



Sustainability and sustainable development

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Editor



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CORPORATE SOCIAL RESPONSIBILITY TOWARDS EMPLOYEES—RABEN GROUP



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Abstract: Human capital management in an organisation is one of the key areas of company success and its competitive advantage, particularly in a service company such as Raben (Zajac, 2014).

As an entity operating in the Transport Forwarding Logistics (TFL) sector, its decisions in the area of human resources management depend on industry factors. This is evidenced, among others, by the structure of employees.

The aim of this case study is: first, to draw attention to the problems that companies operating in specific sectors may face. The second goal is to identify their ability to implement the concept of a company responsible to employees. The company strives to take the goals set by the United Nations (SDGs) into account. These include taking care of appropriate employment structure, ensuring employee development, ensuring diversity, caring for work-life balance as well as safety in the workplace, and building relations with external stakeholders. The specificity of the industry in which the presented company operates makes it pursue a number of Sustainable Development Goals—both with regard to employees and in terms of environmental protection. Some need to be adapted accordingly.

Keywords: CSR, employee engagement, employee management.

3.1. Raben Group—presentation of the company

The Raben Group has been operating since the Netherlands since 1931. In Poland, it employs nearly 6,000 people and has approximately 50 depots across the country. It is considered to be a socially-responsible company in both internal (employees) and external environments—confirmed by rankings and competitions: Ranking of Responsible Companies: <http://rankingodpowiedzialnychfirm.pl/2020/06/ranking-odpowiedzialnych-firm-2020-wyniki-klasyfikacja-generalna/>. In 2012, Ewald Raben received the E&Y “Entrepreneur of the Year” Award.

Since 2014, Raben Group has been publishing social reports which include information on socially-responsible activities for the benefit of employees, referring to SD goals. As a result, the report includes, among others, data on training, employment structure by gender, additional activities supporting the idea of work-life balance. The appendix contains Tables 1–8 with information about the structure of employment, training—their number and types, as well as the results of the analysis of Raben Group social reports between 2015–2019.

The company headquarters near Poznań also host regular meetings with external stakeholders. The company carries out dialogues with the local community and tries to satisfy their needs resulting from the conducted activities. These are, for example: restoration of green areas, modernisation of roads or pavements.

3.2. Tools applied in human resources management by the Raben Group

The company takes many measures to improve working conditions, its atmosphere and ensure satisfaction of employees. They are presented in Table 1.

Table 1. Tools applied in human resources management by the Raben Group

Employees safety	<p>Building interdependent safety culture—“We all care for one another so that everyone is safe”.</p> <ul style="list-style-type: none"> – SUSA discussions—a process of 1:1 discussions in the workplace designed to reinforce safe behaviours; – Safety as part of all operational meetings—safety topics must be a part of all meetings. We believe that talking about safety will allow us to include OHS in all operations and processes; – Safety month—dedicated time to development of work safety through various activities; – Safety teams—top management teams who work for the benefit of building a robust safety culture; – Results (from internal report): <ul style="list-style-type: none"> • greater engagement in the development of the safety culture, many local actions in this area; • most directors and managers understand their impact on safety at work; • many people believe that accidents can be prevented; • better and more effective communication; • people feel competent and have the equipment they need to perform their tasks.
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Social programmes	<ul style="list-style-type: none"> – Social programmes – The Raben Group also offers employee benefits in the form of: <ul style="list-style-type: none"> – private health care; – group life insurance; – daily dose of vitamins; – Multikino cinema tickets; – fuel discount cards.
Health promotion	<p>Health Week—organised for 8 years now, during the whole week, meetings with a dietician and trainers are organised, exercises are planned which are adapted for employees. The aim is to support employees' health and encourage them to take regular breaks during work, e.g. by performing exercises that can be done at their desks. During this week, the company develops a nutritional programme in company canteens. It is worth mentioning that Raben Group employees enjoy a healthy snack every day as part of their lunch.</p> <p>Language courses—in addition, for employees who have contact with foreign stakeholders, we offer subsidised language courses.</p>
Integration	<p>Raben on the run—the company participates in sports competitions. In 2018, employees competed remotely in the Endomondo challenge. Seventy participants ran, cycled and walked. In total, they covered a distance of almost 100,000 km and burned about 5,000,000 calories. In addition, they helped the most active employees take the part in various nation-wide runs, such as: the Color Run, Survival Race and Runmageddon.</p> <p>Raben Cup—another activity and integration for employees is the Raben Cup. This event was attended by 300 athletes, i.e. 28 teams from 10 countries. The tournament inspired by the football cup was organised on 15 Sep. 2018 at the MOSiR Stadium in Poznań. The event was attended by athletes as well as supporters, i.e. families and/or colleagues. Both younger and older players of both sexes took part in the football tournament.</p> <p>Events for employees—additionally, Santa Clause days are organised for the children of Raben Group employees in the form of family picnics aimed at integrating not only employees, but also their families.</p>
Promotion of diversity	<p>The organisation is a signatory to the Diversity Charter. This means that discriminatory and unequal behaviour is not accepted, in particular based on age, gender, religion, disability, sexual orientation, skin colour, marital status, pregnancy, parental status, political opinion, nationality, ethnic origin, union membership or social status. Discrimination in relation to employee recruitment, access to training, promotions, salaries, dismissals or retirement is also unacceptable.</p>
Golden safety rules	<ul style="list-style-type: none"> – Golden safety rules applying to all stakeholders of the Raben Group, both internal and external: <ul style="list-style-type: none"> – occupational health and safety; – equal treatment and counteracting discrimination; – confidentiality; – counteracting corruption – receiving and giving gifts. <p>As well as the obligations of the Raben Group towards:</p> <ul style="list-style-type: none"> – customers; – suppliers and business partners; – natural environment; – local communities; – the media.
Satisfaction and engagement surveys	<p>Annual employee satisfaction survey</p> <p>The Pulse Check survey is used to check the level of engagement until the next survey. Objective—to identify the “pulse” of the organisation and what it has done to build engagement and whether the actions undertaken so far, are respected by employees.</p>

Counteracting mobbing	<p>The whistle-blowing procedure, executed through a confidential tool for reporting unethical behaviours in the workplace—called Ethics Point—is a guarantee of respect for the provisions contained in this code. The platform is available in 10 languages. All employees who report misconduct are protected against all forms of repressive or retaliatory action arising from the reported misconduct, provided the report is made in good faith.</p> <p>Anonymous platform for reporting any abuse or suspicious events—Whistle-blowing—https://polska.raben-group.com/o-nas/odpowiedzialnosc-spoeczna, or directly to the Audit Department of Raben Group.</p> <p>Employee engagement surveys which also include questions about mobbing and abuse.</p>
Raben Group structure	<p>The person responsible for CSR is positioned within the Risk Assessment Department. The person holding this position reports directly to the Risk Director. His/her responsibilities include (social area):</p> <ul style="list-style-type: none"> – understanding social needs; – building organisation potential; – breaking the status quo; – building relations with subcontractors; – strategic orientation; – taking advantage of the opportunities offered by diversity.
Training courses	<p>In the Raben Group, employees can take advantage of both internal and external training courses. For example, it is possible to learn a foreign language, which is partially financed by the company.</p>

Source: Own research.

Concluding, there are many tools to help manage human resources. Companies most often choose those that they can provide and best suit the profile of their business. As far as Raben Group is concerned, the company focuses on the safety of its employees and promotes safe behaviour, not only among employees, but also with regard to suppliers and partners.

Questions / tasks

1. Why should we care about internal stakeholders?
2. In your opinion, which actions are best to build:
 - a) employee engagement?
 - b) trust in the employer?
3. In light of the presented information and additional data, is it possible to assess, on the part of Raben Group in Poland:
 - a) whether the company has properly selected tools to build employee engagement and trust in the employer?;
 - b) in your opinion, what other actions the company should take in order to improve its HRM strategy based on the CSR concept?
4. Why is it important to build a culture of diversity in the Raben Group? Justify your answer.

5. What can the increase in female employment in a TFL company result from?
6. How can the employment of women in the TFL industry affect the industry itself?
7. Do you think that building a safe culture is the right course of action for the benefit of employees?
8. How can TFL companies achieve their sustainability goals?

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Appendices

Table 1. Structure of employees in the Raben Group between 2014–2018

Year	Females	Dynamics	Males	Dynamics	Total	Dynamics
2014	1603		2977		4580	
2015	1677	4.61%	3105	3.60%	4782	4.41%
2016	1873	11.69%	3145	1.29%	5018	4.93%
2017	1918	2.04%	3233	2.79%	5151	2.65%
2018	2007	4.64%	3287	1.67%	5294	2.77%

Source: (Raben, n.d.).

Table 2. Training course in the Raben Group between 2014–2018 by gender

Year	Females	Dynamics	Males	Dynamics	Total	Dynamics
2014	2140		2616		4756	
2015	2182	1.96%	2654	1.45%	4836	2.24%
2016	2602	9.24%	3040	4.54%	5642	6.66%
2017	2138	-17.83%	2119	-30.29%	4257	-24.54%
2018	1602	-25.07%	2026	-4.38%	3628	-14.77%

Source: (Raben, n.d.).

Table 3. Analysis of content of social reports regarding Raben Group between 2014–2018

2014		2015		2016		2017		2018	
Word:	Times word is used in text	Word:	Times word is used in text	Word:	Times word is used in text	Word:	Times word is used in text	Word:	Times word is used in text
employee(s)	28	employee(s)	28	employee(s)	48	employee(s)	75	employee(s)	98
engagement	2	engagement	2	engagement	4	engagement	5	engagement	9
work	0	work	0	work	0	work	0	work	0
employment	6	employment	4	employment	8	employment	6	employment	5
benefit/social	4	benefit/social	4	benefit/social	4	benefit/social	3	benefit/social	8
work-life balance	2	work-life balance	2	work-life balance	2	work-life balance	1	work-life balance	3
balance	0	balance	2	balance	0	balance	1	balance	1
health	2	health	6	health	4	health	10	health	10
safety	10	safety	12	safety	17	safety	21	safety	27

Source: Own research based on social reports of the Raben Group (Raben, n.d.).