

# **An Application of CSR Principles in a Czech Company**

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Bachelor's Thesis  
2017



**Tomas Bata University in Zlín**  
Faculty of Humanities

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Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

akademický rok: 2016/2017

## **ZADÁNÍ BAKALÁŘSKÉ PRÁCE**

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Dominik Pindór**  
Osobní číslo: **H12902**  
Studijní program: **B7310 Filologie**  
Studijní obor: **Anglický jazyk pro manažerskou praxi**  
Forma studia: **prezenční**

Téma práce: **Aplikace principů CSR v české společnosti**

Zásady pro vypracování:

**Zpracování dostupné literatury týkající se společenské odpovědnosti firem**

**Charakteristika společnosti**

**CSR analýza společnosti**

**Vyhodnocení získaných výsledků analýzy**

**Navržení možných zlepšení na základě získaných výsledků analýzy**

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

Freeman, Edward M. 2010. **Strategic Management: A Stakeholder Approach.**  
Cambridge: Cambridge University Press.

Kašparová, Klára, and Vilém Kunz. 2013. **Moderní přístupy ke společenské odpovědnosti firem a CSR reportování.** Praha: Grada.

Kotler, Philip, and Nancy Lee. 2005. **Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause.** New Jersey: Wiley.

Kunz, Vilém. 2012. **Společenská odpovědnost firem.** Praha: Grada.

Simpson, Justine, and John Taylor. 2013. **Corporate Governance Ethics and CSR.** London: Kogan Page.

Vedoucí bakalářské práce:

**Ing. Jiří Vaněk, Ph.D.**

Ústav managementu a marketingu

Datum zadání bakalářské práce:

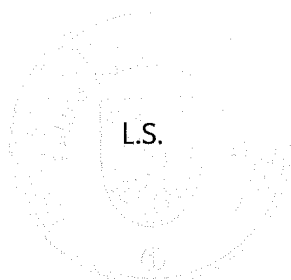
**11. listopadu 2016**

Termín odevzdání bakalářské práce:

**5. května 2017**

Ve Zlíně dne 16. prosince 2016

  
doc. Ing. Anežka Lengalová, Ph.D.  
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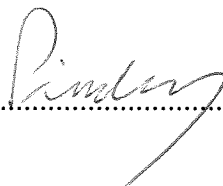
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## **ACKNOWLEDGEMENTS**

I would like to express my sincere gratitude to my adviser Ing. Jiří Vaněk, Ph.D. for his guidance, support and his precious advice during the writing of the thesis. Furthermore, I would like to thank to Bc. Petra Jurásková for providing me the necessary information for the analysis.

## **ABSTRAKT**

Bakalářská práce se zabývá společenskou odpovědností firem. Tento koncept je založen na dobrovolnosti firem se chovat ke svým stakeholderům odpovědně ve finanční, environmentální a sociální oblasti. Práce se skládá z teoretické a praktické části. Teoretická část rozebírá a definuje celkový koncept CSR. Je zaměřena na historický vývoj CSR. Také se soustředí na historické pozadí CSR v České Republice. Dále je rozebírána podpora CSR státem a různými mezinárodními, nevládními organizacemi. Pojmy jako tři pilíře CSR, implementace CSR a komunikace v rámci CSR jsou v práci také popsány. Hlavním cílem analytické části je porovnat aplikaci CSR v analyzované firmě s teoretickými principy. V poslední části práce jsou uvedena doporučení, která by měla vést k efektivnější aplikaci CSR ve firmě.

Klíčová slova: společenská odpovědnost, stakeholderi, tři pilíře CSR, reporting, filantropie, podnikatelská etika

## **ABSTRACT**

The bachelor's thesis deals with corporate social responsibility. The concept is based on the voluntariness of the businesses to be responsible to their stakeholders in the financial, environmental, and social area. The thesis consists of the theoretical and analytical part. The theoretical part discusses and defines the whole concept of CSR. It is focused on the historical development of CSR. It summarizes the historical background of CSR in the Czech Republic as well. The state support and support of various non-governmental organizations are also characterized. The triple bottom line, implementation of CSR, and CSR communication are described as well. The main aim of the analytical part of the thesis is to analyze the current state of CSR in the analyzed company. The goal is to compare the application of CSR in the company with theoretical principles. The final part of the thesis implies recommendations that shall lead to more effective application of CSR.

Keywords: Corporate Social Responsibility, Stakeholders, Triple Bottom Line, Reporting, Philanthropy, Business Ethics

## **CONTENTS**

<b>INTRODUCTION .....</b>	<b>10</b>
<b>THEORY 11</b>	
<b>1 CSR 12</b>	
<b>1.1 HISTORICAL BACKGROUND.....</b>	<b>12</b>
1.1.1 Development in the Czech Republic .....	13
<b>1.2 DEFINITIONS OF CSR .....</b>	<b>14</b>
<b>1.3 THE MAIN CHARACTERISTICS OF CSR .....</b>	<b>15</b>
<b>1.4 CSR VS CSV .....</b>	<b>16</b>
<b>2 STATE SUPPORT OF CSR .....</b>	<b>18</b>
<b>2.1 THE NATIONAL ACTION PLAN OF CSR OF THE CZECH REPUBLIC .....</b>	<b>18</b>
<b>3 NON-GOVERNMENTAL ORGANIZATIONS INVOLVED IN CSR.....</b>	<b>20</b>
<b>3.1 ACCOUNT ABILITY .....</b>	<b>20</b>
<b>3.2 ACADEMY OF BUSINESS SOCIETY.....</b>	<b>20</b>
<b>3.3 BUSINESS LEADERS FORUM .....</b>	<b>20</b>
<b>4 BENEFITS OF CSR .....</b>	<b>21</b>
<b>4.1 CRITICAL VIEWS ON CSR.....</b>	<b>23</b>
<b>5 STAKEHOLDER THEORY .....</b>	<b>24</b>
<b>6 TRIPLE BOTTOM LINE.....</b>	<b>26</b>
<b>6.1 PROFIT .....</b>	<b>26</b>
<b>6.2 PEOPLE .....</b>	<b>27</b>
<b>6.3 PLANET .....</b>	<b>27</b>
<b>6.4 THE EVALUATION STANDARDS OF CSR.....</b>	<b>28</b>
<b>7 IMPLEMENTATION OF CSR.....</b>	<b>30</b>
<b>8 CSR COMMUNICATION.....</b>	<b>32</b>
<b>8.1 CSR REPORTING .....</b>	<b>32</b>
<b>8.2 MODERN TRENDS IN REPORTING .....</b>	<b>32</b>
<b>ANALYSIS 34</b>	
<b>9 AN APPLICATION OF CSR PRINCIPLES IN THE COMPANY</b>	
<b>TŘINECKÉ ŽELEZÁRNY, A.S. ....</b>	<b>35</b>
<b>9.1 THE AIM OF ANALYSIS.....</b>	<b>35</b>
<b>9.2 INFORMATION SOURCES.....</b>	<b>35</b>
<b>10 TŘINECKÉ ŽELEZÁRNY, A.S. ....</b>	<b>36</b>
<b>10.1 INTRODUCTION OF THE COMPANY.....</b>	<b>36</b>



<b>10.2PRODUCT PORTFOLIO.....</b>	<b>37</b>
<b>11 MISSION, VISION AND STRATEGIC OBJECTIVES .....</b>	<b>38</b>
<b>11.1MISSION: “TOGETHER FOR THE GENERATION TO COME” .....</b>	<b>38</b>
<b>11.2VISION .....</b>	<b>38</b>
<b>11.3STRATEGIC OBJECTIVES AND PROJECTS .....</b>	<b>38</b>
<b>12 STAKEHOLDERS .....</b>	<b>40</b>
<b>13 COMMUNICATION.....</b>	<b>41</b>
<b>14 CSR ACTIVITIES OF TŘINECKÉ ŽELEZÁRNY, A.S. ....</b>	<b>42</b>
<b>14.1PROFIT – ECONOMIC RESPONSIBILITY .....</b>	<b>42</b>
14.1.1 Following the Ethical Principles and Legislation.....	42
14.1.2 Proceeding of Anti-corruption.....	42
14.1.3 Quality of Products and Services .....	42
14.1.4 Respect to Competition and Protection of Intellectual Property .....	43
14.1.5 Relationship with Business Partners .....	43
14.1.6 Code of Conduct.....	43
<b>14.2PEOPLE – SOCIAL RESPONSIBILITY .....</b>	<b>44</b>
14.2.1 Working Environment.....	44
14.2.2 Local Community.....	46
<b>14.3PLANET – ENVIRONMENTAL RESPONSIBILITY .....</b>	<b>48</b>
14.3.1 Waste Management .....	48
14.3.2 Energy Management.....	48
14.3.3 Taking care of Nature in the Region .....	48
14.3.4 Ecological Thinking of the Employees .....	49
14.3.5 Investments into Ecology and Environmental Protection .....	49
<b>15 EVALUATION .....</b>	<b>50</b>
<b>16 RECOMMENDATIONS .....</b>	<b>51</b>
<b>CONCLUSSION .....</b>	<b>53</b>
<b>BIBLIOGRAPHY .....</b>	<b>54</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>57</b>
<b>LIST OF FIGURES .....</b>	<b>58</b>
<b>APPENDIX P I: AN INTERVIEW WITH BC. PETRA JURÁSKOVÁ.....</b>	<b>59</b>

## INTRODUCTION

The corporate social responsibility (abbreviated to CSR) was defined in the second half of the 20th century for the first time. Nevertheless, there had been tendencies to do a business in a way that other people would have benefit from the actions of the business before the CSR was defined. For instance, Robert Owen, Andrew Carnegie or a Czech representative of the socially responsible businessman Tomáš Baťa and others (Bussard et al. 2001, 5). CSR is a concept based on a voluntariness. It is a set of actions that is not required by law. Being a socially responsible organization means a voluntary commitment of such an organization to be responsible for environment and society/community the organization operates in. There is no general rule for CSR and there is a vast range of possible interpretations of CSR.

The theoretical part of the thesis defines the term CSR. It covers the historical development and development of CSR in the Czech Republic. The theoretical part includes information on how CSR support by the state in the Czech Republic and information about the support by various international non-governmental organizations. Further, in the thesis, there are economic, social and environmental points of view on CSR described and followed by descriptions of CSR implementation, communication and reporting.

The analytical part of the thesis analyzes the attitude of the company Třinecké železářny (abbreviated to TŽ) to the issue of CSR. The aim of the analytical part is to analyze the state of the CSR concept in the company and compare it with the theoretical principles. This part of thesis describes CSR activities of TŽ that are divided into three groups: economic, social and environmental responsibility. It says what activities are being done in the CSR problematics, their influence and benefit for the stakeholders. The end of the analytical part lists suggestions of the author that might lead to more effective use of CSR in the company.

## **I. THEORY**

## 1 CSR

### 1.1 Historical Background

CSR concept was applied in a way a long time before the first definitions of CSR had been formulated. From the complete beginning of doing business, companies faced the issue whether they should take into account interests of the others and the whole society in doing business (Kuldová 2010, 13-14). Companies have understood that “giving something back” and being responsible for its environment makes good relationships between them and employees or other groups involved in business (Griffin 2008, 138).

The first who interpreted the concept of CSR was Howard R. Bowen, who published his book about the social responsibilities of businessman in the middle of the 20th century. In his book, Bowen underlines a responsible approach of a businessman to a business. Even though, his theories primarily focus on an approach of businessman and not the responsibility of a business itself, his definition became crucial for the further development of CSR theories.

In the 1960s, there were further efforts to define CSR. Keith Davis came up with his “Iron Law of Social Responsibility.” The definition suggests that the bigger the business is the larger amount of responsibility there is for the business. It was based on the idea that bigger businesses have a larger sphere of impact (Carr et al. 2004, 10).

The 1970s brought the first widely used definition of CSR. In 1979, Archie Carroll defined concept of four responsibilities of a business which are: economic, legal, ethical and philanthropic. This theory is later known as Carroll’s pyramid (Ibid).

In the 1980s R. Edward Freeman came up with “Stakeholder theory.” Freeman stated that a business is responsible for other groups than to its stockholders. He defined the group as stakeholders, which are people who have impact on the business. Employees, customers, partners, local communities and suppliers belong among them.

From 1990s to present CSR has become at least to some extent an important part of the business world (Ibid). The growing potential of the CSR in the last decades is not the issue only of the business sector, but also non-profit organizations, academic institutions, and government. The global importance of CSR is demonstrated by the fact that international organizations such as European Union, United Nations or EOCED. EOCED for instance, published a directive of the recommendations of the responsible behavior for

multinational organizations. As for European Union, in the year 2001 there was a “Green Paper” published which supports a voluntary involvement of organizations in CSR. (Ibid).

### **1.1.1 Development in the Czech Republic**

The beginnings of socially responsible behavior in the Czech business environment are mostly associated with Tomáš Baťa. He was a famous founder of the shoemaking company Baťa. The social responsibility is characteristic for his attitude of running a business that was based on moral principles. Between the years 1948 and 1989, there was nothing much happening in terms of development of CSR. The issues of social security and social protection of the population were in the hands of government. Social activities were supported by the state while non-profit organizations did not exist (Kašpárová and Kunz 2013, 26-27).

After the Velvet Revolution in 1989, the development of CSR practically started where it stopped before in 1948. Czech business sector slowly became to understand that CSR is not just about philanthropy and giving donations, but it should include all aspects of the triple bottom line. Thus, it should be based on economic, environmental and social aspects.

In the 90s of the 20th century, subsidiaries of big multinational companies that operated in the area of the Czech Republic were the biggest contributors to the development of CSR (Kašpárová and Kunz 2013, 28). Companies like Vodafone, Telefonica, DHL and others who brought the concept of CSR with themselves from abroad (CSR PORTAL 2012). Another significant contribution that was crucial for the further development of CSR was entry of the Czech Republic into the European Union and into OECD whose one of the main activities is supporting of CSR (Habisch at al. 2005, 157).

Throughout the years, after 2000, CSR has become more and more popular and applied in the Czech Republic. Nowadays, even small and medium enterprises are at large extent participating in CSR activities, even though some of them do not have enough information about the issue. Awareness of CSR has expanded among population as well. As the evidence might serve the research done by GFK Czech that found out that more than 4/5 of the respondents would prefer such a company that is socially responsible (Kašpárová and Kunz 2013, 30).

## 1.2 Definitions of CSR

The term Corporate Social Responsibility appeared for the first time in the middle of the 20<sup>th</sup> century in the book *Social Responsibilities of Businessman* written by H. R. Bowen. Since then, there is no general definition of the notion, Kašpárová and Kunz (2013) states that CSR is mainly based on voluntariness and has no clear-cut borders. As a result, CSR as a complex concept has several possible ways of interpretations of the definition (Ibid, 12-13). Some of the definitions are wider and some of them are narrower in their contents. Despite this fact, the most of the definitions contain certain similarities. Generally, the most of the definitions lay stress on aspects such as environmental, social and economic (Ibid).

Despite few differences, the following examples of definitions illustrate what CSR means. Business Leaders Forum defines CSR as a voluntary commitment of business to behave responsibly to society and the environment they do business in. The priorities of the socially responsible businesses comply with legislative requirements and voluntary application of responsible behavior (Steinerová, Václavíková, and Mervart 2008, 1-2).

According to European Union CSR is voluntary integration of social and ecological aspects into entrepreneurial activities of businesses in a cooperation with corporate stakeholders (Ibid).

Business for Social Responsibility states that CSR is like management of business activity in the way that either fulfils or overlaps ethical, legal, social and commercial expectancy of a business (Kotler a Lee, 2005, 3).

Definition by A. B. Carroll formulates CSR as a commitment of a business to accept such decisions and realize such processes that are desirable in terms of values and goals of our society.

Mura argues that CSR means different thing to different subjects. Therefore, in relation to the relatively high number of definitions of the corporate social responsibility it is important to mention how the concept is perceived by representatives of the business sector (Kašpárová and Kunz 2013, 13). Based on research by Kunz and Srpová that examined almost 250 businesses from the Czech Republic is possible to allocate the main manifestation of CSR are the following points:

- To be transparent and ethical
- To be carrying employer
- To support development of the local community and region

- To offer products and services of a good quality
- To pay taxes on time and properly (Kašpárová and Kunz 2013, 15)

### 1.3 The Main Characteristics of CSR

Although CSR is a complex concept that has countless number of definitions, there are six core characteristics that most of the definitions include.

- **Voluntariness** – means to be involved in voluntary activities that go further than what the law prescribes. A company does so because it is based on the moral beliefs of the company (Crane, Matten, and Spence 2013, 3-20).
- **Managing Externalities** – two types of externalities can be distinguished. Either with positive or negative side effects of economic behavior. Externalities are caused by the others and are not taken into consideration in a company's decision making and are not included in the market price for goods and services. CSR represents a voluntary approach to managing externalities. Examples of such CSR activities are: dealing with human rights violations in the work force, calculating economic or social impact of relocation or downsizing (Ibid).
- **Multiple Stakeholder Orientation** – Besides that companies have responsibilities to its shareholders they have obligations that involve stakeholders. Stakeholders could be, for example, consumers, employees, suppliers or local communities. The cooperation between a company and its stakeholders is mutually beneficial. The debates on CSR differ to which other stakeholders should be taken into consideration. It is an essential characteristic of CSR to expand to these other groups (Ibid).
- **Alignment of Social and Economic Responsibilities** – It is balanced between different stakeholder interests and profitability of a company. There might be disagreement and some definitions say that it should not affect profitability. On the other hand, many definitions of CSR from business put stress on not only making a profit but being aware of social problematics. The example definition could be: "business case for CSR" – namely, how firms can benefit economically from being socially responsible (Ibid).
- **Practices and Values** – A socially responsible firm pursues such a set of business practices and strategies that deal with social issues. It is also about philosophy and set of values that buttresses the practices (Ibid).

- **Beyond Philanthropy** – CSR is mainly, but not only a question of philanthropy. It is not only about being generous toward the less fortunate. CSR should be about how the firm impacts society by core business functions. The current effort is to involve CSR into the normal business practice so it would become a natural part of business not only discretionary activity (Ibid).

#### 1.4 CSR vs CSV

Porter and Kramer developed theory of CSV in their publication *The Big Idea – Creating Shared Value*. It comprises ideas how to create shared value.

Creating shared value could be defined as the unification of social responsibility and competitive advantage. As Porter and Kramer argue (2011) current application of CSR is separated from business strategy of companies and simultaneously it is not beneficial for the general public. CSV is a concept that produces activities that generate social value for both company and community/society. Such a company becomes specific and competitive. CSV takes into account problems and needs of a business and the whole society. It creates value for both sides. Porter and Kramer argue that a company maximizes profit by meeting the social needs. This is in contrast to the Friedman's theory that states that the only social responsibility of a business is to make a profit (Porter and Kramer 2011, 6-7).

The main difference is that CSV is based on the fact that socially responsible activities are already included in a business strategy of a company and take business plan into account. In contrast to CSR, CSV is a way easier to make a profit and also the identification of various influences on competitiveness and the performance of a business is much easier. (Porter and Kramer 2011, 16-17).

The following chart illustrates the main differences between CSR and CSV.



<b>CORPORATE SOCIAL RESPONSIBILITY</b>		<b>⇒ CREATING SHARED VALUE</b>	
Values: doing good		⇒ Value: economic and societal benefits relative to cost	
Citizenship, philanthropy, sustainability		⇒ Joint company and community value creation	
Discretionary or in response to external pressure		⇒ Integral to competing	
Separate from profit maximization		⇒ Integral to profit maximization	
Agenda is determined by external reporting and personal preferences		⇒ Agenda is company specific and internally generated	
Impact limited by corporate footprint and CSR budget		⇒ Realigns the entire company budget	
<b>Example:</b> Fair trade purchasing		⇒ <b>Example:</b> Transforming procurement to increase quality and yield	

Figure 1 *The Difference between CSR and CSV*Source: *The Big Idea: Creating Shared Value 2011*

## 2 STATE SUPPORT OF CSR

In the Czech Republic, there is no significant regulation of CSR. It is based on the voluntariness, which is above the legal requirements. The state is working on creating as good conditions as possible by supporting socially responsible activities and supporting the propagation of the CSR itself (Národní portál – CSR v ČR 2015).

The guarantor of CSR in the Czech Republic is Ministry of Industry and Trade of the Czech Republic, which was in 2013 authorized to work out so called the National Action Plan for CSR of the Czech Republic. This strategic document was adopted by government on 25th January 2016. Since 2006, the Quality Council of the Czech Republic has been working on CSR strategy. It is the main entity in the Czech Republic for the propagation and the coordination of CSR activities. Furthermore, the Quality Council of the Czech Republic instructed the Ministry of Industry and Trade of the Czech Republic with managing and keeping an eye on the running of the Quality Council of the Czech Republic (Ibid).

The Sections of the Quality Council of the Czech Republic are professional sections that were created to support the efficient coordination of CSR activities. The vision of the section is to become a distinguished unit in the field of the support and spreading the knowledge of corporate social responsibility and sustainable development. The government institutions are not the only ones involved in the issue. Non-governmental organizations has its importance in the development and the support of CSR. Non-governmental organizations will be discussed further in the next chapter (Ibid).

### 2.1 The National Action Plan of CSR of the Czech Republic

As it was said above, it is the strategic document adopted by government in January 2016. The main goal of the document is the support of the CSR and spreading its ideas in the Czech Republic in the interest of all possible interested parties. Above the main tasks belongs: support of the development of CSR in organizations, support of the understanding and the credibility of the concept in our society, and sharing of the CSR knowledge as well as know-how on the international level (Národní portál – Národní akční plan 2015).

The current version is effective from 2016 to 2018. It includes the implementation of the Directive 2014/95/EU of the European Parliament and of the Council, which is a legislative act that obliges large enterprises to report information about their non-financial

activities. This measure is expected to help to improve the transparency of the social and environmental information published by enterprises. The trust of investors and consumers of enterprises ought to be improved by the regular reporting. In addition, the reporting is believed to help to predict the risks and maintain their enterprise sustainability. According to estimations the reporting will involve around 30 enterprises in the Czech Republic. This applies to public companies that have above 500 employees, with total assets above 20 million Euro and the net profit above 40 million Euro. The first year the companies will have to report about their non-profit activities is in 2017 (Ibid).

### **3 NON-GOVERNMENTAL ORGANIZATIONS INVOLVED IN CSR**

#### **3.1 Account Ability**

A leading global organization promotes accountability for sustainable development. Since the year 1995, they have helped to apply ethical, environmental, social and governance accountability into organizations. It is multi-stakeholder organization cooperating with business, public sector, and civil society organizations from all around the world. Through its AA 1000 series provides accountability and assurance management (Accountability 2016).

#### **3.2 Academy of Business Society**

It is an alliance based on cooperation of companies, business schools and academic institutions. The aim is to integrate business-in-society issues into business practice in Europe. They want to highlight a discussion about business in society and improve its quality (Abis-global 2016).

#### **3.3 Business Leaders Forum**

The platform that promotes socially responsible business is based in the Czech Republic. They put stress on the advantages and opportunities of CSR. BLF keeps up with the modern international trends of CSR. The best internationally recognized approaches are converted to the Czech business environment. BLF tries to inspire students and organizes meetings of managers of various companies to show the advantages of CSR and to inspire them. On their website: *www.csr-online.cz* there are examples of the Czech companies that are representatives of good CSR practices (CSR-online 2016).

## 4 BENEFITS OF CSR

Being a socially responsible firm has its benefits. Involvement in CSR appears to be advantageous for the following groups: employees of such an organization, current customers, board member and stockholders of the organization, suppliers of such an organization. It could be beneficiary, even for the organization itself.

- **Increased Sales and Market Share** – The Cone Corporate Citizenship conducted in 2002 found out that 84% of Americans would be willing to switch between the products to a product of the company that is associated with a good cause under the condition that the price and quality remain the same (Kotler and Lee 2005, 11-13).
- **Brand Value and Reputation Enhancement** – CSR activities differentiate a company from its competitors. Corporate responsibility is based on standards and values that are regarded as attractive for consumers and customers or investors. In addition, customers tend to be influenced by the CSR reputation of companies in their purchasing decisions (Exte and Cunha 2011, 5).
- **Ability to Attract, Motivate, and Retain Employee** – A company's participation in CSR has a positive influence on employees. Employees of such companies are more likely to be more proud of their company values than vice versa (Kotler and Lee 2005, 16). Employees that are satisfied with the work-environment have significant influence on the image of a company. What is more, a satisfied employee is less likely to change a job, which means savings in recruitment. Motivation has a significant role for the production of employees. Research led by Cherson Group supports this by finding that 78% of respondents would rather refuse to work in a company that is involved in negative corporate practices. They would rather work for a socially responsible company and accept a lower salary (Pavlík and Bělčík, et al. 2010, 13).
- **Decreased Operating Costs** – Another result of responsible behavior is decline of operating costs. Since environmental initiatives help to reduce waste, save energy, reuse of materials, save water and recycle. Operating costs might be reduced in the area of advertising. If a company gets more and more distinguished by its potential customers owing to its CSR activities than the company might save on advertising expenditures (Kotler and Lee 2005, 17).

- **Increased Appeal to Investor and Financial Analyst** – Involvement in CSR can increase a value of the company on the stock market. The reason is that companies that behave less risky in social, ethical and environmental areas tend to be highly valued by the market. Investors are aware of the factors and might be attracted by this. An investigation of the University of Southern Louisiana of effects of unethical conduct on Stock Prices demonstrates that unethical behavior of a company lowers its stock price (Kotler and Lee 2005, 18).
- **Risk Reduction and Risk Management** – The application of CSR initiatives into day to day operations results into an enhanced ability to determine and reduce exposure to risk. Risk management is prepared for managing risks more efficiently. Risk management is often connected with reputation management. A good reputation of an organization may decrease risks of boycotts and eliminate negative press (Exte and Cunha 2011, 10).
- **Financial Impact of CSR** – Financial performance of a company benefits from being responsible. Responsible business practice has an influence on improving access to capital, improving shareholder value, cost savings, better relations with investors, less penalty payments. From this point of view, it can be seen as cumulative financial impact. Nonetheless, due to the complexity and singularity of being responsible it is contentious whether responsible behavior has a direct or indirect impact on profit improvement. On the other side, cost savings and cost reduction are viewed as the relevant CSR benefit (Exte and Cunha 2011, 12).
- **Organizational Growth** – Another benefit that stems from being responsible is organizational growth through new markets, new product developments, lateral expansions, new customers, partnerships or alliances. Organizational growth may be caused by improvements in stakeholder management, improving relationships with partners, creating new partners or allies, sharing rare knowledge with partners or allies (Exte and Cunha 2011, 14).
- **Business Opportunity** – New business opportunities are created for all stakeholders of a responsible company. These are mostly mutually advantageous situations for all parties involved. It is based on a cooperation of a business and its stakeholders on creating so called win-win situations. Business may benefit, for instance, through entry to a new market or a new product while demands of

stakeholders are satisfied. From this point of view stakeholder demands are perceived as opportunities and not the opposite (Exte and Cunha 2011, 15).

#### **4.1 Critical views on CSR**

The opponents of the concept argue that it is difficult to find the relationship between the CSR and profitability. The reason for this is the difficulty of adequately measuring the impact of CSR. It might be due to limited methodological procedures or ideological bias. Some of the critics argue that there is no correlation between being socially responsible and differences in financial performances (Auperle, Caroll, and Hatfield, 1985).

Milton Friedman the biggest opponent of the concept argued that: “business of business is business.” He claimed that the only responsibility of business is to increase the profit and the money should be given to the owners of the company. His point of view on CSR is that being socially responsible equals to obeying the laws of jurisdictions. (Friedman, 1970).

## 5 STAKEHOLDER THEORY

A “father of stakeholder theory is R. Edward Freeman. The stakeholder theory identifies who the stakeholders of a company are. Firstly, the stakeholders could be defined as groups or individuals who can affect or can be affected by the actions of a company (Freeman 2010, 25). The theory implies that the company has responsibilities towards the others than its shareholders. Naturally, shareholders have their rights as well as the representatives of the groups. The theory deals with how to create value for each stakeholder because the interests of shareholders should be joint rather than opposed. That is not an easy way. Value is created by how shareholders get affected by other shareholders and management. In other words, how customers, suppliers, employees, shareholders, communities, managers and others interact and create value. The interests of different stakeholders are not the same. They are often in contradiction. Therefore, it is about creating value as much as possible for all stakeholders (Freeman et al. 2010, 23).

The categorization of stakeholders varies. One of the most used distinction is between the primary and the secondary stakeholders. The primary one is the group that has significant influence on the running of a company. These are people such as owners, investors, employees, suppliers, customers, local community, etc. The secondary ones are special interest groups such as government, civic associations, trade associations, media, competitors etc. Another abundantly used categorization is on the internal and the external stakeholders. The internal stakeholders are inside a company and they are mostly: employees and management. The external include customers, competitors, suppliers, etc. Some of them might belong to both groups for example, trade unions (Taylor and Simpson 2013, 193). Another division is according to Werther and Chandler (2011) into three groups: organizational stakeholders, economic, and societal stakeholders. The first one is internal to the company unlike the other two that are external to the company. Using the organizational model by Werther and Chandler (2011) societal stakeholders are government communities, regulators, communities, non-profit organizations, non-governmental organizations, and environment. Economic stakeholders are customers, suppliers, distributors, creditors, competitors. Finally, organizational stakeholders are managers, shareholders, employees, unions (Werther and Chandler 2011, 35-36).

In order to be a sustainable and a successful business in the long run the aim should be to identify and analyze the key stakeholders of a business. The business has to know its stakeholders, their importance, what the stakeholders expect from the business, what is



their influence on the business, who of the stakeholders are the important ones, in other words, key stakeholders (Kunz 2012, 29).

The list of key stakeholders varies from business to business. One of the most important stakeholders are clients or customers. Identifying and understanding stakeholders is the process that shows a business deliver value. Creating more value means improving the relationships with stakeholders. The process of strengthening relationships with stakeholders brings loads of new possibilities. The success of the business stems from the quality of the relationships; therefore, it is essential to have good relationships with all stakeholders (Kourdi 2015, chapter 6).

## 6 TRIPLE BOTTOM LINE

The triple bottom line is a basic element of the CSR concept. It consists of the three different elements in other words Ps. There is profit, people and planet. Each one of the Ps is a different and quite separate area that is used for measuring a performance of an organization from the economic, social and environmental point of view. The application of the three Ps is more complex than measuring profit of a company. It takes into account all costs of doing business. Measuring social and environmental impact makes responsible organizations (The Economist 2009). Because each of the 3 Ps comprises the numbers of different activities companies can adopt the amount of them according to their orientation or their stakeholders (Steinerová, Václavíková, and Mervart 2008, 3).

### 6.1 Profit

The main target of a business is to make profit. From the perspective of CSR it is desirable to have enough financial resources to be involved in socially responsible activities. In this area business is expected to build positive relationships with its investors, suppliers, customers and its business partners. Important is the economic impact of a business on the local, national or global economy. Transparency of doing business, development of employment or denial of jobbery are also important (Ibid, 3-4).

Activities in this area include:

- Transparency of Business – companies is trustworthy and share all the information with all their stakeholders even the negative one.
- Building Good Relationships – On the long term basis companies build relationships with either suppliers or customers. Possible suppliers have equal opportunities to be selected. In order to have good relationships with current suppliers it is suitable to pay invoices on time. Good quality and safe products are offered to customers at reasonable prices. It leads to lowering of the number of complaints and reclamations.
- Establishing the Code of Ethics – the document summarizes ethical codes that helps to the employees of a company differentiate between right or wrong and be ethical. For instance, not to accept a bribe.

- Good Attitude to Owners and Investors – a company carry so called “shareholders dialogue” to inform its shareholders and other investors. Harmony between the shareholders’ interests and business activities.
- The Other Activities: innovation and sustainability, intellectual property protection, honest competition, marketing and advertising ethics, after sales service (Steinerová, Václavíková, and Mervart 2008, 1-2, Kunz 2012, 21).

## 6.2 People

It is the area of social measures where responsible companies focus mainly on the employees and local community. A company has an influence on standard of living, health and well-being, security, education of both employees and the local community (Steinerová, Václavíková, and Mervart 2008, 1-2).

Activities in the social responsibility include:

- Health and Safety of Employees
- Education and Career Development of Employees
- Balance between Work and Life of Employees – so called work life balance gives possibilities like flexible working hours, possibility to work from home, company kindergartens, company lawyers, and others that are helpful for employees.
- Diversity and Equal opportunities – the opportunities are the same for everyone regardless of gender, age, race, sexual orientation, nationality, religion etc.
- Support of Dismissed Workers – it means support in a form of retraining, outplacement of laid-off employees helps them to find them a new job.
- Material and Financial Sponsorship
- Volunteering
- Education of Community
- Development of Employment in the Area (Steinerová, Václavíková, and Mervart 2008, 1-2, Kunz 2012, 22).

## 6.3 Planet

Responsible companies are aware of its impacts on the environment. Companies have an influence on the environment. A company’s activity in any area can change the landscape character, pollution of the area, the noise level in the area, local traffic load or usage of

resources. The focus in this environmental area is to minimize negative environmental impact of the company (Steinerová, Václavíková, and Mervart 2008, 1-2).

Activities that belong to the area:

- Elimination of the Negative Impact on the Environment
- Protection of Natural Resources
- Implementation of Waste Management and Recycle Programs
- Reduction of Usage of Dangerous Chemicals
- Usage of Alternative Energy Sources
- Energy and Water Savings
- Investment in Environmental Technologies – It might be an expensive option, but it could improve the competitiveness of the company (Steinerová, Václavíková, and Mervart 2008, 1-2, Kunz 2012, 23-25).

#### **6.4 The Evaluation Standards of CSR**

International initiatives have a significant role in the development of CSR reporting and assurance. There are some examples of them below:

**Global Reporting Initiative** – Guidelines are one of the most used standards of CSR reporting. The GRI Sustainability Reporting Guidelines provide a universal framework to companies and stakeholders that helps to understand enclosed information in reporting. It helps to understand to all the three areas of CSR. In addition, the guidelines are differentiated on parts for beginners and advanced users (Hohnen 2007, 68). The purpose is to show the organizations how to be as objective as possible in CSR reporting (Kuldová 2010, 84).

**OECD Guidelines for Multinational Enterprises** – The guidelines are recommendations for multinational enterprises providing principles for responsible business conduct in the international environment. The recommendations are non-committal. These are based on voluntariness, transparency and credibility. The aim is a worldwide progress in economic, social and environmental areas (OECD 2011, 3-4).

**Account Ability AA 1000 series** – These are standards, providing the basis for improving the sustainability performance. Due to its wide applicability it is possible to use the standards in any sector. The AA 1000 series were designed to improve credibility and quality of sustainability reports and processes connected with it. The aim is to make the companies more accountable (Hohnen 2007, 98).

**United Nations Global Compact** – Another key international CSR instrument comprises 10 principles in the areas of human rights, the environment, labor, and anti-corruption. It is derived from documents such as the Universal Declaration of Human Rights, the United Nation Convention against Corruption and others. The involved companies should set core values and use the use their sphere of influence in areas UN Global Impact deals with (UN Global Compact, 2015).

## 7 IMPLEMENTATION OF CSR

There is no versatile approach to CSR. Businesses are unique and have different characteristics; therefore, each of them will have a different approach to CSR thus a different method of implementing CSR strategies. CSR implementation should be in harmony with a company's mission and should apply to business culture, environment, and operating conditions. CSR strategy must be integrated into the firm's decision-making, strategy, management processes and activities on the long-term basis (Hohnen 2007, 18).

The first step should be conducting a CSR assessment. The CSR assessment helps to gather all the necessary information needed to find out what the company position is regarded to CSR. The CSR assessment gives the information about company's products, services, decision-making processes, and activities. It is necessary to identify company's strengths and weaknesses in regards to international goals and practices. How flexible is a company in the area of emerging issues and opportunities. The assessment is useful in finding CSR gaps and opportunities and therefore it helps to improve company's decision-making. Also, one of purpose is to review already existing legal requirements. Another advantage of doing the assessment is that top management will have a picture of the firm's current state in the area of CSR and will be able to make informed decisions about moving ahead (Hohnen 2007, 22-23).

As it was said in the previous paragraph, the CSR assessment generates necessary information for developing CSR strategy. As the second step, the firm should develop a CSR strategy. The CSR strategy enables using the company's resources in its unique environment to satisfy shareholders and market needs. (Hohnen 2007, 32-34).

A good CSR strategy should include:

- It should set the direction the organization wants to take its CSR work
- Interests and Perspectives of Shareholders
- Prioritize Areas
- Specify a Timeline for Actions
- Responsible Staff for Actions
- Immediate Next Steps
- How to review assure outcomes (Ibid).

The third step is developing CSR commitments. These commitments are based on CSR assessment and strategy and are developed at the moment of the transition from planning to doing. The commitments ensure that the corporate culture of an organization is in correspondence with CSR values. They arrange a company's business strategy, goals and objectives in a straight line as well as they help to integrate them. The commitments supply the employees with instructions they should behave. Finally, they provide the company's CSR approach to their stakeholders (Hohnen 2007, 42-43).

The fourth step is implementing the CSR commitments into day-to-day processes, decisions, and activities. Implementing of the commitments is realizing of CSR strategy. One of the possible ways to implement CSR commitments:

- Developing and Integrating CSR Decision-making Structure
- Implementing CSR Business Plan
- Setting Measurable Targets
- Identifying Performance Measures
- Engaging Employees
- Running CSR Trainings
- Creating Communication Plans for Internal and External Communication
- Publicizing Commitments (Hohnen 2007, 57).

The key step in the implementation of CSR strategy has identification of the key stakeholders and their engagement. The discussion with the key stakeholders about the CSR identifies their interests and concerns that can reveal opportunities or possible problems. Identifying the key stakeholders leads to identification of the CSR issues that are most valuable for the company (Hohnen 2007, 26).

## **8 CSR COMMUNICATION**

To inform about CSR activities, performance and commitments is essential to establish internal and external communication plans. Communication has to be done visibly and frequently. It could be done through newsletters, annual reports, Intranet communication, meetings, trainings, informal mechanism, and CSR reports. Stakeholders should receive relevant information on all levels. The communications will have to be adapted to different audiences because investors are likely to be interested in different things than communities for example (Hohnen 2007, 64).

### **8.1 CSR Reporting**

CSR reporting is about communication with stakeholders about a company's performance in the areas of CSR. It informs how good the company is and what its effect on society is. It reveals motivation of the company in a broader context. Stakeholders should be given sufficient amount of transparent information. The main goal of reporting is to provide credible and trustworthy information to stakeholders and gain their trust. Third parties could do reports. Adjustment of the length and depth of reports are essential. The most stakeholders might be satisfied with an online summary of a company performance. Those who are more demanding might require more detailed version.

Verification is also an important tool that measure if changes are taking in place. It is a form of measurement that can be in a form of: internal audits, industry and stakeholder reviews or professional third-party audits. Verification should be adjusted to corporate culture, strategy and commitments. It improves the credibility of the reporting (Hohnen 2007, 64). All the reports should include the company profile – an introduction of the company, corporate context – mission of the company, description of the CSR activities, characteristics of its stakeholders, goals for future (long-term and short-term goals) in the area of CSR and what CSR means will be used to reach the goals (Steinerová and Makowski 2008, 1-33).

### **8.2 Modern Trends in Reporting**

The most common way of the reporting CSR activities is to publish the CSR reports on a website of a company. Some companies do the separate section dedicated to the problematics of CSR. The reports can be financial or non-financial. The forms of reports vary. Generally, reports should be easily approachable. They can be printed or they can



have the digital form only. The online reporting enables immediate reaction of stakeholders (Steinerová and Makowski 2008, 1-33).

The integrated reporting is a new approach to reporting. The integrated reporting provides concise, integrated and clear information about the performance of a company in the social, financial and environmental context. It is a holistic approach that explains how all the resources creates value (Integrated Reporting 2016).

Another trendy thing in terms of reporting are professional third-party audits. The leading companies in this area are companies of so-called Big 4, which are KPMG, Ernst and Young, PwC, and Deloitte.

## **II. ANALYSIS**

## **9 AN APPLICATION OF CSR PRINCIPLES IN THE COMPANY TŘINECKÉ ŽELEZÁRNY, A.S.**

### **9.1 The Aim of Analysis**

The main aim of the analytical part is an analysis of the application of CSR principles in the company Třinecké železářny. The goal is to examine the current state of the corporate social responsibility concept in the company and evaluate if the company follows the theoretical principles. The final part of the thesis includes suggestions or recommendations that should lead to better more efficient use of the CSR concept in the company.

### **9.2 Information Sources**

The data used in this part, for the analysis purposes, were gained through the external documents that are publicly available on the website of the company. The external documents used in as data source are CSR report of the company, Annual report of the company, the website of the company.

The information that is not covered in the data sources mentioned above were gained during the interview with the spokesperson of the company Bc. Petra Jurásková. This additional information gained during the interview that happened on 6th April at 10 AM.

## 10 TŘINECKÉ ŽELEZÁRNY, A.S.

### 10.1 Introduction of the Company

This industrial company has the longest tradition in metallurgical production in the Czech Republic. The foundation of the company is dated to 1839. During its more than 170 years long history the company became one of the most dominant company in the Silesian region. The majority owner of the shares is a joint-stock company Moravia Steel that is currently in the top ten of the most important of Czech companies. Moravia Steel owns 29 companies in total. Those companies are important parts of the product chain of Třinecké železářny hereinafter TŽ, for example: Slévárny Třinec, a.s., MATERIÁLOVÝ A METALURGICKÝ VÝKUM s.r.o., Energetika Třinec, a.s (Zpráva o Společenské Odpovědnosti 2015, 5).

TŽ is one of the key players in the production of the Czech steel. It produces almost one-half of the total Czech production of the Czech steel. On average, there are 2.5 million tons of steel made per annum. Throughout its history there has been produced more than 180 million tons of steel. At present, the products of the company are exported to more than sixty countries in the world. (Ibid) Among the main products of the company belong various kinds of rails, for example: flat bottom rails. The best-selling item of the company is wire rod. Steel bars are another important item of the product portfolio of the company. Secondary products of the production as blast furnace slag are further used as a building material. Metallic and metalliferous waste is used in the production once again. The most important products of the company will be described in more detail in the next sub-chapter for a better overview (Ibid).

TŽ has been engaged in corporate social responsibility for several years. The principles of CSR have been applied in economic, social, and ecological areas. In the recent years, there have been significant investments into technological equipment and it goes hand in hand with investments in ecology. Therefore, both added value and utility value are being increased. In addition, negative impact on the environment is being reduced together with the total cost of production. The focus of the company is on the sustainable development. Overall, the company is responsible towards all its stakeholders including customers, suppliers, employees and the local community.

## 10.2 Product Portfolio

Cooperation with the customers and suppliers of the company is based on partnerships. The core of the partnership with such groups is based on a continuous improvement of the production, so it would meet both current and future needs of the company's customers as well as processors of material of the goods the company produce. The focus is on expanding the cooperation with such customers that demand the most sophisticated products, for example: **wire rod**, which as it was stated above the best-selling product and is used for various purposes. **Special steel bars** called SBQ and other types of number of lengths, width and shapes such as: square, roller round, hexagonal shapes. For instance, flat steel is produced of dimensions 25 x 5-150 x 60 mm and wide steel is of dimensions of 160-520 x 5-70 mm. **Rails** are used for high speed tracks, tram rails that were used and can be found in many cities (Třinecké železářny 2017).

## 11 MISSION, VISION AND STRATEGIC OBJECTIVES

“Together for the generation to come.” That statement expresses the mission of the company. The origin of the sentence stems from the fact that the company has an influence in the area of more or less 100,000 inhabitants where the company has a leading role of an industrial company. The main motto of the strategy is the statement: “Quality through the ages.” In other words, it expresses the idea that the quality is never a product of coincidence, but good intentions, effective management, honest effort, skillful execution, and it is always the best option in a wide range of alternatives (Třinecké železářny 2017).

### 11.1 Mission: “Together For the Generation to Come”

The mission of the company is steel production and providing services that are attached to it. Furthermore, the use of steel products, followed by final treatment of metallurgical products with high extent of finalization. The other goals of the mission are: long-term development of the region, protection of nature and the environment, improving the quality of life of the company’s partners and employees as well as citizens in the local region (Ibid).

### 11.2 Vision

The main thought of the vision is based on steelmaking tradition and in the same time to be an advanced industrial company. The vision has three main bullet points:

- to be one of the best industrial companies in Europe
- to be an attractive employer for leading experts in the industry and their self-realization and development
- to produce high quality product and services that satisfies it the company customers (Ibid).

### 11.3 Strategic Objectives and Projects

The strategic goals and projects are defined in the four key fields:

- Partnership
- Staff
- Technology
- Management

These strategic objectives represent goals the company wants to reach on the way of fulfilling the company's vision (Ibid).

## 12 STAKEHOLDERS

The following list of stakeholders is based on the answers given during the interview by Bc. Petra Jurásková who is a spokesperson of the company Třinecké železářny. Some of the groups are without concrete examples because information like this are part of the business secret and are not published by the company.

- Suppliers
- Customers
- Local and Specialist Community: The Chamber of Commerce of Moravian-Silesian Region, The Steel Federation, Arnika, Regional Council for Development and Cooperation based in Třinec, Association of Municipalities in the region of Jablunkov, Association for the Development of Moravia Region, etc.
- Non-profit and Contributory Organizations: in the area of sport, culture and charity – it is based on the successful candidates of the “Charity fund” which is described in more details in chapter 14.2.2.4
- Local Community: citizens of the region Třinec
- Local Governments: this applies to town and municipalities. Almost every local government that lies between Mosty u Jablunkova up to Český Těšín is included in. The most important cooperation is between the company and town Třinec that is based on the mutual communication and mutual projects.
- Trade Unions: OS KOVO TŽ and others
- Employees (Personal interview 2017).

Examples of the activities that are supported by TŽ:

- HC Oceláři Třinec – a local ice- hockey team
- Zlatá Tretra – annual athletic event that is hold in Ostrava
- Beskydská Laťka – annual athletic meeting of high jump discipline
- Gorolski Świeto – annual cultural event that is hold in Jablunkov, this event is exhibition of folklore
- Slezské Dny – another exhibition of folklore
- Koncert Lidí Dobré Vůle – charity event that supports disabled people
- Srdce Evropy – musical charity event. (Třinecké železářny 2017).



### 13 COMMUNICATION

Communication with stakeholder is divided into two parts according to a general model on a internal and external communication. Among internal communication channels belong:

in-house newsletter, Noticeboards, LED screens place in a particular plants of the factory, internal post, and a system of meetings that involves all levels of management (Personal interview 2017).

The external communication involves: web site of the company, newspapers that are published by the company called Třinecký Hutník once a week in a printed version, it has its online versions, as well as annual reports, CSR reports, press releases – published at least four times months in media, meetings with headmasters of elementary and high schools and universities, meetings with representatives of local governments (Ibid).

The content of the communication is: new investments and modernization, intensions of the company, profit of the company, the activities of the company, including ecological ones, repair of equipment that can have an influence on running of the company or on the environment, CSR activities, area of taking care of the employees, education, extraordinary events, satisfaction research etc. (Ibid).

## **14 CSR ACTIVITIES OF TŘINECKÉ ŽELEZÁRNY, A.S.**

This chapter deals with the actual state of CSR in the company and provides the information about CSR activities that are divided into three groups so called 3Ps of triple bottom line: Profit – economic responsibility, People – social responsibility, and Planet – environmental

### **14.1 Profit – Economic Responsibility**

#### **14.1.1 Following the Ethical Principles and Legislation**

Ethical principles together with respect to the law are basic elements of the corporate culture. The business is based on the Czech law. This or any other law that regulates relationships that operate the business are respected and observed. In the company, there is a big effort to achieve such a relationship with all the stakeholders that are stable and entrenched as well as based on reciprocity and mutual respect. All the measures are taken according to the principles of collegiality and fair trade. All of them are in accordance with the rights and obligations that stems from legislation, contracts and decisions of public administration that relate to company's business (Zpráva o Společenské Odpovědnosti 2015, 13).

#### **14.1.2 Proceeding of Anti-corruption**

TŽ rejects offering and receiving bribes. All the staff of the company is lead to reject the corruption in any form. The statement of the company to corruption is: Nobody who works in our business, in our name or with a reference to our company cannot demand or accept any form of bribe (Zpráva o Společenské Odpovědnosti 2015, 14).

#### **14.1.3 Quality of Products and Services**

TŽ is a certificate holder for example, of ČSN ISO 9001 – Quality management system standard, ISO/TS 16949 - The Automotive quality management system, and ČSN EN ISO 50001 – Energy management system, etc. The attitude of the company is to produce and provide products and services of high quality. It can be measured by certificates the company holds because the certificates might be seen as a way that company cares about the stakeholders or the environment. Various certifications like these objectively express the comitment of the company to be socially responsible (Personal interview 2017).

#### **14.1.4 Respect to Competition and Protection of Intellectual Property**

The company supports and argues for fair competition and the company does not take any steps that would lead to the corruption of such a competition. The company avoids conflicts of interest and situations that might be suspicious in this sense. TŽ acts in conflict of interest only in situations that are within the law. Intellectual property law is honored and respected. The rights and information about confidentiality of trade secrets are respected within the law as well as within contracts with business partners and business ethics. The personal data of all the company's employees are protected against a misuse of information. All the staff that come to the contact with such information as well as information including business secrets or any other confidential information are obliged to maintain confidentiality (Zpráva o Společenské Odpovědnosti 2015, 15).

#### **14.1.5 Relationship with Business Partners**

Each business partner of the company is treated as a person that is equal to the company. The business partners are dealt with honestly and transparently with respect. The company assumes that all the business partners profess the same principles. Otherwise, the differences are respected in case that they are not against the law and they cannot be too risky or they do not cause any harms. TŽ produces such products whose quality are constantly improved. This increases the added value of the products and at the same time the negative impacts on the environment are being decreased (Zpráva o Společenské Odpovědnosti 2015, 6-7).

Suppliers are chosen with care so the product quality is secured. There are mutual agreements between the company and suppliers that ensure meeting obligations from the side of the suppliers. The company keeps an eye on the compliance of workflow and technological procedures. The satisfaction of the business partners is evaluated and in case there is any complaint problem solving is secured (Ibid).

#### **14.1.6 Code of Conduct**

In 2016, Code of Ethics was extended and replaced by a new document Code of Conduct. The document regulates manner of behavior to stakeholders. On the other hand, it also defines the principles and attitudes that commit all employees (Personal interview 2017).

## 14.2 People – Social responsibility

### 14.2.1 Working Environment

#### *14.2.1.1 Health and Safety*

Possible health risks to employees are assessed on the regular basis and afterwards the company takes measures to eliminate them. Effective health and safety management system likewise positive outcomes in the area of health protection at work in the long term got the prize “Safe enterprise” from the State Labor Inspection Office in the year 2013. There is an outsourced company from Třinec – Enviform that participates in health and safety problematics. Even the employees have the chance to participate in resolving in the problematic through the labor unions. Health and safety trainings include: health and safety trainings for new employees. These are led by the direct superior of the new employee. The superior worker leads the practical training as well as an examination of the new employee. The company holds so called: “Health and Safety Days” which have a consulting and advisory character (Zpráva o Společenské Odpovědnosti 2015, 21).

The problem solving of injuries at work, including minor injuries is always followed by the adoption of measures so it would not happen again. There is a special committee that investigates minor injuries that have a potential of serious injuries. Safe and healthy campaign, which has been established in 2015 includes posters and dialogues with employees that were injured at work. The aim of the campaign is to increase the awareness about the health and safety at work (Ibid).

In the year 2015, the company did not register any occupational disease. In the same year there were twenty-two work injuries that resulted in work incapacity longer than three days. The ratio of the work injuries is 0.3 work injury to 100 employees a year (Ibid).

#### *14.2.1.2 Employee Satisfaction*

The most recent survey of the satisfaction of the employees was conducted in 2016. The results comprise of 3,012 answers that represents a sample of the 42.8% of the total number of employees. The survey found out that 73% of the respondents are proud of the brand and logo that is on the products of the company, 58% of respondents would say that they are satisfied with their work and they would recommend the company as a good employer (Zpráva o Společenské Odpovědnosti 2015, 16).

### ***14.2.1.3 Human Capital Development***

An educational system for the employees serves as a tool for increasing efficiency of staff and raises the competitiveness of the company. It might serve as a motivating factor as well. The system uses external trainers or internal lecturers. As an instrument of the internal training there was an application “Corporate academy” created. It is a base support and technical support for organizing and managing of internal trainings. The aim of the application is to engage employees of the company as internal lecturers. The application serves as a platform for sharing a discussion of knowledge. (Zpráva o Společenské Odpovědnosti 2015, 16). The Social Codex secures conditions for professional development of selected groups of employees and providing scholarships for students of selected technical fields of study (Personal interview 2017).

### ***14.2.1.4 Motivation***

Apart from an income, a system of rewards and social advantages motivates performance and compensate the negative influence of work environment. These benefits are extra care above the legal framework.

The system of benefits includes optional items that are provided to all the staff according to the same rules. In 2015, almost 6,000 employees made use of the benefit whose amount was 3,700 CZK per person. The most popular benefits are recreation of employees, sports, contribution to dietary supplements, contribution to the ice-hockey season ticket (Personal interview 2017).

Annually company awards “Employee of the year” who is given a financial reward. Queen of steel is an annual corporate event that rewards the best employees, projects, and key events that are linked with company representation. The employees are highly valued and are given special gifts on the occasions such as life and work anniversaries. For those who retire the company holds a festive lunch. It is an expression of gratitude and farewell (Ibid).

As a part of the health protection, the company pays its employees entry medical checkup, preventive mammography examination, and colonoscopy. In a way, there is a support of healthy lifestyle of the employees by organizing various health stays, providing drinks during extremely hot days. A catering allowance covers 55% of a main meal a day.

The company provides activities such as “Health Days”, flu vaccination and others (Zpráva o Společenské Odpovědnosti 2015, 17).

#### ***14.2.1.5 Recruitment***

In the area of recruitment, the company makes use of a wide range of recruitment forms. In the section below, there is a form of recruitment among students described. As for students, the main goal of the company is to make technical disciplines and natural science interesting. Mathematics, chemistry and physics are not so popular among students, therefore the company organizes social events that award pupils and students of schools in the region that achieved success in knowledge competitions (Zpráva o Společenské Odpovědnosti 2015, 18-19).

In short, recruitment concerns students of all ages. The company financially supports regional elementary schools that provide the largest proportion of student for Technical school of TŽ. The company annually holds open days for the final year students of elementary schools and their parents. TŽ cooperates with Slovakian elementary schools that lay borderlands. As for students of secondary schools, the first-year students in selected technical fields are financially supported. They are given support in the form of contributions to their sport and social activities and school equipment. TŽ provides excursions through the factory with an expert commentary as well as professional practice for students of the Technical school of TŽ. University students of the technical disciplines have the possibility participate in internships in the company. The best of the best ones are supported in terms of scholarships. The company is open to cooperate on bachelor’s thesis and dissertations on suitable topics (Zpráva o Společenské Odpovědnosti 2015, 18-19).

#### **14.2.2 Local Community**

The company has been influencing the region for more than 170 years therefore the company has an effort to behave responsibly and friendly to local environment. In 2014, Ministry of the Environment of the Czech Republic has signed a voluntary agreement with the company that obliges the company to reduce the negative impacts on the environment. The agreement includes many other activities the company does voluntarily to improve quality of life in the region (Zpráva o Společenské Odpovědnosti 2015, 20).

#### ***14.2.2.1 Support of Children***

The company is committed to provide financial support of primary school pupils in the areas with the most polluted air in the region. Each year the company sends 250 pupils on average to a holiday resort in the Western Tatras. Since the year 2015, the company provides one and half million CZK annually for these purposes (Ibid).

#### ***14.2.2.2 Corporate volunteering***

Volunteer day is organized annually once a year. The employees of the company have a choice to participate in this and might choose where they want to volunteer. The possibilities are to volunteer in social welfare institutions for disabled, sheltered workshops or special school. In these institutions, the volunteers help with maintenance and cleaning work. Even though they volunteer, the employees are paid as they were at work that day (Ibid).

#### ***14.2.2.3 Support of requalification in the region***

The company cooperates with KaPA, which is qualification and staffing agency. The financial support is provided for requalification of people in the region. The aim of the support is increasing employment as well as improving knowledge, skills and qualification of the inhabitants in the micro regions of Třinec, Jablunkov and Český Těšín. KaPA also provides financial literacy trainings for newly employed people. The amount of 807 participants already completed the training (Ibid).

#### ***14.2.2.4 “Charity Fund”***

“Charity Fund” is a fund that was created in order to support various regional activities. It is intended for non-profit organizations from Třinec, Jablunkov and Český Těšín that may enter the competition with their own projects. The projects must relate to one of the following matters: Sport and leisure activities for youth and children, cultural and social activities that promote regional traditions, educational activities for youth and children, activities that support handicapped people, and charity projects (Třinecké železářny 2017). The employees decide about dividing money from the fund among the projects that had made it through the enrollment process. The fund is financed from the proceeds from the sale of tickets for a cultural event “Hutnický den” organized by the company. Twenty-one projects obtained financial support in 2015. The total amount of almost 350,000 CZK was

divided among the projects. In 2016, eight projects could benefit from the share of the total amount of 200,000 CZK (Personal interview 2017).

### **14.3 Planet – Environmental Responsibility**

TŽ as the biggest company in the region is aware of its role. Therefore, the company aims to reduce the negative impact on the environment and is successful at it. What is more, the company has its share of the development of the region. The enormous investments into ecological production in the in the recent year resulted in the lowest air pollution emissions in the history of the company (Personal interview 2017).

#### **14.3.1 Waste Management**

The main feature of the waste management is minimizing of the negative impacts on the environment. In 2015, it was produced 11.3% less waste in contrast to 2014. As for hazardous waste, the drop of its production was from 10.9%. In category of “others”, there was produced 11.4 % less waste in 2015 than in 2014. The reason for the decrease is that materials such slag was more reused in a further production. All in all, decrease in the area of the hazardous waste is caused by the tendency to use less and less of the hazardous substances (Ibid).

#### **14.3.2 Energy Management**

Efforts to reduce energy consumption are integral part of the company policy. It is achieved by investments in modern production technologies that have lower consumption of energy and by maximal reuse of the energy of the side products of metallurgical production. The company is certified by EN ISO 5001, which is an Energy Management System that helps using energy in an efficient way as well as helps to conserve resources. Reducing the energy performance of the company results in lowering negative impacts on the environment. The example of reusing of the side products is reuse of gas that is produced during the production of coke as heat energy (Zpráva o Společenské Odpovědnosti 2015, 27).

#### **14.3.3 Taking care of Nature in the Region**

TŽ is involved in several ecological activities that are above the legal framework. On the Earth day the company an event to clean a river bed of the river Olše. Participants of the event are employees and students of the high school of TŽ. In the year 2015, there was 900



kilograms of garbage picked up altogether. In the factory complex, the company supports biodiversity. In 2015, there were placed birdhouses around the complex. Animals, mostly birds that live on the grounds of the factory are monitored throughout the whole year (Zpráva o Společenské Odpovědnosti 2015, 26-27).

The year 2015 started planting of greenery that should isolate dusty places of the factory outdoor from public parts and living areas of town Třinec. New trees and bushes covers the area of twenty-five thousand square meters. Moreover, there was also the amount of 300,000 CZK donated to the town Třinec for planting trees. In both years 2015 and 2016 there was invested 2 million CZK altogether on planting greenery. (Personal Interview 2017).

#### **14.3.4 Ecological Thinking of the Employees**

In 2016, the company took part in the project focused on the ecological disposal of the electronic waste such as old and dysfunctional batteries as well as small electrical appliances. The project enables to get rid of the electrical waste for people in their workplace free of charge. What is more, employees can dispose of the electrical waste without an extra way to a scrap yard (Ibid).

#### **14.3.5 Investments into Ecology and Environmental Protection**

Apart from the technological demands and high-energy consumption, the company has to take large investments that reduce negative impact on the environment. The number of such investments is not beneficial for work productivity, but they have a huge impact on improvements of the state of the environment. The total sum of the investments in the area of environmental protection between the year 2013 and 2015 is 2.6 billion CZK. The most significant investments concern the reduction of air pollution. It resulted in 50% drop of dust emission in the air in between 2013 and 2016. Since the year 2001 the company has been certified by the Environmental Management System Standard – EN ISO 14001. In 2016, an independent auditing company successfully verified ISO 14001. One of the elements of the system is a regular environmental training and education of all employees (Ibid).

## 15 EVALUATION

Previous chapters analyze and sum up the most of the key CSR activities in which the company Třinecké železářny is involved. The analysis shows summary of information of the CSR concept of the company in three areas (so-called Ps) of CSR. It is clear that social responsibility is part of the strategy, mission and vision of the company. The company is the biggest one in the region and it has an influence on a lot of people and the local environment. TŽ is successful in terms of decreasing of its negative impact on the environment in the long run. Furthermore, TŽ is involved in the development of the local region. TŽ invested a large amount of money into ecological production. After a review of the CSR activities, it can be said that in spite of the wide range of CSR activities, social responsibility is on a quite good level in the company.

The author identifies the strengths of the company in the fact that TŽ is a certificate holder of ČSN ISO 9001 – Quality management system standard, ISO/TS 16949 - The Automotive quality management system, and ČSN EN ISO 50001 – Energy management system and Environmental Management System Standard – EN ISO 14001. These certificates might mean competitive advantages. The author identifies the quality of the products as strength because TŽ holds numbers of product certificates, which are being regularly renewed (Personal interview 2017). The other strength of the company is the system of benefits the company has for the employees and the system of trainings for the employees – the application “Corporate Academe” that enables further education for the staff.

Among the weaknesses author identifies the fact that the company produce their own CSR report, which does not have form of any official standard. Another weakness could be seen in the confusing arrangement of the CSR section on the company’s website.

The opportunities for the company are European Union grants that would help in the overall development of the company as well as in the development in the CSR activities. Another opportunity might be seen in acquiring new certifications that secures the quality of products and services. On the other hand, threats might appear as well. If some of the stakeholders would misunderstand CSR as a tool of marketing, but in fact, it is a system of values and philosophy.

## 16 RECOMMENDATIONS

The following paragraphs include suggestions designed by the author that should lead to more effective application of the CSR concept in the company.

- **Profit – Financial Responsibility**

Since the year 2010, TŽ has been publishing reports that concerns the area of ecology. In 2013, the company started to produce CSR reports and since then the CSR reports are published every year. The CSR report generally is a useful communication channel that provides sufficient, factual and organized information. Groups of stakeholders such as suppliers, business partner, customers and investors are informed about the financial performance of the company as well as social and environmental concerns of the company. The fact that TŽ compiles a CSR report by themselves might be seen as a problematic area in terms of corporate transparency. The problem is that CSR reports that are done by the company itself are likely to include biased or incomplete information. In order to become more transparent in the area of reporting it would be suitable to have a CSR report done by a third party. This option lowers the risk of publishing biased and incomplete information. What is more, it increases the credibility of the report and of the whole company. It also might identify a space for an improvement. The author suggests that possible option might be publishing an integrated report. The integrated reporting is a representative of a holistic approach to reporting and provides integrated, concise and clear information about the company in all three areas of the CSR. It might be beneficial for the company because it might attract new business partners or investors.

- **People – Social Responsibility**

The company is engaged in financial support of organizations and towns. The CSR report of the company for the year 2015 states that the amount provided for such activities (pro bono activities) was 43,341,000 CZK. Since the amount of the financial support is relatively huge amount the author suggests to have these donations/contributions reviewed. It would be a precautionary measure against random and unpremeditated spending in this area. The process of reviewing might find inefficient spending and identify new resources for the philanthropic activities. This would improve the prestige of the company among the stakeholders that would receive donations from this source. The author recommends using the London Benchmarking Group system for the reviewing purposes. This international

standard sets straight forwarded ruled and budgeting for the philanthropic activities. This would be a contribution to a future planning of investment making in philanthropic activities (Petříková et al. 2008, 98).

- **Communication**

A good communication is an essential part of CSR. Through the communication, the company keeps all the stakeholders informed about the current activities and it maintains the relationships with them. At the first glance at the website of the company, it is clear that TŽ is involved in CSR. The main page of the company provides an option to open a CSR section. More options of areas of CSR the company is involved in pop up after choosing the CSR section as it can be seen in the following picture.



The author would recommend reorganizing this area on the website according to the model of the triple bottom line. The original layout would become clearer and comprehensive. The current layout mixes all the activities or items on the same level and it might seem confusing. The author suggests making up three different options that would the CSR menu offered. The first one would be Profit – Financial Responsibility. The Profit would include the sections: Code of Conduct and Corporate Culture that are already there. The second one would be People – Social Responsibility. This section would include already existing options of Labor Safety and Health Protection, Corporate Events, and Commitment. The last section would be Planet – Environmental Responsibility that would include already existing section called Natural Environment. This recommendation would make clear which activities belong to financial, social or environmental responsibility.

## CONCLUSION

To sum up, the main aim of the thesis is to analyze the current state of the CSR concept as well as the application of CSR principle in the company Třinecké železářny.

Firstly, the theoretical part of the thesis sums up the theoretical view on CSR and defines the whole concept. Further, there is a historical background of CSR as well as a historical development of CSR in the Czech Republic described. The first part of the thesis also includes information about the state support of CSR in the Czech Republic. Furthermore, there are described examples of both international and national non-governmental organizations that support CSR. The second half of the theoretical part concerns definitions of the triple bottom line, implementation of CSR, communication followed by CSR reporting.

Secondly, the analytical part introduces the analyzed company Třinecké železářny. In addition, characterizes the industry the company operates in. Moreover, the product portfolio of the company is briefly described, followed by introducing the mission, vision and strategic objectives of the company. The other part deals with CSR activities the company is involved in. The activities are divided into three groups according to the triple bottom line. The last section of the analytical part includes evaluation of the CSR in the company and suggestions of the author that should result in the more effective application of the CSR concept in TŽ.

In conclusion, Třinecké železářny has been voluntarily engaged in the CSR activities. The company is active in all three areas of CSR. It is the biggest company in the area and represents a good example of CSR practice. The company sets a path of being socially responsible by proposing their vision and designing the strategy. The author suggests that the company should have CSR reporting done by a third party, which would ensure the credibility of the reporting. Another suggestion concerns reviewing the support of philanthropic activities that would ensure the efficiency of donations and contributions. Eventually, the author recommends restructuring the web section presenting the area of CSR on the company's website.

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**LIST OF ABBREVIATIONS**

BLF	Business Leaders Forum
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
CZK	Czech Koruna
EU	European Union
GRI	Global Reporting Initiative
HR	Human Resources
ISO	International Organization of Standardization
OECD	Organization for Economic Co-operation and Development
PR	Public Relations
UN	United Nations

## LIST OF FIGURES

Figure 1 The Difference between CSR and CSV.....	17
Figure 2 CSR Menu on the Website of TŽ.....	52

## **APPENDIX P I: AN INTERVIEW WITH BC. PETRA JURÁSKOVÁ**

### **Sdělujete své firemní hodnoty zákazníkům, obchodním a dalším partnerům (např. na prodejních prezentacích nebo neformálních schůzkách)?**

Ano, firemní hodnoty jsou zařazeny do komunikačních kanálů, zákazníkům je prezentujeme i na neformálních setkáních. Výroční zprávy o hospodářské činnosti naší firmy jsou dlouhodobě volně přístupné pro veřejnost na našem webu [www.trz.cz](http://www.trz.cz).

Pravidelně (min. 4 x měsíčně) zveřejňujeme tiskové zprávy o podstatných událostech ve firmě v tuzemských i zahraničních médiích.

### **Znají vaši zaměstnanci vaše firemní hodnoty a pravidla chování**

Interně vydáváme vnitropodnikový zpravodaj pro zaměstnance firmy. Své zaměstnance, jakož i obyvatele regionu informujeme o dění v Třineckých železárnách a také o událostech v regionu prostřednictvím týdeníku Třinecký hutník (je běžně dostupný na novinových stáncích v okolním regionu, průměrný prodej za rok 2016 byl 9000 ks/týden), dále provozujeme jeho elektronickou podobu e-Hutník (20 000 unikátních uživatelů). Vydáváme rovněž každoročně zprávu o společenské zodpovědnosti, která je rovněž přístupná ke stažení na našem webu [www.trz.cz](http://www.trz.cz).

V rámci pravidelných setkávání mistrů a vedoucích pracovníků jsou školeni v problematice firemních hodnot i pravidel chování.

V roce 2016 byl v duchu pravidel společenské odpovědnosti organizací a požadavků našich zákazníků vytvořen dokument „Zásady chování obchodní společnosti TŘINECKÉ ŽELEZÁRNY, a. s. (Code of conduct)“, který nahradil a rozšířil dřívější Etický kodex TŽ. Dokument stanoví základní způsoby chování k akcionářům, zákazníkům, zaměstnancům, partnerům a vnějšímu okolí a rovněž definuje přístupy a principy, podle kterých se zaměstnanci chovají a pracují. Obsahuje rovněž oblasti lidských práv a protikorupčních postupů.

V návaznosti na „Zásady chování ...“ upravuje Pracovní řád povinnosti zaměstnanců, vyplývající z pracovně-právních vztahů, stanoví zásady její firemní kultury a principy její společenské odpovědnosti (CSR) včetně ochrany lidských práv a odmítání korupce.

CSR je součástí i další dokumentace a vzdělávání ve společnosti.

**Jsou zavedeny vyšší sazby za příplatky přesčasy, práce o víkendu apod?**

Součástí firemní kultury je Sociální kodex, který obsahuje opatření a zvýhodnění poskytovaná nad zákonný rámec, jejichž cílem je kompenzovat vlivy pracovního prostředí v hutním průmyslu a současně motivovat zaměstnance ke kvalitnímu pracovnímu výkonu. Systém odměňování je založen na složitosti, odbornosti a namáhavosti plánovaného místa (pracovní pozici), které je dle těchto podmínek zařazeno do příslušného tarifního stupně a schopnostech, pracovní výkonnosti a osobních vlastnostech jednotlivého zaměstnance na tuto pozici umístěného.

Jako podpora zainteresovanosti na plnění hospodářského výsledku a provozních úkolů slouží systém prémiování, mimořádných odměn a benefitů.

**Jak podporujete studenty?**

Podpora studentů je řízena systémově. Stipendia poskytujeme pouze vybraným studentům technických oborů vysokých škol, výše stipendia se různí.

Stejně tak je systémově řízen adaptační proces nových absolventů VŠ, kteří jsou přijímáni do Střediska nástupní praxe. Od roku 2002, kdy bylo Středisko zahájeno, jsme přijali přes 300 absolventů vysokých škol, zejména technických oborů. Všichni účastníci Střediska jsou po ukončení obecné a specializované přípravy umístěni na vybrané pracovní pozice v rámci skupiny TŽ -MS.

**Jaký máte vztah k odcházejícím zaměstnancům do důchodu a bývalým zaměstnancům?**

Vedení TŽ si váží práce všech zaměstnanců a s těmi, kteří odcházejí do důchodu, se slavnostně rozloučí a poděkuje jim za odvedenou práci. Bývalí zaměstnanci, kteří v příslušném roce oslaví životní jubileum 90 let, jsou zvaní na setkání s představiteli společnosti a získávají drobné dárky a jsou pozváni na oběd. Ostatním důchodcům, kteří oslaví „kulaté“ životní jubileum, jsou zasílány blahopřejné dopisy.

Setkání s bývalými zaměstnanci organizují také výrobní provozy především u příležitosti historických výročí daného pracoviště. Ve svých aktivitách mohou bývalí zaměstnanci pokračovat také jako členové Klubu důchodců při ZO OS KOVO TŽ nebo v odborné skupině České hutnické společnosti.

**Jak funguje systém benefitů?**

Navýšení příspěvků se odvíjí od ekonomické výkonnosti firmy a hospodářských výsledků. Benefity mohou zaměstnanci využít ve vybraných sportovních a rekreačních zařízeních

v regionu, výběr sportu záleží na nich samotných. V roce 2016 je částka v průměru rovněž 3700,- Kč.

V TŽ jsou poskytovány pevné i volitelné zaměstnanecké výhody (benefity). Sociální kodex Třineckých železáren obsahuje pevné výhody - opatření a zvýhodnění, která jsou poskytována nad zákonný rámec a kterými chce zaměstnavatel motivovat k podpoře svých záměrů a cílů.

Jedná se např. o příspěvek na závodní stravování, zajišťování rekondičně-rehabilitačních pobytů v lázních, poskytování příspěvku na doplňkové penzijní spoření a na životní pojištění, sociální výpomoci, bezúročné zápůjčky na bytové účely.

Volitelné zaměstnanecké výhody, označované v TŽ jako „benefity“, jsou směřovány zejména do oblasti péče o zdraví a aktivního využití volného času (sportovní a rekondiční aktivity, rekreace). Nad uvedený rámec jsou díky spolupráci s Českou průmyslovou zdravotní pojišťovnou zajišťovány další programy směřující k podpoře zdraví zaměstnanců, jako jsou např. rekondiční pobyty v lázeňských zařízeních (cca 800 zaměstnanců), ambulantní rehabilitace (cca 100 zaměstnanců), doplňková rekondiční péče (cca 500 zaměstnanců), bezplatné očkování proti chřipce, poskytování vitaminů či Dny zdraví.

### **Koho považujete za své klíčové stakeholdery?**

K zájmovým skupinám TŽ patří:

- dodavatelé (nezveřejňujeme)
- odběratelé (nezveřejňujeme)
- místní a oborové komunity – Krajská hospodářská komora Moravskoslezského kraje, Svaz průmyslu a obchodu, Hutnictví železa, Arnika, Regionální rada rozvoje a spolupráce se sídlem v Třinci, Sdružení obcí Jablunkovska, Sdružení pro rozvoj MSK, ....
- Neziskové a příspěvkové organizace v oblasti sportu, kultury a charitativní organizace
- Místní samosprávy – obce od Mostů u Jablunkova po Český Těšín – můžete vyjmenovat – s každou obcí průběžně spolupracujeme, nejužší spolupráce na různorodých projektech a vzájemná informovanost probíhá na úrovni: TŘINECKÉ ŽELEZÁRNY – MĚSTO TŘINEC
- Odborová organizace OS KOVO TŽ i další odborové svazy
- oblast vzdělávání MŠ, ZŠ, SŠ A VŠ

Jako jediný zřizovatel Střední odborné školy Třineckých železáren se TŘINECKÉ ŽELEZÁRNY, a.s. (dále jen TŽ) podílejí na zkvalitňování a rozvoji středního odborného školství v regionu. Na provoz Střední odborné školy Třineckých železáren vynaloží TŽ ročně cca 20 mil. Kč. Tato škola je jedním z pilířů přípravy budoucích pracovníků TŽ.

- Vedle provozování vlastní střední školy SOŠ Třineckých železáren se TŽ také věnují spolupráci se základními a středními školami v regionu, mj. formou podpory prostřednictvím darovacích smluv.

- TŽ rozvíjejí spolupráci s vysokými školami. Zástupci (specialisté) TŽ se pravidelně účastní státnicových komisí na fakultách VŠB-TU Ostrava. Spolupráce s vysokými školami probíhá rovněž v otázce realizace diplomových prací v rámci vybraných oborů. Třinecké železářny také spolupracují s vybranými vysokými a středními školami v rámci realizace odborných praxí a stáží.

### **Jaké komunikační kanály firma volí v interní a externí komunikaci? Jaké informace se komunikují?**

Interní komunikace: vnitropodnikový zpravodaj, nástěnky, LED obrazovky na provozech, interní pošta, systém porad od nejvyššího stupně řízení až po nejnižší stupeň, závodní rozhlas.

Externí komunikace: webové stránky [www.trz.cz](http://www.trz.cz), [www.eHutnik.cz](http://www.eHutnik.cz), sociální sítě – LinkedIn, Facebook – WerkZone, [www.hutnickyden.cz](http://www.hutnickyden.cz), ... výroční zprávy, zprávy o CSR, tiskové zprávy, events, setkávání s řediteli základních škol, středních škol, vysokých škol, setkávání s představiteli samospráv.

Komunikuje se: nové investice, záměry firmy, modernizace, hospodářské výsledky, ekologické aktivity, opravy zařízení, které mohou mít vliv na chod firmy či ovlivní životní prostředí v okolí fabriky, veškeré aktivity v oblasti CSR, oblast vzdělávání, péče o zaměstnance, mimořádné události, průzkumy spokojenosti zaměstnanců apod.

### **Nabízíte zaměstnancům rovnováhu pracovního a osobního života? Pružná pracovní doba, práce z domova?**

K vyvážení pracovního a osobního života přispívá poskytování pevných a volitelných zaměstnaneckých výhod, zaměřených na rekondici, relaxaci, sportovní a kulturní vyžití spolu s rodinnými příslušníky a také další organizované programy směřované na podporu zdraví zaměstnanců.

Zaměstnanci mohou pro předškolní výchovu dětí využít mateřskou školu s prodlouženou provozní dobou, na jejíž provoz TŽ přispívají. V roce 2016 jsme našim zaměstnancům umožnili využít výhod projektů agentury KaPA „Dětský klub“ a „Letní příměstský tábor“, které byly určeny pro děti zaměstnanců Třineckých železáren. Jeho cílem bylo zajistit dopolední a odpolední program pro děti, jejichž rodiče byli tou dobou v práci.

Aktivita na podporu v oblasti vzdělávání, kultury, sportu a tělovýchovy dospělých osob i mládeže a na sociální, humanitární a charitativní činnosti zajišťuje s finanční spoluúčastí TŽ také odborová organizace.

Některá pracoviště využívají flexibilní pracovní dobu. V podmínkách výrobního průmyslového podniku s nepřetržitým provozem není možné u drtivé většiny pracovních pozic umožnit home-office či pružnou pracovní dobu. U administrativních pozic, kde to možné je, to zaměstnancům po dohodě umožňujeme.

#### **Pořádáte dny otevřených dveří, panelové diskuze či testování nových produktů?**

V podmínkách průmyslové výroby a prvovýroby železa a oceli nelze hovořit o testování nových produktů.

Tato oblast spadá do kategorie výzkumu a vývoje. Třinecké železářny mají vlastní oddělení vývoje a výzkumu, které se soustředí především na oblast aplikovaného výzkumu. Velký význam má také spolupráce s vysokými školami (VŠB – TU Ostrava, VUT Brno, VŠCHT Praha, TU Liberec) a dalšími vědeckými pracovišti. Naší samostatnou výzkumnou organizací je v současnosti dceřiná firma Materiálový a metalurgický výzkum v Ostravě. Nesoustředíme se pouze na výzkum v mateřské společnosti, ale spolupracujeme a koordinujeme naši činnost i v rámci skupiny prostřednictvím řídicího týmu výzkumných projektů.

Dny otevřených dveří pořádáme zejména pro žáky základních škol a jejich rodiče a pořádáme také exkurze – odborně zaměřené, či pro studenty technických oborů středních a vysokých škol.

#### **Měříte spokojenost zákazníků? Máte věrnostní program?**

Zákazníkům je věnována mimořádná pozornost. Odpovědný přístup k zákazníkovi je široká oblast, zahrnující především včasný a vstřícný servis, precizní zpracování

obchodních smluv a dohod, včasné plnění termínu dodávek spolu se špičkovou kvalitou dodávaného materiálu či služby.

K důležitým oblastem péče o zákazníka patří nadstandartní technická podpora při poptávkovém řízení a přijímání okamžitých nápravných opatření v případě reklamací. Každoročně se provádí měření a vyhodnocování spokojenosti zákazníků, které Třineckým železárnám poskytuje důležitou zpětnou vazbu. Díky pokročilým plánovacím systémům v oblasti informačních technologií dochází k neustálému zvyšování efektivity výroby, zkracování a zpřesňování termínů dodávek při zachování kvality produktů.

#### **Používáte sociální či environmentální kritéria pro výběr partnerů?**

Ano, používáme. Dodavatelé jsou vybíráni dle interních směrnic pro výběr a hodnocení dodavatelů. Všichni musí splňovat náročné podmínky, které zahrnují nejen běžná kritéria, jako jsou cena, kvalita a rychlost dodávky, ale i různé certifikace, přístupy k environmentální politice, ekonomické zdraví a další faktory.

#### **Zapojujete vaše partnery do svých CSR aktivit?**

Ano, zejména na úrovni místních samospráv pořádáme společné aktivity. Například výsadba stromů v městském parku v Třinci, společné oceňování talentovaných studentů základních a středních škol a další.

#### **Podporujete dialog se svými zaměstnanci?**

V TŽ probíhá od roku 1998 každé dva roky přímé měření angažovanosti zaměstnanců. V roce 2016 proběhlo podruhé toto měření formou elektronického dotazníku, do šetření se tak mohli zapojit všichni zaměstnanci.

Okruh dotazů na spokojenost s vybranými faktory práce a pracovního prostředí byl doplněn o okruh otázek týkajících se interní komunikace a názorů na využití elektronické komunikace. Index spokojenosti v roce 2016 dosáhl druhé nejvyšší hodnoty v historii realizovaných dotazníkových průzkumů.

Každoročně je prováděno nepřímé měření spokojenosti, které je zaměřeno na sledování trendů v oblasti BOZ, nemocnosti, fluktuace, plnění kvalifikačních požadavků, vývoje mezd a zlepšovatelských a vynálezeckých aktivit.

Každý rok jsou vyhlašovány zlepšovatelské soutěže s cílem podpořit zlepšovatelské aktivity, rozšířit zlepšovatelskou základnu a podnítit zaměstnance k hledání prospěšných řešení v některé z klíčových oblastí podniku. Již třetím rokem jsou do soutěží zahrnována také drobná zdokonalení, cílem je přivést ke zlepšovatelství co největší okruh dosud nezapojených zaměstnanců.



**Školíte své zaměstnance v oblasti zdraví a bezpečnosti?**

Oblast bezpečnosti a ochrany zdraví při práci (BOZ) vychází z legislativních požadavků, zaměstnanci jsou dle zákona proškolení pravidelně.

Nad rámec zákona TŽ pořádají každým rokem "Dny BOZ", tzv. vzdělávací a konzultační akce na jednotlivých provozech s cílem zvýšení úrovně znalostí problematiky BOZP za účasti vrcholového managementu. Zejména se jedná o rozbory závažných událostí v historii firmy a diskuse se zaměstnanci přímo na pracovištích vztahující se k řešení konkrétních problémů.

Každoročně probíhá hodnocení psychofyzilogické zátěže u vybraných pracovišť TŽ.

Školení a konzultace vrcholového managementu a odborných zaměstnanců v oblasti BOZ se zástupci inspekce práce jsou dlouhodobě zařazeny do systému BOZP v TŽ.

Pro řešení otázek BOZP mají TŽ společnou komisi s odborovou organizací.

V roce 2016 proběhla 2. etapa Kampaně BOZ zaměřená na všechny zaměstnance v TŽ s cílem zvýšení povědomí zaměstnanců o BOZP:

- instalace plakátů s výzvami k dodržování pravidel BOZP,
- články v podnikových novinách,
- distribuce brožury se základními pravidly BOZP pro všechny zaměstnance firmy,

TŽ získaly v roce 2016 ocenění Státního úřadu inspekce práce "Bezpečný podnik".

**Jaký druh pomoci nabízíte propuštěným zaměstnancům?**

V případě, že by nastala potřeba aplikace úsporných opatření, je primárně uplatňován systém solidarity organizačních útvarů TŽ, a v rámci skupiny TŽ-MS také mezi jednotlivými společnostmi skupiny, přičemž jsou vždy přednostně hledány jiné alternativy k rozvázání pracovního poměru, jako např. změna pracovního zařazení, úprava organizace práce, jiné úspory nákladů apod.

V případech, kdy je nutné rozvázat pracovní poměru se zaměstnancem (z důvodu nadbytečnosti, ze zdravotních důvodů apod.) realizuje společnost vybrané nástroje sociální asistence, zejména: pomoc při hledání nového uplatnění v rámci skupiny TŽ-MS, případně i mimo skupinu, poskytování informací o skutečnostech souvisejících s ukončením pracovního poměru, např. o povinnostech vůči úřadu práce, pomoc při získání kvalifikace pro novou pracovní pozici, ve stanovených případech finanční plnění při ukončení pracovního poměru.

**Zahrnujete zaměstnance do rozhodování o předmětu pomoci?**

U Dobročinného fondu rozhodují o rozdělení prostředků zaměstnanci firmy formou veřejného hlasování.

Dobročinný fond Třineckých železáren tvoří výtěžek z prodeje vstupenek z Hutnického dne a příspěvek hutě, který se v roce 2016 již třetím rokem rozděloval mezi jednotlivé žadatele. V roce 2016 bylo rozděleno 200 tisíc Kč mezi 8 projektů různých neziskových organizací působících v regionu.

#### **Odměňujete dobrovolnou práci zaměstnanců?**

Dobrovolnické dny jsou řízenou aktivitou, kterou vyhrazuje firma jeden den v roce. Zaměstnanci, kteří se do ní přihlásí, mají zaplacenou směnu v plné výši, byť činnost vykonávají dobrovolně pro některou z neziskových organizací.

#### **Jaké kroky probíhají ve firmě v rámci environmentální odpovědnosti CSR?**

Od roku 2001 je v TŽ zaveden a trvale udržován environmentální systém řízení, nyní dle normy EN ISO 14001, jehož účinné fungování bylo v roce 2016 ověřeno externí nezávislou auditorskou společností. Součástí zásad environmentálního systému řízení je i pravidelné environmentální školení a vzdělávání všech zaměstnanců TŽ.

V roce 2016 byl rovněž v TŽ certifikován systém energetického managementu podle normy EN ISO 50001 : 2011, jehož cílem je snižovat energetickou náročnost, která vede ke snižování dopadů činnosti hutě na životní prostředí.

V roce 2016 byla zpracována a zveřejněna zpráva, hodnotící stav životního prostředí v roce 2015 s výhledem na rok 2016. Tato zpráva je součástí integrované zprávy o celospolečenské odpovědnosti firmy. Je zveřejněna na webových stránkách společnosti a byla rovněž v tiskové podobě poskytnuta školám, obcím, orgánům v regionu a obchodním partnerům pro zvýšení jejich informovanosti o aktivitách TŽ.

Pro účely environmentálního vzdělávání a osvěty je zpracován filmový dokument „EKORAPORT“, věnovaný ochraně životního prostředí v TŽ. Rovněž tento dokument je distribuován školám, orgánům a organizacím v regionu. V roce 2016 byl tento dokument nově zpracován ve vazbě na řadu realizovaných ekologických investic.

TŽ byly v roce 2016 aktivně zapojeny do projektu Zelená firma. Projekt je zaměřen na sběr baterií a drobného elektroodpadu od občanů přímo v místě jejich zaměstnání. Snadná recyklace vysloužilých elektrozařízení a baterií bez nutnosti cesty do sběrného dvora či na speciální místo zpětného odběru podporuje uvědomělé chování občanů - zaměstnanců.

TŽ mají uzavřenou a platnou dobrovolnou Dohodu s MŽP ČR směřující k dalšímu omezování zatížení ŽP. TŽ přijaly celkem 16 závazků k zlepšení životního prostředí v regionu, které byly bez výjimky v roce 2016 plněny.

Společnost se i v roce 2016 aktivně zapojila, ve spolupráci s ornitology, do celoevropského sčítání vodních ptáků a to v úseku vodního toku Olše v areálu TŽ. Velkým úspěchem naší společnosti je rozvoj populace kriticky ohroženého a chráněného morčáka velkého v areálu společnosti díky rozmístění řady budek uzpůsobených pro jeho zahnízdění. V současnosti již úsek toku Olše v areálu obývá na 60 jedinců tohoto druhu.

K podpoře druhové biodiverzity bylo v dubnu 2016 vysazeno do Olše v areálu TŽ cca 400 ks pstruha potočního. V předchozích letech již byly v areálu TŽ rozmístěny budky pro morčáka velkého, skorce vodního, sokola stěhovavého či sýkorky.

V dubnu 2016 proběhlo v rámci oslav Dne země čištění koryta vodního toku Olše a přítoků v areálu společnosti od naplavených nečistot a odpadků. Bylo vysbíráno celkem cca 500 kg odpadků.

V roce 2016 poskytly TŽ dar městu Třinec ve výši 300 tis. Kč na II. etapu výsadby zeleně v parku U hvězdárny v Třinci. Stejnou částku poskytly TŽ městu na výsadbu zeleně i v předchozím roce. Do výsadby zeleně v TŽ a okolí bylo v roce 2016 investováno ze strany TŽ více než 1 mil. Kč.

V letech 2013 – 2015 byly realizovány významné investice v oblasti ochrany životního prostředí v celkové výši přesahující 2,6 mld. Kč. Jednalo se především o projekty ke snížení emisí prachu do ovzduší, díky kterým došlo za období 2013 až 2016 ke snížení celkových emisí prachu z TŽ o více než polovinu.

TŽ připravují celou řadu dalších investic s cílem dále zlepšovat stav životního prostředí uvnitř i v okolí areálu společnosti.

#### **Vyhovuje vaše společnost národním či mezinárodním standardům (ISO, EMAS)?**

Jsme držiteli certifikátů kvality ČSN ISO 9001, ISO/TS 16949, API Specification Q1.

V oblasti environmentálního řízení vlastníme certifikát ČSN ISO 14001.

Od roku 2016 jsme certifikováni pro systém hospodaření s energiemi dle ČSN ISO 50001.

Třinecké železářny jsou také držiteli celé řady výrobních certifikátů s pravidelnou recertifikací, které jsou dostupné na webových stránkách společnosti ([http://www.trz.cz/web/trzocel.nsf/link/system\\_kvalita\\_ems\\_cz](http://www.trz.cz/web/trzocel.nsf/link/system_kvalita_ems_cz))

V oblasti kvality získaly Třinecké železárny také následující ocenění:

- Národní cenu „Společensky odpovědná firma“ v roce 2011
- Cenu „SKF Supplier Excellence Award Quality“ za rok 2010
- Diplom za vysokou úroveň kvality udělený firmou Timken za rok 2011

#### **Kdo má ve firmě CSR na starost?**

Představitelem pro CSR je v TŽ ředitel pro personalistiku a administrativu a člen představenstva společnosti. Pravidelně se konají porady týmu CSR, které řídí. Účastní se jich zástupci Personálního oddělení TŽ, Odboru životního prostředí TŽ, Oddělení vnějších vztahů TŽ a tisková mluvčí TŽ.

#### **Jak byste definovala fungování CSR ve Vaší společnosti?**

Jako systematicky řízený proces, který vychází z tradic hutní firmy a vzájemného propojení s regionem a jeho obyvateli už po desetiletí. Je přirozenou činností, která vzájemně obohacuje všechny zúčastněné strany, nikoliv uměle nastaveným procesem vyplývajícím z potřeb PR či jiných.

#### **Myslíte si, že je nutné, aby ve velkých firmách byli CSR manažeři?**

Vzhledem k provázanosti jednotlivých aktivit napříč firmou nepovažujeme za důležité vytvořit samostatnou pozici, pokud funguje systém komunikace jednotlivých oddělení, které mají aktivity v oblasti CSR zahrnuté do svých činností.

#### **Kdy jste CSR zavedli? Od kdy se dělají reporty. Co Vás k tomu vedlo k zavedení CSR?**

Společensky odpovědně se firma chová vzhledem k úzkému propojení s regionem Těšínského Slezska již desítky let. Například už v roce 1840 založila Těšínská komora Bratrskou pokladnu, díky níž měli dělníci a pracovníci železáren nárok na bezplatnou zdravotní péči a léky v době nemoci, dokonce důchod nebo provizi při pracovní neschopnosti pro nemoc nebo pracovní úraz. A od roku 1843 existovala v Třinci první nemocnice poskytující dělníkům pomoc při úrazu. Už v roce 1851 huť založila pro Třinec jednotřídní školu a v roce 1907 zavedla vzdělávání zaměstnanců, v sedmdesátých letech, kdy zaměstnávala nejvíce lidí v historii, postavila ve spolupráci s městem společně Kulturní dům v Třinci (18. září 1970) a také moderní sportovní zázemí, kde mohli sportovat zaměstnanci a členové tělovýchovné jednoty. Tělovýchovnou jednotu podporovala huť v mnoha sportech – orientační běh, atletika, fotbal, šachy ... a je tomu tak i dodnes.

Na tuto tradici huť navazuje i další roky. Reporty se z oblasti ekologie dělaly od roku 2010 formou krátkých cca 20 – 40 min. filmů, kompletní z oblasti CSR od roku 2013.

**Co byste určila za primární odpovědnost podniku ve Vašem odvětví?**

Bezpečnost práce a životní prostředí.

**Při tvoření CSR zprávy používáte nějakou metodu? GRI**

Nepoužíváme žádnou předepsanou metodu.

**Podle jakého kritéria vybíráte organizace a projekty kterým pomáháte?**

Základním kritériem je regionální příslušnost – tedy upřednostňujeme organizace z okolí Třineckých železáren a následně, jak mají její aktivity pozitivní vliv na rozvoj regionu a místní komunity.

**Jaká je Vaše priorita v CSR?**

Všechny oblasti zahrnuté v CSR, jsou pro firmu důležité. Ať už jde o vztah k zaměstnancům, místní komunitě, zákazníkům a obchodním partnerům, či v oblasti životního prostředí a ekonomické odpovědnosti.

**Jsou v plánu nějaká rozšíření/změny CSR?**

Vzhledem k rozsáhlému záběru aktivit CSR naší společnosti půjde spíše o modifikaci aktivit.