

# DRUŽBENA ODGOVORNOST PODJETIJ

## CORPORATE SOCIAL RESPONSIBILITY

Izsledki kažejo, da si pojem družbene odgovornosti razlagamo vsak malo po svoje. O tem, kaj sploh je družbena odgovornost, kako se razvija v Sloveniji ter kje nam kot zgled lahko služijo prakse iz tujine, smo se na kratkem klepetu pogovarjali s predstojnico Inštituta za raziskovanje in razvoj izobraževanja znotraj Slovenske univerze za tretje življenjsko obdobje, dr. Dušano Findeisen. Svoje razmišljanje je strnila v spodnjem sestavku.

### Kaj je družbena odgovornost podjetja?

V očeh mnogih je družbena odgovornost svobodno, prostovoljno delovanje podjetja. Podjetja ne glede na pravno prisilo in pravila prepoznajo, da so odgovorna do svojih zaposlenih, naročnikov, strank, dobaviteljev in vseh drugih, s katerimi se povezujejo v svoji dejavnosti. Zato podjetja razvijejo politike, strategije, pobude – družbene, socialne in okoljske –, s katerimi izražajo svoj odgovoren odnos. Seveda tudi država igra svojo vlogo pri oblikovanju družbene odgovornosti.

Družbena odgovornost podjetja nikakor ni nov pojem. Lahko jo povežemo z etiko, ki so jo poznali nekoč, denimo obrtniki, ki so morali biti delovni, pošteni, spoštovati so morali pravila obnašanja do strank, varovati stanovske skrivnosti, imeti poklicne kriterije in norme in podobno. Lahko jo povežemo tudi s pojmom »noblesse oblige« iz srednjega veka, ko je Cerkev narekovala, da mora biti aristokracija radodarna, spoštljiva, vljudna ... Današnja družbena odgovornost je pognala korenine tako v filantropiji kot v menedžmentu podjetij. Poleg državnih organov imajo danes tudi podjetja pomembno vlogo pri ohranjanju skupnega, javnega dobrega. Gibanje družbene odgovornosti, ki se je razvilo v zadnjih desetletjih, narekuje podjetjem, da svoje ekonomske cilje povežejo z okoljskimi in družbenimi, da branijo skupno dobro, na kar jih navaja tudi »public pedagogy« oz. pedagogika skupnega dobrega. Danes vse bolj opozarjajo na to, da imajo podjetja dolg do družbe in okolja. Kriza, ki je izbruhnila leta 2008, narekuje ponovno regulacijo družbene odgovornosti na nadnacionalni in nacionalni ravni, družbene odgovornosti, ki je bila dotlej razmeroma svobodna.



Results of studies show that we tend to have different views on what corporate social responsibility is. During a short conversation with Dr. Dušana Findeisen, Head of the Institute for research and development of education within the Slovenian Third Age University, we discussed what corporate social responsibility is, how it is being developed in Slovenia and which foreign practices can we use as examples. Her thoughts, in brief, are presented below.

### What is corporate social responsibility?

In the eyes of many people, corporate social responsibility is the free, voluntary operation of a company. Regardless of legal constraints or rules, companies recognize that they hold a responsibility towards their employees, clients, suppliers and everyone else whom they work with. For this reason companies develop policies, strategies, initiatives – corporate, social and environmental – to express their responsible attitude. The state, of course, plays its role in the development of corporate social responsibility.

Corporate social responsibility is not a new concept, by far. It can be connected with ethics which were known in the past. For example, craftsmen had to be diligent, honest, and they had to obey the rules of behaviour to customers, protect the secrets of their profession and their peers, have professional criteria and norms and similar. It can be connected with the medieval "noblesse oblige" concept, when the Church dictated that the aristocracy had to be generous, respectful, polite... Today's social responsibility has rooted itself in both the philanthropy and management of companies.

In addition to state authorities, companies today play an important role in maintaining the common, public welfare. The social responsibility movement, which was developed in the previous decades, dictates companies to connect their economic objectives with environmental and social objectives, while defending the common welfare, which is also promoted by the public pedagogy. Nowadays, it is being increasingly pointed out that companies have a debt to society and the environment. The financial crisis that started in 2008 dictated a new regulation of social responsibility at the supranational and national levels, a new regulation of social responsibility that was relatively free until then.

Socially responsible behaviour is becoming important for public authorities, companies, and as of recently even for the mafia. We could say that the corporate social responsibility is what makes society stronger and more sustainable.

### Dr. DUŠANA FINDEISEN

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Dušana Findeisen is currently Head of the Institute for research and development of education within the Slovenian Third Age University.

Družbeno odgovorno obnašanje postaja pomembno za javne organe, podjetja in nedavno je postalo pomembno celo mafiji. Lahko bi dejali, da je družbena odgovornost podjetij nekaj, kar naredi družbo trdnejšo in trajnostno.

## Družbena odgovornost podjetja se prične v odnosu do zaposlenih

Ko smo na Slovenski univerzi za tretje življenjsko obdobje delali raziskavo o tem, kaj bi pravkar upokojene zadržalo na delovnem mestu, smo na vzorcu 471 vprašanih dobili odgovor »plačilo« manj kot desetkrat. Vsi vprašani so poudarili, da bi jih na delovnem mestu zadržali predvsem boljši odnosi: če bila upoštevana njihova osebna kultura, če bi bile upoštewane njihove norme in pričakovanja, če bi se lahko izražali, če bi bil priznan njihov prispevek, če bi si zaposleni lahko darovali znanje in zmožnosti in bi darovanje bilo spoštovano in cenjeno. Vse to vpliva na zaposlene, ustvarja ugodne psihološke situacije in krepi izmenjave med zaposlenimi, ki niso zgolj delovne narave. Že Frederick Winslow Taylor, oče taylorizma oziroma »sistema nalog«, je razmišljal, da blagostanje zaposlenega ne pomeni samo dobre plače, marveč tudi to, da ta lahko kar se da razvije svoje sposobnosti in jih tudi uporabi pri delu, ki takšne sposobnosti zahteva. Taylorja zanima produktivnost na delovnem mestu, pozabi pa na ustvarjanje psiholoških odnosov na delovnem mestu, ki seveda tudi prispevajo k večanju produktivnosti. D. Reynaud pa že okrog leta 1960 opozori, da so zaposleni žejni neformalnih odnosov, da organizacija odnosov v kateri koli organizaciji ne more biti podrejena le zapovedim za doseganje učinkovitosti. Odnosi se tkejo ob delu, izobraževanju, darovanju.

## Francoska podjetja morajo predložiti »družbeno bilanco«

V francoskem pravnem sistemu so podjetjem naložene različne obveznosti v povezavi s kakovostjo življenja v podjetju. Dovolj je, da se odpravimo v tovarno Renault v Novo mesto, da spoznamo, kako resne zahteve so to. Kaj torej vsebuje družbena bilanca podjetja? Priprava tovrstne bilance zahteva analizo številnih podatkov, kot so sistemizacija in struktura delovnih mest, plače, zdravstvene razmere, varnostni ukrepi, delovne okoliščine, delovna razmerja, socialno-varstvene okoliščine zaposlenih, izobraževanje in druge, ki vplivajo na življenje v podjetju. Tako je družbena bilanca pripomoček za analizo družbenih razmerij zaposlenih, ki prinaša celosten pogled na spremembe, ki jih je podjetje doživelo v zadnjih treh letih. Tovrstna bilanca tudi pomaga prepoznati področja, kjer so potrebne izboljšave, in nakaže, kaj bo treba v prihodnje storiti. Socialni partnerji radi posežejo po družbeni bilanci podjetja.

In kdo ima vpogled v družbeno bilanco podjetja? Delovni inšpektorji in računsko sodišče pregledajo verodostojnost podatkov, ki jih predloži podjetje. Toda dokončno podobo družbeni bilanci da upravni odbor podjetja. Pregleda jo in poda svoje mnenje v roku največ štirih mesecev po zaključku finančnega leta. Če tega ne stori v predpisanem roku, lahko direktorja tudi oglobijo.

Družbena bilanca podjetja je resna stvar, ni igra. Poleg upravnega odbora podjetja družbeno bilanco pregledajo tudi predstavniki sindikata. Sindikate pa v Franciji tradicionalno spoštujejo in imajo še vedno dokaj veliko moč. Tudi delničarji prejmejo družbeno bilanco. Družbena bilanca pokaže tudi, ali podjetje je odgovorno ali ne. ■

## Corporate social responsibility starts in the relationship towards employees

When we, at the Slovenian Third Age University, conducted a study about what kept new retirees at their previous jobs, a sample of 471 people who were questioned showed the answer "payment" less than ten times. All those who were questioned emphasized that it was better relations that would keep them at their jobs, which meant that their personal culture, their norms and expectations were taken into consideration, and that they would be able to further educate themselves, that their contribution was recognized, that employees could donate knowledge and skills and that such a donation would be respected and appreciated. All this affected employees, created good psychological situations, and strengthened exchanges between employees that do not relate just to work. It was Frederick Winslow Taylor, the father of Taylorism or the "system of tasks", who believed that the welfare of an employee does not represent merely good wages, but also that such an employee could develop his or her skills to the maximum and use them in the job that requires such skills. Taylor was interested in productivity at the workplace, but he did not think about the creation of psychological relationships at the workplace, which of course help to increase productivity. D. Reynaud pointed out in around 1960 that employees longed for informal relationships and that the organization of relationships in any organization cannot be governed merely by commands for achieving effectiveness. Relationships are established at work and while giving and receiving education.

## French companies are obliged to submit the "social balance sheet"

Under the French legal system, companies have various obligations connected to the quality of life in a company, which they must fulfil. We do not have to go far to see this. Just think about Renault in Novo mesto, Slovenia, and you can see how serious such obligations are. What does the social balance sheet of a company include? The preparation of such a balance sheet requires the analysis of numerous data such as the systematization and structure of job positions, salaries, health conditions, safety precautions, work conditions, work relationships, social protection conditions of employees, education and others that affect the life in a company. The social balance sheet is thus a tool for the analysis of social relationships among employees, delivering a comprehensive view on the changes that the company has undergone in the last three years. Such a balance sheet also helps to identify the areas for improvement and shows what needs to be done in the future. Social partners are in favour of the social balance sheet of a company.

Who has access to the social balance sheet of a company? Labour inspectors and the court of auditors review the credibility of the data submitted by a company. But it is the management board of a company that gives the social balance its final image. It reviews it and gives its opinion within four months after the end of the financial year. If this is not done within the determined deadline, the director of such company can be fined.

The social balance sheet of a company is a serious thing, not a game. In addition to the management board of a company, the social balance sheet is reviewed by the representatives of a trade union. Trade unions in France are traditionally respected and are still relatively strong. Shareholders receive the social balance sheet, which also shows if a company is responsible or not. ■

