considered as impermissible as well as the procedure to be followed in order to prevent them and react to the reported cases.

The lack of a regulation in this respect causes that the employees have significantly limited possibilities of reacting in situations which in their opinion constitute violation of mobbing prohibition or discrimination in respect of employment - and making use of the legal action to which one is entitled to in such situation is still rare, which is proved by statistical data made available by the Ministry of Justice. Implementing this type of regulation must, however, be accompanied by actions which would build among the employees not only knowledge about the valid legal regulations, but also trust towards the established external mechanisms. Otherwise, they will remain dead letters which will have no chance to really impact interpersonal relations.

In this process it is very important for the team to become aware which values are fundamental for a given organization and - as such - they should be shared by all persons creating it and thus shape the attitudes and the way in which they act in various areas.

In this connection the Office of the Commissioner for Human Rights had undertaken work in order to prepare the Ethical Program, i.e. a set of tools supporting the organization culture development process. The Ethical Code was adopted as the principal instrument in this regard. Accepting that the common mission is “protecting the liberty and rights of each human being, without discrimination for any reason whatsoever”, the principal values and attitudes, which foster their observation in everyday functioning of the institutions, were defined. Among them are “respect and equal treatment”, understood especially as such behavior that does not violate the dignity of other people and entities, expresses respect for diversity and is devoid of any bias, and at the same time it assumes openness to the views and opinions as well as kindness. It is of great importance to emphasize that in internal relations no form of discrimination whatsoever is accepted - in particular with regard to age, gender, disability, creed, national or ethnic origin, sexual orientation or sexual identity - which is connected with the commitment to apply uniform rules of remuneration, adequately to the tasks entrusted with an individual and his or her competences, or ensuring equal opportunities related to recruitment, training, and promotion. It was also deemed necessary to support the pursuit for maintaining a balance between professional and private life. The Ethical Code will be a live tool which will be supported by explanations and goods practices. It seems that in this way we will achieve more than the Minimum Standard of the Ethical Program, and the adopted solutions will foster diversity and will become a model for other institutions, particularly the public ones.
DIVERSITY AND EQUALITY IN THE WORKPLACE

(women’s rights in business and their role in companies)

INTRODUCTION

Diversity is currently referred to human capital and treated as a driver of market competitiveness – people are a key resource of any enterprise. Diversity falls in line with the concept of so-called distinctive competencies (according to P. Selznick, Leadership and administration, 1957) which can be women’s competencies and talents. Diversity is the outcome of the evolution of the notion of „equal opportunities“ in the workplace. In this evolution – from the assimilation paradigm, through the diversity paradigm, to the integration paradigm – it is important to appreciate resource differences between individuals and to take advantage of them for better economic performance owing to higher creativity and innovation.

WOMEN’S RIGHTS

The United Nations (UN) organization which was established in 1945, has attached, since its inception, great importance to issues of equal treatment of women and offering them equal opportunities in society, which was proved by the establishment of the Commission on the Status of Women (CSW) as early as 1946. The key UN document concerning the protection of women’s rights was the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The Convention was adopted, as it turned out that the Universal Declaration of Human Rights adopted by the UN General Assembly at the end of 1948 did not cause a change in the position of women – human rights were applied in practice to men, while women suffered discrimination and violence (in many countries, the unpunished practice of selling wives, daughters and widows persisted). Therefore, feminist communities demanded that the UN should issue a legal act applying human rights directly to women. In 1975, Mexico hosted the first UN conference on women, and its conclusions contributed to the development of the CEDAW convention.

The Convention defines discrimination against women as any distinction, exclusion or restriction that prevents women from exercising human rights or enjoying them on equal terms with men in all fields. This Article is in harmony with Article 3 which obligates all States Parties to take all appropriate measures, including legislation, to prevent discrimination against women and that human rights are recognized relating to women and that women will be able to enjoy fundamental freedoms on a basis of equality with men. The Convention imposes on the States Parties (Poland ratified the Convention on 18 July 1980) the obligation to take measures at the national level, which will ensure that
guarantee that women and men enjoy equal political and civil rights, as well as those relating to education, employment, health care, marriage and family relations (Articles 7-16). In particular, the provisions of the Convention oblige the States Parties to introduce the principle of equality to national constitutions. The Conventions obligates the States to abolish any laws and regulations the discriminate against women and to eliminate prejudices and customary and all other practices of such a nature, including in particular stereotyped presentation of the roles of women and men in school textbooks. The Convention prohibits all forms of traffic in women. At the same time, Article 4 emphasizes that shall the adoption of temporary special measures of a transitional nature (also referred to as positive actions or compensatory measures) aimed at accelerating de facto equality shall not be considered discrimination.

Equal treatment of women and men in employment is one of the priorities of the European Union, which is reflected both in primary law (treaties) and in secondary law (directives). In its equality policy, the European Union recommends the use of positive actions (compensatory measures) in relation to the gender with lower representation in different positions, but also following the principle of gender mainstreaming, i.e. the inclusion of the issue of gender in the main stream of affairs that the government deals with on a daily basis. In the countries where institutions are in place that control compliance with law, as well as systems monitoring the situation not only in the public sector but also in the private sector, there is less disparity between law and practice. Phenomena of discrimination against women are witnessed less often in those countries than in Poland where monitoring and control mechanisms are lacking.

RESPECTING WOMEN’S RIGHTS IN BUSINESS
The situation in Poland as regards compliance with women’s rights by employers operating in Poland was first recognized in connection with the Gender Index project which was initiated and managed by the UNDP, implemented in 2004-2008 under the EQUAL Community Initiative financed by the European Social Fund (Gender Index. Monitoring the equality of women and men in the workplace, EQUAL, UNDP 2007). The main objective of the project was to promote the equality of women and men in business. An index was developed for monitoring equal treatment on grounds of gender in the workplace, which was used in two editions of the competition „Business of Equal Opportunities“ (2006 and 2007) to recognize employers who best contribute to respecting women’s rights and can set a good example for others. Each company participating in the competition received an individual report evaluating its situation in terms of equal treatment, together with guidance on what can be done to improve the policy of equal opportunities.
The Gender Index method was also used in surveys conducted in institutions involved in the implementation of the Human Capital OP (2011), at Lasy Państwowe company (2012) and in surveys conducted in late 2011/early 2012 in the central administration. The main conclusion from the surveys is that employers have a stereotyped view of women and men in the workplace, and show a lack of knowledge of the applicable anti-discrimination law and equality measures that can be implemented in the workplace. In particular, this concerns areas related to access to career advancement and promotion of women to managerial positions, facilitating the reconciliation of working and family life, as well as recruitment. It is worth noting that surveys conducted in companies showed that the cultural factor plays a significant role in how women and men are viewed in business and how the principle of equal opportunities is implemented. This is best reflected in the quotation below:

“We understand that a new unstable world is emerging. However, we rely on hierarchies created and dominated by men. We are restructuring, but the way of thinking in men’s categories remains the same. We respect women’s ‘rights’ but we ignore their value. We value ‘toughness’. However, we do not notice that women’s toughness resembles ‘steel’ more than men’s. We have repeatedly pointed out that we accept new forms of activity. But we disregard the fact that women suit leadership positions better.” (T. Peters, Biznes od nowa!, 2005, p. 269)

Prof. Ewa Lisowska, D.Sc. (SGH)
Warsaw School of Economics

Gender Index – as a tool to control the principle of equal opportunities in business – covers key areas of personnel management and analyses equal opportunities in access to employment, training and promotion, and shows if the company meets the standards of equal pay for the same job, if the company facilitates the reconciliation of working and family life, and if it protects from harassment and mobbing.
ON THE WAY TO ECONOMIC EQUALITY

Diversity and equality in the workplace should be a priority for every society and economy. The real good that we have is human capital which can be fully appreciated if it is given an opportunity to exist in the workplace.

The capital is knowledge, skills and talent of employed women and men who can contribute to the company’s development and economic growth. For years, we have been actively involved in showing entrepreneurs that diversity and equality pay off.

As recently as ten years ago, the real problem of the Polish labor market and the Polish economy was a low employment rate. In 2006, the rate was 55%, whereas in Slovenia it is 66%, in the Czech Republic 65%, and in Estonia 64%. In the EU, it was 68% and in the USA 76% on average. This meant that each working Pole supported another Pole of productive age, plus children, youth and pensioners. In all, around 2.5 people. In addition, the employment rate among women would be even lower - around 40%. Thus, professional insertion of non-working population posed a huge social and economic challenge for Poland; in particular, this concerned the issue of women in the labor market. It was important to all measures available to change the situation, to correctly identify problems and solutions. What became key to the achievement of this objective was the long-term cooperation with the United Nations Development Program (UNDP) and the United Nations Global Compact, which provided an opportunity for systematic research into the inequality of women and men in the labor market.

Polska Konfederacja Pracodawców Prywatnych Lewiatan (currently, Konfederacja Lewiatan) became a partner of the Gender Index project implemented with funding from the European Social Fund under the EQUAL Community Initiative. Together with experts of the United Nations Development Program, use was made of experience gained from working in the UN system which practically implements the principle of equality of women in the workplace. Experts in the issue of gender equality in the labor market from leading Polish universities, including Warsaw School of Economics, were invited to participate in the project. The project was aimed to develop a solution leading to sound management of a business, taking into account the policy of gender equality. A woman-friendly enterprise model was developed under the project, which was to made owners and managers aware that providing equal
opportunities for development and promotion to women does pay off.

Together with other partners of the project, including Nordea Polska Towarzystwo Ubezpieczeń na Życie S.A., Derm-Service Pologne, Fundacja Feminoteka and the International Women’s Forum, and the Ministry of Labor and Social Policy as associate partner, the Gender Index of Problems. Gender Index of Solutions” report was prepared. The Report presented the main problems related to equal opportunities for women and men in the workplace, indicating areas such as: recruitment, access to promotion, access to training, protection from layoffs, remuneration, protection from sexual harassment and mobbing, ability to reconcile working and family life, and proposed solution options. Within each area, the situation in Poland, provisions of the Labor Code, good practices in companies, and recommendations were presented. The report also used the results of surveys conducted with the use of the Gender Index in companies participating in the Company of Equal Opportunities 2006 competition. It is worth adding that the competition was held by Konfederacja Lewiatan each year. This initiative was particularly important, as it provided insight into the progress Polish companies made in working towards the equality of women and men in the labor market. It was also very important in that it promoted practices leading to noticing the employees’ most valuable assets, irrespective of gender.

The entrepreneurs selected through the Company of Equal Opportunities competition, employing at least ten persons, women and men, operating in the Polish market for at least three years, irrespective of legal form and ownership status, applying the equality policy in practice, have become an example for others. Their Gender Index – an individual synthetic indicator of equal treatment of women and men (expressed in numerical form), developed by a team of experts – was the highest. Participation in the competition became an important experience also for tens of other entrepreneurs who enrolled for it. The competition provided an opportunity to select business leaders who implement the most effective solutions supporting the equal status of women.
and men in the workplace, and to appreciate all the participants. The winners were granted the right to use the Equal Opportunities Emblem and were particularly appreciated by President of the Republic of Poland Lech Kaczyński, who addressed a letter, both to the winners and to the other participants of the competition, expressing support to the actions they take in the course of their business activity to reduce barriers on the path to economic equality of women and men.

Active promotion of the report and the Gender Index, a series of projects undertaken by Konfederacja Lewiatan, such as „Diversity Index” financed by the European Union under the European Social Fund, supporting and rewarding companies that take commendable equality policy measures, setting examples of good practices, has yielded measurable effects over the years. The situation in the labor market is much better today, albeit there is still much to be done. The employment rate in Poland has improved significantly, almost reaching the average EU level, although the rate for countries such as Denmark, the Netherlands, Germany or Estonia is 10% higher. The issue of women’s employment has also improved significantly. The rate saw a radical improvement against the 2006 figure, by an impressive 13%, but to catch up with the leaders, it must rise by same amount again. In this context, every measure and every way counts, which will make the law-makers and entrepreneurs aware the diversity and equality in the workplace pay off, that it is worth making the effort to ensure that the huge professional potential is fully disclosed. It is extremely important to partner towards diversity and equality, as this will enable us to take care of sustainable development. One example is the joint effort undertaken many years ago by Konfederacja Lewiatan and the United Nations Development Program. The exchange of experience made it possible to support Polish entrepreneurs and reduce the development gap with other EU countries. This benefited the economy but it is equally important that also people saw profits - employees, mainly women.

The measures taken today rank even higher, as they are aligned with the UNGC Sustainable Development Goal 5: gender equality. We will certainly manage to achieve this goal because we have been working together for years based on substantive partnership. In implementing Goal 17 of the UN agenda, which is to strengthen the means of implementation and revitalize the global partnership for sustainable development, we are making another major step towards economic equality. It is our common commitment and responsibility.

Marcin Kilanowski, PhD
Representative for Business and Human Rights
Konfederacja Lewiatan, Assistant Professor, Law and Administration Faculty, Nicolaus Copernicus University in Toruń

13% WAS THE WOMEN’S EMPLOYMENT GROWTH RATE IN 2017 RELATIVE TO 2006.
INTERNATIONAL SOLUTIONS
The Working Group on Women’s Empowerment was established in Turkey in 2014 with support from UN Women and the United Nations Population Fund (UNFPA). It was set up to provide a platform for dialogue and experience exchange under Women’s Empowerment Principles (WEPs) and other initiatives for women. The group is led jointly by Ms. Dilek Cesur (Yeşim Textile) and Mr. Ata Selçuk (Eczacıbaşı Holding) representing the private sector. It is composed of representatives of companies, United Nations agencies, business associations, social organizations and academic communities. Its members include Ms. Nur Ger (SUTEKS Group) as the „Business Advocate”.

The Working Group has prepared the „WEPs Implementation Guide”. Its purpose was to mobilize institutions and organizations in different sectors towards the empowerment of women in the workplace, as well as in the areas of activity and social responsibility of those institutions and organizations. The guide contains detailed information on the WEPs as well as steps required for their implementation by the companies that have signed the WEPs. It presents ways of applying the principles to new members who have agreed to implement the principles. It also contains examples of good practices that may inspire more active ways of participation in the project for all WEPs signatories.

„WEPs Implementation Guide” presents specific needs of companies and provides a basis for the measurement of the current status of their actions. Therefore, the Working Group has decided to reorganize in order to satisfy those needs and achieve its assumed goas. There are four subcommittees operating within the new structure – Monitoring, Measurement & Assessment, Training & Mentoring, Communication & Networking, and Projects & Events. Currently, the Working Group is working on a training module for companies that are signatories of the WEPs.

In order to disseminate the WEPs model at the regional level, Bursa was selected as a pilot city for the promotion of the empowerment of women in the workplace. The Women’s Empowerment Bursa Platform was established, led by the Bursa Industry and Business Association (BUSIAD) and the Bursa Business Women and Administrators Association (BUIKAD) and Yeşim Textile. The Platform operates through subcommittees identical to those of the Working Group. Following the successful implementation of the Women’s Empowerment Platform in Bursa, the Working Group intends to disseminate this model of operation also to other cities.

Owing to the commitment of the Working Group members, Turkey has doubled the number of WEPs during nine months. Currently, with its 231 signatories, Turkey boasts the second largest number registered WEPs signatories in the world.
The Chilean Global network has been taking effective steps towards gender equality for some four years, e.g. through working groups, encouraging enterprises to create specific initiatives, coalitions and policies in this field. In implementing SDG 5, work was undertaken in partnership with the National Women’s and Equality Service (SernamEG), which is a part of the Ministry for Women and Equality.

Under the Women’s Empowerment Principles (WEPs) program, the local Global Compact network closely collaborates with the Chilean representation of UN Women. The first „Ring the Bell for Gender Equality” event was held in Chile in 2016 (and then in 2017) in a joint effort with GC Network Chile, UN Women, UNGCO and the Santiago Stock Exchange. The event saw active participation of President of Chile Ms. Michelle Bachelet who previously (2010-2013) served as UN Undersecretary-General in charge of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Multiple activities and initiatives have also been undertaken in the recent period, involving specialists from various organizations, e.g. the International Labor Organization, Inter-American Development Bank (BID), United Nations Development Program (UNDP, Gender Governance), Henry Dunant Foundation, Women’s Community, as well as ARS Global Consultants, AENOR and KPMG.

In 2017, a group of leading companies was set up under an action plan of the local GC network, which is aimed to boost the companies’ contribution to the implementation of SDG 5. Currently, 60 companies are actively working together on this issue: Angloamerican, Aguas Andinas, Chilean Security Association (ACHS), BancoEstado, Bank Itaú, Bank Scotiabank, CAP, Censosud, Cummins, ENAP, Enel Distribution, Entel, Everis, Falabella, Grupo Eulen, HAYS, IST, Komatsu, Cummins Chile, Laboratorios Bagó, L’Oréal, Masisa, Melón, Mutual Security, Nestlé, Arauco Park, PWC, Sodexo, Sodimac, SURA, Telefónica Chile, Tecnasic, Tinguiririca Energía, VTR.

An example of good practices is set by Everis, a company that participates in partnership with other organizations and companies in the field of innovation and entrepreneurship, such as Microsoft and ENTEL. Their activities seek to encourage children,
including girls, to undertake education in engineering. The activities are pursued in partnership with schools as well as within the company itself, involving its employees’ children. Everis also facilitates job seeking and entering into employment with the company based on its training courses. They are targeted mainly at women who have studied different disciplines or have not completed education.

Another example of activities aimed at the implementation of SGD 5 is Laboratorio, the first company to develop its own gender and family violence policy. It is focused on the areas of family, harassment in the workplace and sexual harassment. In this context, it is also worth mentioning Hays, a company that issues an annual report on gender diversity and publishes articles in blogs dedicated to the subject of gender equality.
As a global leader of sustainable development, Unilever has implemented many solutions towards ensuring diversity and equality in the workplace.

We wish all people employed at Unilever to be able to work in a fair and secure environment in which law is observed and everyone can make full use of their potential and where cultural and social differences between people are respected.

We are committed to helping people to be the best that they can be by ensuring positive working conditions. To this end, we are creating a culturally diversified working environment where employees can count on support, are treated fairly and have an opportunity to succeed.

Unilever is engaged in a number of activities which are aimed to achieve those targets, starting with the Code of Business Principles and Code Policies. It is a set of policies that cover the full range of operations, and one of its major parts is a policy that prescribes rules of conduct with a view to ensuring equality and diversity in the workplace. In order to ensure the effectiveness of such a solution, a program was implemented for anonymous reporting of potential breaches, which are evaluated by teams appointed for this purpose.

Another solution is a support program for parents. One example of such activity is an initiative whereby such persons are given the opportunity to remain in touch with the company, taking into account legal requirements, which allows the continuity of relationships to be maintained during longer absences, and consequently facilitates a subsequent return to the previously held position. Special online platforms have also been created which make it easier for superiors and employees to cope with longer absences.

Another examples are flexible working hours and the opportunity to work from home, which helps employees to reconcile the challenges of their private and professional lives.

We also seek to ensure that succession plans for key positions contain the same number of candidates of both genders, and that each newly employed person under the management program as well as key talents within the organization have a mentor, a person with extensive experience, who helps them to settle in the new working environment.

Our managers participate in training events that facilitate the management of teams in a manner that guarantees that all team members are listened to prior to taking key decisions, owing to which all employees are actively involved in the company’s life and taking decisions that may affect them.

Unilever has also launched its Employee Support Program which offers support in difficult or stressful moments. The solution is available free of charge on a 24/365 basis to all employees and their close ones. This way, we want to provide a confidential communication channel where everyone can share their problems and obtain support from a psychologist.

Unilever wants to be a global leader in disseminating and ensuring diversity and equality in the workplace both within and outside the organization, e.g. through participation in various programs which are aimed to promote those values among other organizations.
We have been watching our environment with attention, seeking to ensure the highest standard of protection irrespective of age, gender, origin, social roles, culture, religion or sexual orientation. Even more – it is in diversity and equality that we see strength and added value. On a daily basis, we create and improve insurance products, but also undergo constant changes as an organization in order to address the needs of the widest possible group of customers and employees. Therefore the issues of diversity and equality are especially important to us.

For this purpose, in September 2016, we joined the “Coalition of Ethics Advocates” established by the United Nations Global Compact to promote and implement principles of business ethics in Polish companies and institutions. In December 2016, as the first insurer in Poland, we signed the declaration to adopt the Minimum Standard of the Ethical Program.

We are aware that Hestians differ in terms of age, gender, origin, social roles, culture, sexual orientation or faith. The fact that each of us is different and that we work with respect for our diversity, allows us to create solutions that cater better to our customer’s needs. ERGO Hestia represents the Highest Standard of Protection which we put into effect through dialogue and care not only in relations with our external customers but also with the internal ones. Within the framework of the dialogue, we contact employees, agents, intermediaries as well as customers and affected persons. Especially for them, we have created different sources of dialogue designed to help others: the Customer’s Advocate, the Agent’s Advocate, the Compliance Officer, and the Center of Assistance to Affected Persons.

We are also strongly focused on social integration through the Hestian Volunteering Center, through which we implement almost 50 projects addressing those most in need every year.

Each year, we record more than 2,200 employee engagements. This allows us to better build our business community for which breaking barriers and removing social differences is something natural. Since 2004, we have been working towards professional insertion of the disabled though the Integralia Foundation, which has provided support to more than 818 people and helped 298 persons with disabilities to find a job. In changing the perspective and breaking barriers in contact in daily life with disabled persons, we provided training in 2016 to more than 1,400 employees and partners of ERGO Hestia.

The diversity of our employees allows us to look at business from different perspectives, have and foster various talents, differ in ways of thinking, and thereby be more innovative. In order to confirm our position to our employees and customers, we have signed the Diversity Charter which commits us to implementing diversity management principles and the equal treatment policy. We have analyzed signals of situations that were inconsistent with our beliefs and ideas, reflected e.g. in the Diversity Charter, and then took measures aimed to eliminate provisions that could breach the principle of equal treatment. The youngest person we employ is 19 years old, and the oldest one is 68. Equality is what we find just as important, which is reflected in the employment structure of the ERGO Hestia Group, where 65% of the employees are women, more than a thousand of them being mums. Importantly, women and men are equally represented in managerial positions in the ERGO Hestia Group.
Our objective is to create a working environment in which every employed person feels respected, appreciated and can make full use of their potential. An organization will not succeed unless its employees are diversified.

For companies operating in the market for many years, the achievement of a degree of diversity in employment reflecting the structure of society is a big challenge. This results not only from the existence of organizational structures determined by old habits, but also from the existing allocation of roles and responsibilities. Besides, one should not disregard issues related to the existing employment, which was formed based on rules which are today considered inadequate.

As the causes of the existing situation are quite complicated, they cannot be eliminated solely through employment aimed to meet defined percentage targets. The right path requires us, first of all, to ensure that the people we employ have the right competencies.

Therefore, the activities of T-Mobile Polska include the elimination of subjective elements of assessment in the recruitment process as well as in the employee assessment process. This allows us to separate business requirements from personal features. What do we achieve by that? Opening the recruitment process to candidates from each segment of society (including foreigners); support to parents in the form of leaves, distance work opportunities, or dedicated rooms for taking care of children. The fact of belonging to the international Deutsche Telecom Group is also one of the drivers of our efforts in the field of diversity, as day-to-day relationships often require adapting to different cultures, and even to different languages.

In 2012, we became Signatories of the Diversity Charter – we signed the commitment to impose a ban on discrimination at T-Mobile, promote diversity and readiness to engage in activities towards social integrity and equality, under the motto „The workplace - a meeting of generations“.

The issue of diversity is inseparably linked with ethics – at T-Mobile Polska, we believe that different behavior would simply be unethical. This has made us to ceaselessly strive to maintain a diverse working environment for all!
Skanska Code of Conduct, the foremost ethical document in the company, reflects the business position, reputation and culture of our company, developed over 130 years of its activity in almost all the markets of the world. It is in this document that we have defined behavior expected of employees and Skanska’s ethical commitments.

Among our commitments concerning the workplace, we have highlighted decent working conditions, diversity and inclusion. To us, decent working conditions mean a tolerant and fair working environment in which we respect dignity, privacy and rights of every person, irrespective of their appearance, origin, religion, beliefs, gender, sexual orientation, sexual identity, age, disability, marital or family status.

We ensure equal employment opportunities, including training or promotion. We do not accept practices that would restrict the employees’ freedom of movement, such as taking away work permits as a condition of employment. We recognize and respect collective agreements and our employees’ right to associate and conduct collective bargaining where it is allowed by law. At almost every corporate meeting, we emphasize that everyone who has witnessed behavior that violates the dignity of another person, and hence the principles of our Code of Conduct, has the opportunity, but also the obligation, to report such a situation to their superior or to the Ethics Committee operating at the company, or use the anonymous whistleblowing line accessible to anyone who does not want to be indifferent to situations that give rise to their doubts or objections. We have a whistleblowers’ protection program in place and appreciate their role.

We train our employees in ethics, including diversity and inclusion, through obligatory ethical workshops with an agenda that is tailored to the specificities of their jobs, and provide e-learning content and information videos. We take care of regular discussion on ethical dilemmas, conducted at team level. We have invited managers to participate in a situation game placing focus on the importance of applying ethical principles in daily business decisions. In corporate communication, we refer to the principles of building a tolerant and fair working environment and related responsibility assigned to each employee of Skanska.

Our efforts go beyond the company - we are a signatory of the Diversity Charter, we have the Supplier Code of Conduct, which we require to be respected by our subcontractors and suppliers. We want to clearly communicate to our business partners what activities are not acceptable to us, and to change business reality for the better. After all, one of our corporate values is “Together we are better”.

Piotr Chmiel
SKANSKA
Justyna Olszewska
UNITED NATIONS GLOBAL COMPACT
It was launched in July 2000 on the initiative of United Nations Secretary-General Kofi Annan. The UN Global Compact calls on the private sector worldwide to align their business strategies with universally accepted principles in the areas of human rights, labor, environment and anti-corruption, and to take action in support of UN goals. The UN Global Compact is the world’s largest business initiative with over 13,500 members in 170 countries. It coordinates activities within the UN Business Action Hub, where the United Nations partners with business to implement the Sustainable Development Goals.

GLOBAL COMPACT NETWORK POLAND
A national network operating under the official authorization of the United Nations Global Compact. In Poland, it was launched in July 2001 under the United Nations Development Program, and since 2013 is has been run and managed with the support of the Global Compact Poland Foundation. It is the secretariat of the UN Global Compact members, the UN Global Compact’s project office, its local contact and information point. Its mission is to promote and implement global initiatives of the UN Global Compact and UN objectives in Poland. All initiatives of the Global Compact Poland are conducted in partnership with the world of business, administration and academic communities.

KNOW-HOW HUB
A think-tank and scientific foundation. Created under the UNDP in Poland in 2011, it groups together experts who create and implement development projects. Currently, KHH also acts as the Scientific Council to the Global Compact Network Poland.
STUDY EXPERTS AND MEMBERS OF THE STEERING COMMITTEE

PIOTR CHMIEL - One of the first people to build the Compliance Management System at T-Mobile Polska S.A. Previously worked as an auditor at PricewaterhouseCoopers, dealing with the analysis and design of control mechanisms in business processes and IT processes. His experience and skills are confirmed by the Certified Fraud Examiner (CFE), CIA (Certified Internal Auditor) and CISA (Certified Information Systems Auditor) certificates. He is President of the Polish ACFE Chapter (ACFE Chapter #183).

MARIUSZ GACA - Vice-President of the Management Board for Consumer Market since January 2017. He is also Chairman of the Ethics Committee of Orange Poland. Since 2011 he has served as Vice-President of Employers of Poland and Chairman of the Polish Section of the OECD's BIAC.

MARCIN KILANOWSKI PH.D. - Vice President of Kujawsko-Pomorskie Employers’ Organization Lewiatan and Vice-President of the Kujawsko-Pomorskie Voivodeship Economic Assembly. Since 2013, Representative of the Polish Confederation Lewiatan for Human Rights and Business in the Corporate Social Responsibility Group of the Prime Minister of the Republic of Poland Human Rights and, since 2016, in the Sustainable Development and Corporate Social Responsibility Group.

BEATA KOPYT - Journalist, coordinator of special projects at Kulczyk Foundation. She deals with a key aspect of CSR – the relationship between man, his goals and needs, and business. Creates projects focused on building internal relationships, emphasizing the role and capabilities of the employee and inspiring business towards social change in its immediate and further environment.

ŁUKASZ SZYMAŃSKI - legal counsel, Head of Legal Department and Business Integrity Officer Unilever Poland and Baltics. Responsible for legal and compliance issues in companies of the Unilever Group operating in Poland, Lithuania, Latvia and Estonia. Conducted many proceedings and audits for compliance with the standards of ethics and related to the improvement and development of existing processes. Member of teams in the Unilever Group responsible for supervising compliance of the measures with processes in place in the organization.

MARCIN MUSIAŁ - Legal Adviser. With Polpharma since 2003. Currently he deals with ethics and compliance issues in the Polpharma Group. Leader of the Ethics Program Team in the Polpharma Group. Graduated in Finance and Banking from the Warsaw School of Economics and Faculty of Law and Administration, University of Warsaw. Former teacher at the Department of Economic Law, Warsaw School of Economics. Member of the Warsaw District Chamber of Legal Counsel.

JUSTYNA OLSZEWSKA - Graduated from Jan Kochanowski University in Kielce and Kielce University of Technology. Doctoral student of Kozminski University in Warsaw in economic sciences, majoring in management sciences. She has dealt with the media, internal and external communication in organizations, served as editor-in-chief of Skanska publications, led projects promoting ethics, sustainability and security in the construction industry. She currently serves as Skanska’s Ethics Advisor Manager.
ANNA POTOCKA-DOMIN - Vice President of the Business Center Club, Director of the Institute of Economic Intervention; member of the GC Poland Program Board. Graduated in journalism from the Faculty of Journalism and Political Science at the University of Warsaw, completed postgraduate studies in marketing and advertising, and an MBA Executive course (GFKM, Rotterdam School of Management), where she successfully defended her thesis on Corporate Social Responsibility (CSR).

MAGDALENA RZESZOTALSKA - Director for Corporate Communications and CSR, Polpharma SA - associated with Polpharma for 18 years. Responsible for all external and internal communication, corporate sponsorship and social responsibility activities of Polpharma. Engaged in key CSR projects of the Polpharma Group, such as the Ethics Program, Sustainable Supply Chain, CSR Strategy, Non-Financial Reporting, etc. Member of the Steering Committee of the Coalition of Ethics Advocates and Global Compact Poland, and the CSR Team at the Ministry of Development.

MARIAN SZCZĘŚNIAK - Representative of the Management Board for Social Affairs, Ethics Spokesman for PKP Energetyka S.A. Associated with PKP Energetyka S.A., which has evolved from Energetyka Kolejowa, since 1976. Graduate of the Adam Mickiewicz University, Faculty of Social Sciences, and Postgraduate Studies in the field of Organization and Management of Human Resources and Strategic Human Resource Management.

MARGARITA DUCCI - Architect, completed postgraduate studies at the University of Rome. Executive at Cía Ford in Spain for 6 years. Since 2005, Director General for Communication at Universidad Andrés Bello (Santiago, Chile) and Dean of the Faculty of Communication. Since 2007, Executive Director of Global Compact Network Chile.

MARIO EVERARDO ZAMARRIPA GONZALEZ - Director responsible for the Sustainable Development project of ERGO Hestia Group. Associated with the insurance industry since 1995. Worked with the ABA Seguros insurance company in Mexico. Has been working with the ERGO Hestia Group since 1998, responsible e.g. for Hestia Kontakt - C. O. K., sales network management, the You Can Drive brand project. He is currently involved in activities in the field of responsible business and sustainable development, including the implementation of a CSR strategy and a social reporting process. Engaged in the field of health insurance.

EWA LISOWSKA - Professor at Warsaw School of Economics, economist, works at the Institute of International Management and Marketing. Her research focuses on women's entrepreneurship, women in management, equality and diversity in the labor market. One of the founders of the International Women's Forum - an association of women in science and business; its President in 1993-2006. Editor-in-Chief of „Kobieta i Biznes” (Woman & Business) magazine appearing since 1993 in the Polish and English language versions.

OLGA SIEDELANOWSKA-CHAŁUDA - Head of the Ethics and Anti-Corruption Section of Global Compact Network Poland. She has been coordinating Business and Human Rights Programme since 2014. A graduate of psychology. Responsible for the preparation of research and analysis and support of UN Global Compact members in Poland in the matter of Communication on Progress reporting.
NOTATKI
The opinions and views presented in the report by the various companies do not reflect the publisher’s opinions or views. The graphical material used in the publication comes from the UN Global Compact’s resources, the author’s resources and from public sources.
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HONORARY PATRONAGE

[Image]

PARTNERS
SKANSKA
T-MOBILE POLSKA
PKP ENERGETYKA
POLPHARMA
ERGO HESTIA
UNILEVER
ORANGE
KULCZYK FOUNDATION
KONFEDERACJA LEWIATAN
BUSINESS CENTRE CLUB

TRANSLATION

[Image]
16.5
Substantially reduce corruption and bribery in all their forms

16.5.2
Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months

8.8
Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

8.8.2
Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status