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DIRECTIONS OF SOCIAL PARTNERSHIP: INTERNATIONAL EXPERIENCE

НАПРЯМИ СОЦІАЛЬНОГО ПАРТНЕРСТВА: МІЖНАРОДНИЙ ДОСВІД

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The article is devoted to topical issues of determining the directions of social partnership. The peculiarities of foreign and Ukrainian experience of social responsibility of business on the example of such a form of external social responsibility as sponsorship and charity are revealed. The internal and external components of social partnership are analyzed, which are divided into groups from the point of view of the practical component. The role of business in society, which raises arguments for and against social responsibility, is systematized. The world experience and models of social responsibility of social partnership, which corresponds to the Ukrainian realities, are studied, with the help of which the formation of social responsibility in Ukraine and the factors influencing the structure of the economy are outlined. Consider examples of policy development strategies and tools for state regulation of corporate social responsibility in countries.

Keywords: social responsibility, international experience, social partnership, models.

Стаття присвячена актуальним питанням визначення основних напрямків соціального партнерства та дослідженню світового досвіду розвинених країн та підтримку цих питань зі сторони держави. У сучасній практиці соціального підприємництва можна виділити три основні напрямки, за допомогою яких розкрито особливості зарубіжного та українського досвіду соціальної відповідальності бізнесу на прикладі такої форми зовнішньої соціальної відповідальності, як спонсорство та благодійництво. Проаналізовано внутрішню та зовнішню складові соціального партнерства, які поділяють на дві великі групи: внутрішні та зовнішні, ґрунтуючись на точки зору практичної складової. Систематизовано роль бізнесу в суспільстві, який викликає аргументи за і проти соціальної відповідальності. Досліджено низку проблемних питань, пов'язаних із корпоративною соціальною відповідальністю та визначено, що поки суспільство не розробить безпосередню звітність про підприємства, останні не братимуть активної участі у соціальних акціях, за які вони не побачать своєї відповідальності. А також існує проблема відсутності здатності вирішувати соціальні проблеми як бізнесу, так і держави в цілому. На прикладі досліджено успішний світовий досвід та базові моделі соціальної відповідальності: англосаксонська та континентальна, соціального партнерства, що відповідає українським реаліям, за допомогою цього окреслено формування соціальної відповідальності в Україні та фактори, які впливають на структуру економіки та соціально розвитку країни, з метою досягнення сталого розвитку. Та доведено, що впровадження принципів соціальної відповідальності як політики та концепції стратегічного розвитку підприємства впливає на формування та зміцнення іміджу та ділової репутації. Розглянуто приклади політичних стратегій розбудови провідних країн світу, таких як Америка, Канада, країни ЄС, Данії та ін. з питань підтримки соціального бізнесу, партнерства, корпоративної соціальної відповідальності та інструменти державного регулювання соціальної відповідальності бізнесу в цих країнах.

Ключові слова: соціальна відповідальність, міжнародний досвід, соціальне партнерство, моделі.

Статья посвящена актуальным вопросам определения направлений социального партнерства. Раскрыты особенности зарубежный и украинский опыт социальной ответственности бизнеса на примере такой формы внешней социальной ответственности, как спонсорство и благотворительность. Проанализированы внутреннюю и внешнюю составляющие социального партнерства, которые разделяют на группы с точки зрения практической составляющей. Систематизированы роль бизнеса в обществе, который вызывает аргументы за и

против социальной ответственности. Исследована мировой опыт и модели социальной ответственности социального партнерства, соответствует украинским реалиям, с помощью которого обозначены формирования социальной ответственности в Украине и факторы, которые влияют на структуру экономики. Рассмотрим примеры политических стратегий развития и инструменты государственного регулирования социальной ответственности бизнеса в странах.

Ключевые слова: социальная ответственность, международный опыт, социальное партнерство, модели.

Formulation of the problem. Social responsibility includes the ethical, legal, environmental and social contexts of enterprises and is manifested in long-term participation in specific projects that contribute to improving the welfare of society. Proper and effective social policy of companies is an effective investment in staff, in the social potential of production.

High-profit Ukrainian companies perceive their role more narrowly: it is the payment of taxes, the fulfillment of statutory obligations to the state and charity. Business in Ukraine does not fulfill its main social function: it does not invest in the reproduction of the labor force, even by minimal standards. The main reason is a conflict of interest. The economic interest of the workers of the enterprise is connected, first of all, with the size of the profit which is directed on material encouragement, social payments and social development. The owner of the enterprise is interested, first of all, in the size of the fund of payment of dividends, and consequently – that part of the profit which is connected with production development, and accordingly increase in the capital of the enterprise.

Analysis of recent research and publications. Questions of social activity and performance indicators of its effectiveness have been studied in scientific works of such scholars as Vasylyk S., Weber M., Ehorshyn A., Marcin W., Mayo E., Shihverdiev A. and others. In the works of such scientists as O. Kostyuk [11], Y. Lazar [3], S. Moshensky [4], P. Osthof [1], M.S. Paraport [1], R. Spark [9], S. Chernykh [11] and others. some aspects of socially responsible investment are studied. Scientists note the importance of studying socially responsible partners on the

example of developed countries and the need to implement its mechanisms in the activities of Ukrainian enterprises.

The purpose of the article. The purpose of this article is to theoretically substantiate the areas of socially responsible partnership in Western countries and trends in its implementation in Ukraine.

Presenting main material. World experience has formed the criteria, compliance with which allows to define the company as socially responsible. These include: fair payment of taxes in compliance with international, state, regional legislation; production and sale of quality products; implementation of corporate programs for professional development, health care, moral incentives for employees; implementation of charitable and sponsorship projects; environmental protection, etc. Almost all experts divide social responsibility into two large groups: internal and external (table 1) [3, p. 98–102].

Internal social responsibility includes business practice in relation to its own staff, everything related to the development of human resources in the enterprise. The external component of corporate social responsibility causes the greatest amount of controversy as to what to refer to this area.

Discussions about the role of business in society provoke arguments for and against social responsibility (Figure 1).

There are a number of problematic issues related to corporate social responsibility. Funds directed to social needs for enterprises are costs that reduce its profits. Until society develops direct reporting on enterprises, the latter will not take an active part in social actions for which they will not

Table 1

Social responsibility groups

Internal social responsibility	External social responsibility
<ol style="list-style-type: none"> 1. Occupational safety 2. Wage stability 3. Medical and social insurance 4. Human resources development (programs training and advanced training) 5. Assistance to employees in critical situations 	<ol style="list-style-type: none"> 1. Sponsorship and corporate philanthropy 2. Environmental protection 3. Interaction with local authorities 4. Participation in crisis situations 5. Responsibility to consumers goods and services (production of quality goods)

Source: compiled by the author on the basis of [1; 6; 8–10]

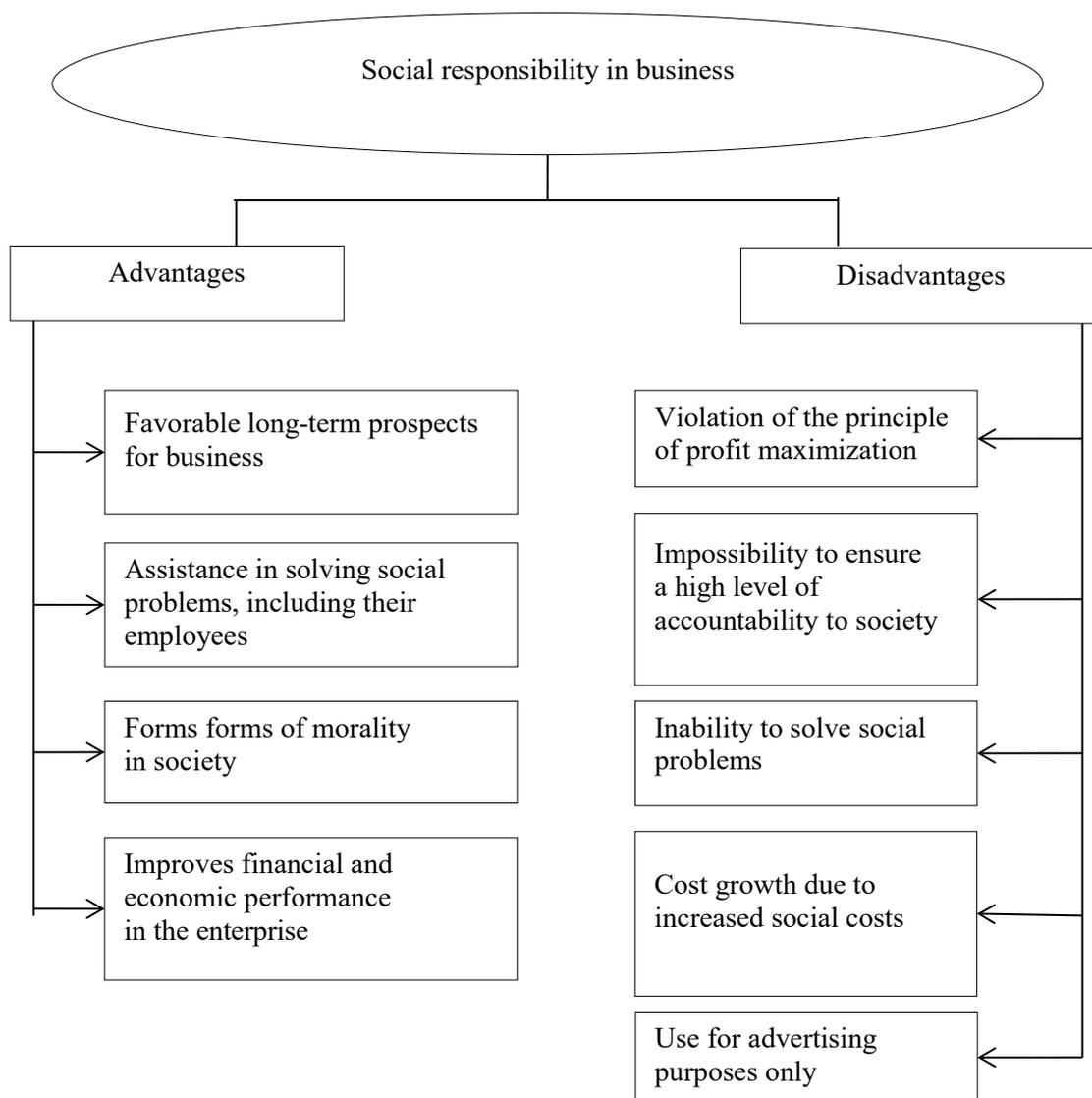


Figure 1. Advantages and disadvantages of social responsibility

Source: compiled by the author on the basis of [2; 7]

see their responsibility. There is a problem of lack of ability to solve social problems.

It would be very useful to attract foreign experience that corresponds to the Ukrainian realities. However, this is an extremely difficult task due to the dissimilarity of historical and cultural development. In the modern practice of social entrepreneurship can be divided into three main areas (Figure 2).

Consider the foreign and Ukrainian experience of corporate social responsibility on the example of such a form of external social responsibility as sponsorship and charity.

Currently in Ukraine there are tendencies to conduct socially responsible business and charitable activities: mobile company "Kyivstar" (product responsibility, responsibility to the state, staff development, contribution to society, nature protection)

[4]; R. Akhmetov Charitable Foundation, DTEK (investments in people to increase human capital; investments in society to improve social interaction; investments in the world to promote global integration) [9]; Sandora (sponsorship of orphanages, financial assistance and vitamin products to vulnerable groups, support for talented youth and youth leadership initiatives, partnership in the national "Independence Relay" [10], etc.

The Community of Socially Responsible Business (CSR) was established in Ukraine. It is a social enterprise created as an informal association of managers and all those interested in business in society in order to promote CSR in Ukraine and convey the role of business in achieving sustainable development goals.

In recent years, the first professional organizations have appeared, the Ukrainian network of the

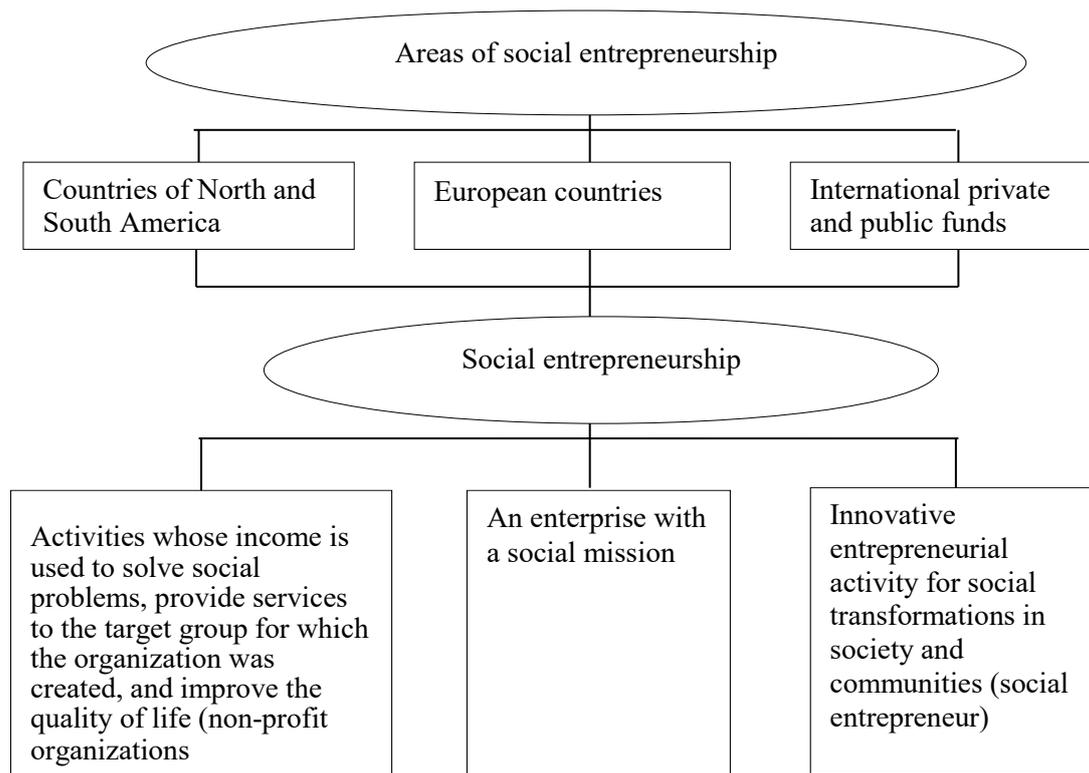


Figure 2. Areas of social entrepreneurship

Source: compiled by the author on the basis of [1; 9–11]

Global Compact covers more than 140 organizations. About one hundred companies declare their own social responsibility, and only 13 of them publish reports on CSR and 24 companies declare on corporate websites activities in three or more categories of CSR (out of nine) There is a group of managers responsible for aspects of social responsibility of Ukrainian companies. Every year there are two major events dedicated to CSR, and about two dozen professional forums and seminars. The information flow on social responsibility (provision of information to the public, specialized sources of information) was intensified [5].

The recognition of corporate social responsibility immediately provoked controversy over the interpretation of this concept, in which conflicting positions emerged. Currently, there are two main models of corporate social responsibility in foreign practice: Anglo-Saxon and continental.

In the Anglo-Saxon model, CSR is seen as a moral duty of the owners and management of the corporation, and the state actually plays the classic liberal role of "night watchman". Interaction in the field of CSR is carried out along the lines of "corporation – society" on a voluntary basis by business.

In the continental tradition, it is believed that the management of the corporation must take

into account the interests of those groups that the company affects in its activities. Social responsibility in this case is designed to balance the internal purely economic goals of management with the social, political and economic interests of stakeholders. Thus, in addition to complying with the law, the company must seek to make a contribution to society.

One of the main differences between these models of social responsibility is the difference in the degree of voluntariness in the conduct of social programs by corporations or the degree of civic activity of business. Thus, in the United States, which is the "home" of the liberal Anglo-Saxon CSR model, government pressure in this area is very low, while the level of voluntary social activity of corporations is quite high.

In contrast to the American model, the continental CSR model is characterized by more active participation of the state and intergovernmental structures – there are closer socio-political ties between the state and business.

The continental model is best represented in Northern and Central Europe, where corporate social responsibility is promoted by public authorities. Thus, in Italy, the Ministry of Labor and Social Development monitors the development of CSR and social reporting. And in Spain,

left-wing parties actively promoted the adoption of a SR law by parliament in 2003, and a state-run Expert Technical Commission on CSR works to “help businesses combine economic activity with activities for the benefit of society” [9]. A certain combination of the described models is the situation with CSR in the UK. Here, along with high voluntary business activity in the field of social responsibility and sustainable development, there are serious government initiatives (for example, the creation of public-private partnerships, the introduction of tax benefits for responsible companies, etc.).

Governments are increasingly implementing CSR strategies that either seek to stimulate or even regulate CSR measures. Governments sanction social responsibility, for example, when companies are required to report, when they are required to apply environmental management systems, and so on. As soon as these obligations, norms and rules underlying them become formally established, they become “regulated CSR”. This trend has become dominant in many European countries in recent years.

It should also be noted that the government is purposefully pursuing a policy of supporting socially responsible companies – the UK law provides for preferential taxation for businesses that adhere to business ethics in energy efficiency, waste recycling, relations with staff. Today, most large British companies have special units in their states that deal with sustainable development and CSR, and include social reports in the general annual reporting (under the Corporate Responsibility Act passed in 2004), available to a wide range of users. Communication on social responsibility in the UK is professional and transparent. For example, the Times publishes weekly social responsibility indices of leading firms.

Social aspects dominate the concept of CSR in Denmark. Various government ministries promote public-private partnerships among businesses, government agencies, trade unions, employers' federations and other actors to build an open labor market and address other social issues. About 1,200 companies publish annual environmental reports. In 2000, the Danish Ministry of Social Affairs introduced the Social Index, an assessment tool for measuring a company's social responsibility, consisting of a series of questions to be answered by the company's employees. The index can be used to inform the public how responsible companies are to their employees and external owners [4].

In 2008, the Danish Government's CSR Action Plan was adopted. The plan aims to stimulate

development, in which more and more Danish companies will work in accordance with the principles of social responsibility, as it is believed that this will help to link Denmark and Danish business with largely responsible growth. Thus, the action plan aims to help Danish companies gain more benefits from their status as CSR pioneers and leaders. At the same time, the action plan aims to promote responsible growth in Denmark and Danish business internationally. The action plan contains 30 initiatives divided into four key areas (promotion of business-oriented social responsibility, promotion of corporate social responsibility through government measures, responsibility of the business sector for the climate, promotion of Denmark in the light of responsible growth) [1].

Today, social responsibility is considered an integral feature of the Netherlands' economic and competition policy. It should be noted that the Dutch government does not aim to replace entrepreneurs and companies, but is only one of the participants in the moral and economic life of the country. The most specific goal of the state policy on CSR is the desire for all companies to be aware of the social consequences of doing business and responsibility for them, to know about the opportunities provided by CSR, and to make real efforts to integrate CSR into their core business [11].

Several ministries are involved in CSR policy in the Netherlands, including the Ministry of Construction, Spatial Planning and the Environment, the Ministry of Social Policy and Employment, the Ministry of Foreign Affairs, including the Department of International Cooperation and Technical Assistance, the Ministry of Agriculture and Nature. and food quality [8, p. 78–81].

CSR policy is built around three approaches (inspiration, innovation, integration) in seven areas (promotion of CSR knowledge and awareness, improving transparency and accountability, focusing on CSR “amplifiers”, linking CSR to the innovation process, etc.), each of which includes articulated government intentions and specific implementation measures.

By improving cooperation between the government and CSR amplifiers, the government aims to maximize the activation of other CSR players. CSR amplifiers are social partners – leading companies and CSR pioneer companies, non-governmental organizations, shareholders, representatives of the financial sector, private funds and consumers. At the same time, the social partners are involved in CSR policy through the provision of state subsidies (for example, non-governmental organizations) [9, p. 123].

Characterizing in general the international practice of implementing the concept of CSR, it can be noted that the experience of implementing the concept is quite rich and diverse and confirms the existence of different approaches in this area. Despite some differences, a common feature of both the Anglo-Saxon and continental models is that the development and implementation of CSR mechanisms is supported by the state, non-profit organizations and society as a whole.

Conclusions. The perception and support of state authorities largely determines the degree of orientation of the country's business community to social responsibility and its effectiveness.

In general, it can be argued that the introduction of the principles of social responsibility as a policy and concept of strategic develop-

ment of the enterprise affects the formation and strengthening of the image and business reputation. An active social position of the enterprise, which consists in harmonious coexistence, interaction and constant dialogue with society leads to a reduction of social tension. This allows you to achieve maximum profits while minimizing the negative impacts that affect the competitiveness and efficiency of enterprises.

Thus, the considered experience of foreign countries in the field of regulation of corporate social responsibility makes it possible to identify a number of tools that should be introduced into the domestic practice of relations between the state and the business environment. In the future, it is advisable to expand the range of countries studied to study the best practices of state regulation of corporate social responsibility.

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