



THE ROLE OF THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY IN BUILDING RELATIONSHIPS IN THE SUPPLY CHAIN

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ABSTRACT. Background: The aim of this article is to determine the importance of the concept of corporate social responsibility in building partnerships in the supply chain.

In the recent period, one could notice that more and more international companies implementing their strategies based on the concept of sustainable development are evaluating and qualifying their suppliers basing on standards of ethics in business.

Methods: This paper analyzed the requirements of the multinationals companies towards their suppliers in implementing elements of the concept of corporate social responsibility.

Results: The results of the analyzes which were presented on practical examples show that buyers define to suppliers, very often detailed, standards for ethical conduct for suppliers (Supplier Conduct Principles, Principles and Standards of Ethical Supply Management Conduct) and guides for their implementation (Supply Chain CSR Deployment guidebook, Purchasing Way, Supplier Sustainability program Manual), organizing programs (Supply Chain Social Responsibility programs), implementing the Supplier Responsibility projects and developing a checklist (Supply Chain CSR Checklist) for self-evaluation of providers.

Conclusions: When observing global trends one could notice that recently more and more suppliers are evaluated in terms of the fulfillment of the principles of sustainable development, guided by the economic aspects (requiring high technical quality, reliability of supply, competitive price, stable financial position, compliance with legal requirements), environmental aspects, as well as social aspects (principles based on the idea of the Global Compact). One could also perceive that many international companies signing contracts with suppliers require them to sign a declaration, obligating them to introduce the concept of corporate social responsibility by applying the principles contained in Statement on Business Practices and in compliance with the requirements of environmental requirements (Supplier Social & Environmental Responsibility Agreement).

Key words: relationships with suppliers, corporate social responsibility, sustainable development of enterprises, supply chain.

INTRODUCTION

Observing global trends one could observe that in recent years more and more suppliers are monitored by their clients for the fulfillment of the principles of sustainable development which are guided by the economic aspects (requiring high technical quality, reliability of supply, price competitiveness, service support),

environmental aspects, as well as social aspects (based on the idea of the Global Compact). Increasing number of institutional buyer issue special rules of behavior and ethical standards for suppliers (Supplier Conduct Principles, Principles and Standards of Ethical Supply Management Conduct), guides for CSR implementation (Supply Chain CSR Deployment Guidebook, Purchasing Way, Supplier Sustainability Program Manual),

organizing programs (Supply Chain Social Responsibility programs), and checklist which are used for self-assessment of contractors (Supply Chain CSR Checklist).

Particular emphasis on environmental and ethical aspects put Japanese companies. They have developed detailed guidelines for suppliers, for example Toshiba, Sharp, Mazda (Green Procurement Guidelines), Canon, Kyocera (Green Procurement Standards), Fujitsu (Green Procurement Directions), Sony (Green Purchasing Standards), NEC (Green Procurement Policies). These standards are imposed on suppliers as clauses included in the contract. They concern with such issues like:

- Compliance with the legal requirements of environmental legislation;
- Providing eco-declaration;
- Delivery of completed environmental management system questionnaires;
- Ensure the safety of products (by introducing formal quality control standards of products and assessment their impact on the environment), as well as systemic oversight processes based on requirements relating to organizational quality management / environment / safety international standards;
- Compliance with the guidelines for describing the procedures for good environmental practices;
- Taking into account EcoDesign approach;
- Introduction of rules of code of ethical conduct [Dashore, Sohani 2013, Rahman et al. 2013, Brones, de Carvalho, de Senzi Zancul 2014].

REQUIREMENTS FOR SUPPLIERS IN THE IMPLEMENTATION OF THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

Increasingly, international companies require their suppliers (materials for production, equipment, office supplies, packaging) detailed evidence of the establishment of environmental targets, documentation of activities related to limiting the consumption of resources, security processes, training employees, reducing environmentally harmful factors (greenhouse gas such as carbon dioxide, noise, vibration,

wastewater, solid waste), as well as dissemination of information on the results of activities related to environmental protection. In conducting audits to assess the functioning of the environmental management system vendors frequently pay attention to such elements like:

- Environment culture that is associated with the establishment of environmental policies, identification of environmental aspects and specifying the environmental objectives and programs;
- Compliance with the legal requirements on the protection of the environment;
- Supervision environmental management system by providing the appropriate documentation (procedures / manuals, records) and resources (infrastructure, technology, processes, information systems, relevant qualifications of employees), and the use of environmental indicators (related to energy consumption, raw materials, waste management and pollution);
- Eliminate inconsistencies (against environmental requirements) and waste (the possibility of reducing the consumption of materials / energy / packaging / water), thereby achieving higher efficiency,
- Electronic workflow within the enterprise and between partners in the supply chain;
- Awareness of employees in preparedness and response (in the case of emergency like uncontrolled emissions / leaks, fire);
- Security management and strive to eliminate and / or reduce the risk of environmental hazards;
- Electronic workflow within the enterprise and between partners in the supply chain;
- Establishment of criteria for the qualification and monitoring of suppliers in the field of environmental performance [Hoejmose, Adrien-Kirby 2012, Tate, Ellram, Dooley 2012, Deshmukh, Vasudevan 2014].

One of the attempts to standardize the criteria for auditing suppliers is the initiative taken by the international chemical industry companies such as Akzo Nobel, BASF, Bayer, Evonik Industries, Henkel, Lanxess and Solvay. This initiative is called Together for Sustainability - The Chemical Initiative for Sustainable Supply Chains.

This idea is based on the guidelines of the United Nations Global Compact and the Responsible Care Initiative which is promoted by the International Council of Chemical Associations (ICCA). The aim of the initiative is to develop common criteria for auditing and self-assessment of suppliers. The intention of the members is that the results of the audit conducted by one of members of Together for Sustainability - The Chemical Initiative for Sustainable Supply Chains will be honored by the other partners according to the idea: "An audit for one is an audit for all".

Similarly, the result of self-assessment of suppliers conducted by one of the initiative member will be honored by others. The evaluation criteria during audits and self-assessments include such elements like: The impact on the environment (compliance with applicable standards, waste management, water and energy use, emissions of harmful substances, contamination of soil and groundwater), security management of products and processes, labor rights as well as human rights [Grimm, Hofstetter, Sarkis 201, Rajesh, Ravi 2015].

The framework of periodic assessments of suppliers is conducted by independent organizations. The results of self-assessment reports are placed on a platform operated by EcoVadis [Crespin-Mazet, Dontenwill 2012].

CODES OF ETHICS IN PURCHASING

More and more companies wanting to develop its image as a reliable partner (as customer) publishes purchasing code of ethics, or supplier good practice guides. These codes are liabilities to suppliers in the field of equal treatment of providers (not forcing financial terms), to comply with the conditions of the agreements (in particular with regard to the terms of the technical quality, volume and supply frequency). Many companies in these codes clearly emphasizes that when choosing suppliers is guided by respect for their human rights, financial and tax regulations [Schneider, Wallenburg, 2012, Kumar et al 2014, Chen, Slotnick 2015]. A detailed list of requirements for suppliers in the implementation of the concept of corporate social responsibility is presented in the table 1.

Table 1. Requirements for suppliers in the implementation of the concept of corporate social responsibility
 Tabela 1. Zestawienie wymagań w stosunków dostawców w zakresie realizacji koncepcji społecznej odpowiedzialności przedsiębiorstw

Criteria	Specific requirements
Quality assurance of products and processes	Ensuring the safety of products and processes through the implementation of management systems (quality, environment, occupational health and safety, information security, security in the supply chain).
Supplier's capacity	Ensuring adequate infrastructure capacities (research and development, production and maintenance, transportation and warehousing, maintenance, IT equipment). Ensuring a stable legal and financial situation and dissemination of reliable information (such as financial annual reports, issues new shares / bonds, changes in the ownership structure). Ensuring information security (protection of IT systems, preventing the disclosure of information about the company / employees / customers). Implementation of elements of risk management and business continuity system.
Environmental protection	Supervision of hazardous chemicals in the composition of the product. Elimination of harmful substances from production processes through the use of no heavy metals (such as cadmium, mercury, hexavalent chromium, and lead), and hazardous organic compounds (such as asbestos, benzene). Minimizing environmental pollution (water, earth, air). Promoting the reduction of greenhouse gases. Analyzes of life-cycle assessment and the use of eco-labels. Reducing the weight of the product and its packaging.
Criteria	Specific requirements

Fair trading	Building relationships with customers and suppliers on the basis of fair partnership (with the principle of win-win). Preventing corruption and bribery. Preventing abuse of privileged position. Do not take trade relations with countries under embargo and the political-economic restrictions. Prevention of unfair competition Respect for intellectual property rights.
Ensuring safe work conditions	Ensuring safe workplaces (sites, equipment staff and equipment). Promoting the health and safety Prevention of occupational accidents and diseases. Appropriate response to accidents and breakdowns.
Respect for human rights	No use of forced labor. Respect for human rights. Child Labor avoidance The prohibition of discrimination (based on race, religion, age, nationality, social or ethnic origin, sexual orientation, gender, political affiliation, disability). Compliance with payroll obligations to employees.

Source: own elaboration

Many international companies signing contracts with suppliers require them to sign a declaration in which obligates the introduction of the concept of corporate social responsibility through application of the principles of good practice contained in Statements on Business Practices and in Supplier Social & Environmental Responsibility Agreements. These statements and agreements are associated with doing business with strict compliance with all applicable laws and ethical standards, not practices to combat corruption and bribery not discriminate against employees, the protection of international human rights and environmental responsibility.

SUPPLIER DEVELOPMENT PROGRAMS AIMED AT THE IMPLEMENTATION OF THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

Many international companies help local suppliers to meet the requirements by offering them support in the form of consulting and training in the implementation of the concept of corporate social responsibility, especially in areas related to environmental management development programs. Green supplier development programs are based on setting goals and formulating and programs for the partners. The implementation of these programs is associated with the use of less

environmentally harmful materials and implementation of cleaner technology [Bai, Sarkis 2010, Dou, Zhu, Sarkis 2014]. Suppliers are supported by expertise through training and specialist advice, implementation of joint projects related to the design of new product solutions that use EcoDesign approach. Increasingly, international companies are also offer programs for comprehensive assistance to providers in the implementation of the concept of social responsibility [Goebel et al. 2012, Lu, Lee, Cheng 2012].

Support programs in corporate social responsibility are offered to the suppliers by companies affiliated to the Electronics Industry Citizen Coalition, which includes manufacturers of high-tech products (such as Acer, Apple, Dell, Eastman Kodak, Flextronics, Hewlett-Packard, Hitachi, HTC, IBM, Konica Minolta, Lenovo, Lexmark, LG Electronics, Logitech, Medtronic, Microsoft, Motorola, Philips, Samsung, Sony, Texas Instruments, Toshiba, Xerox).

Development programs in the area of sustainable development efforts are focused on supporting suppliers to

- Increasing the efficiency and effectiveness of processes;
- The improvement of working conditions and improve staff qualifications;
- The reduction of the level of risk in the supply chain risks in order to ensure continuity of processes carried out by the partners;

- Improving the environmental impact;
- Promoting ethical action in relations with stakeholders [Hoejmose, Roehrich, Grosvold 2014].

Companies that are members of the Electronics Industry Citizen Coalition jointly work out standards for suppliers of self-assessment questionnaires, criteria for auditing, or guidelines for codes of ethical conduct (EICC Code of Conduct) [Tate 2012, Wendy 2012, Wendy 2013].

Another project the Electronic Industry Citizenship Coalition, implemented jointly with the Global e-Sustainability Initiative (GeSI- which currently has over 30 members and partners such as Alcatel Lucent, AT & T, Bakrie Telecom, Bell, BlackBerry, BT, Deutsche Telekom, Ericsson, HP, Huawei, KPN, Microsoft, Nokia, Nokia Siemens Networks (NSN), Orange France Telecom Group, Sony Mobile, Sprint, Swisscom, DTC, Tele2, Telecom Italia, Telefonica, Telenet, Telenor Group, Turk Telekomunikasyon, Verizon, VimpelCom, Vodafone, ZTE Corporation.) is an E-TASC (Electronics - Tool For Accountable Supply Chains). E-TASC is an IT solution that allows EICC and GeSI members to analyze data and generate reports relating to the assessment of suppliers in meeting the requirements for labor standards, environmental impact, risk management and ethical codes of conduct [Raj-Reichert 2013]. The results of these reports allow for more precise and individualized supplier development programs in the implementation of the concept of corporate social responsibility.

CONCLUSIONS

To recapitulate the considerations presented in the article, it should be noted that the implementation of the concept of corporate social responsibility contributes to building partnerships in supply chains [Denham 2015] Offered supplier development programs by multinationals corporations contribute significantly to sustainable development of the partners. Successful implementation of these programs allows providers to focus on delivering their strong market position, ensure

product safety, eliminating the negative impact on the environment, improve working conditions and to promote ethical conduct in business relations. It can therefore be concluded that the implementation of the concept of sustainable development has significant effects on reducing risks in the supply chain risks and helps to ensure the continuity of processes carried out by the partners and improve their image.

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ROLA KONCEPCJI SPOŁECZNEJ ODPOWIEDZIALNOŚCI PRZEDSIĘBIORSTW W BUDOWANIU RELACJI W ŁAŃCUCHU DOSTAW

STRESZCZENIE. Wstęp: Celem artykułu jest określenie znaczenia koncepcji społecznej odpowiedzialności przedsiębiorstw w budowaniu partnerskich relacji w łańcuchu dostaw. W ostatnim okresie można zauważyć, iż coraz więcej przedsiębiorstw międzynarodowych wdrażając swoje strategie oparte na idei zrównoważonego rozwoju ocenia i kwalifikuje swoich dostawców kierując się standardami etyki w prowadzeniu działalności gospodarczej.

Metody: W artykule przeanalizowano wymagania stawiane przez koncerny międzynarodowe swoim dostawcom w zakresie wdrażania elementów koncepcji społecznej odpowiedzialności przedsiębiorstw.

Wyniki: Przedstawione wyniki analiz zaprezentowanych na praktycznych przykładach wskazują, iż przedsiębiorstwa będące nabywcami definiują wobec dostawców często bardzo szczegółowe standardy zachowań etycznych (Supplier Conduct Principles, Principles and Standards of Ethical Supply Management Conduct) oraz przewodniki w zakresie ich wdrażania (Supply Chain CSR Deployment Guidebook, Purchasing Way, Supplier Sustainability Program Manual), organizując programy (Supply Chain Social Responsibility Programs), wdrażając projekty Supplier Responsibility Projects a także opracowując listy kontrolne (Supply Chain CSR Checklist) służące m.in. do samooceny kontrahentów.

Wnioski: Obserwując trendy światowe można wyraźnie dostrzec, iż w ostatnim okresie coraz częściej dostawcy są oceniani pod względem spełnienia zasad zrównoważonego rozwoju, kierują się aspektami ekonomicznymi (wymagając wysokiej jakości technicznej, niezawodności dostaw, konkurencyjności cenowej, stabilnej sytuacji finansowej,

przestrzegania wymagań prawnych), aspektami środowiskowymi, a także społecznymi (zasadami opartymi na idei Global Compact). Zauważyć można także, iż wiele międzynarodowych koncernów podpisując umowy z dostawcami zobowiązuje ich do podpisania także oświadczenia, obligującego ich do wprowadzania koncepcji społecznej odpowiedzialności przedsiębiorstw poprzez stosowanie zasad zawartych w klauzulach tzw. praktyk biznesowych (ang. Statement on Business Practices) oraz w klauzulach przestrzegania wymagań środowiskowych (Supplier Social & Environmental Responsibility Agreement).

Słowa kluczowe: relacje z dostawcami, społeczna odpowiedzialność przedsiębiorstw, zrównoważony rozwój przedsiębiorstw, łańcuch dostaw

DIE ROLLE DES KONZEPTEDES DER SOZIALEN VERANTWORTUNG DER UNTERNEHMEN BEIM AUFBAU VON BEZIEHUNGEN IN DER LIEFERKETTE

ZUSAMMENFASSUNG. Einleitung: Das Ziel dieses Artikels besteht darin, die Bedeutung des Konzepts der sozialen Verantwortung der Unternehmen beim Aufbau von partnerschaftlichen Verhältnissen in der Lieferkette zu bestimmen. In letzter Zeit kann man bemerken, dass immer mehr internationale Unternehmen beim Einführen ihrer Strategien, welche auf der Idee der ausgewogenen Entwicklung basieren, ihre Lieferanten bewerten und sie nach den Ethik-Standards beim Betreiben des Gewerbes einschätzen.

Methoden: In diesem Artikel wurden die Anforderungen der internationalen Konzerne untersucht, welche beim Einführen von Konzeptelementen der sozialen Verantwortung der Unternehmen an ihre Lieferanten gestellt werden.

Ergebnisse: Die Ergebnisse der an Praxisbeispielen dargestellten Analysen zeigen, dass die Unternehmen, welche Erwerber sind, oft sehr detaillierte Standards des ethischen Verhaltens (Supplier Conduct Principles, Principles and Standards of Ethical Supply Management Conduct) und Anleitungen zu deren Einführung (Supply Chain CSR Deployment Guidebook, Purchasing Way, Supplier Sustainability Program Manual) den Lieferanten gegenüber definieren. Sie erstellen Programme (Supply Chain Social Responsibility Programs), führen Projekte (Supplier Responsibility Projects) ein und bereiten Kontrolllisten (Supply Chain CSR Checklist) vor, welche u.a.: zur Selbsteinschätzung der Kontrahenten dienen.

Fazit: Wenn man die globalen Trends beobachtet, kann man deutlich sehen, dass die Lieferanten in letzter Zeit immer öfter in Bezug auf ihre Erfüllung von Grundsätzen der ausgewogenen Entwicklung bewertet werden, sich nach den ökonomischen Aspekten (die hohe technische Qualität, Versorgungssicherheit, wettbewerbsfähige Preise, stabile Finanzlage, die Einhaltung der gesetzlichen Anforderungen), Umwelt- sowie sozialen Aspekten (Prinzipien, die auf der Idee des Global Compact basieren) richten. Man kann auch bemerken, dass viele internationale Unternehmen beim Unterschreiben der Verträge mit Lieferanten von ihnen auch verlangen, dass sie die Erklärung unterzeichnen, welche sie dazu verpflichtet, das Konzept der sozialen Verantwortung der Unternehmen durch die Anwendung der in den Klauseln enthaltenen, so genannten Geschäftspraktiken (Statement on Business Practices) und die Einhaltung der Umweltschutz-Anforderungen (Supplier Social & Environmental Responsibility Agreement) effektiv einzuführen.

Codewörter: Beziehungen mit Lieferanten, soziale Verantwortung der Unternehmen, ausgewogene, dauerhafte Entwicklung der Unternehmen, Lieferkette

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