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**The EC1000 Series. Volume I (in English)**

# **Work Ethicality Standard EC 1000**

*(Exposure draft)*

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Warsaw, 2nd April 2009 [genuine in Polish]  
Warsaw, 16th October 2010 [translation into English]

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as an R & D Project of Ministry of Science and Higher Education in Poland

# THE OFFER FOR FIRMS

## Work Ethicality Standard EC1000

*(Exposure draft)*

The Work Ethicality Standard EC1000 is dedicated for managers and employees in Poland and Europe, for the achievement of firm's development, taking into consideration getting high social gains(benefits) for persons interested in its existence (stakeholders) and improvement of competitive productivity, through [ethical] innovations. The standard contains a new method and management tools, which up to now were not applied in Poland [we assume that in other European countries not too. The method indicates that application of PRINCIPLES of ethical work (ethics) by the firm's CREW is raising its competitiveness and thus improves its economic effects. The method indicates how to quantify the impact of CSR (Corporate Social Responsibility) strategy application on the firm's results.

The Draft Standard was elaborated in the R & D Project named:

*„Quantification of the impact of firm's CREW work ethicality on competitive productivity, social gains and creation of workplaces in the conditions of integration and globalization.  
Draft Ethicality Standard EC1000 for firms in Poland and Europe”*

It was financed by the Minister of Science and Higher Education. It had been accomplished in the years 2006-2008 by the Bogdan Janski Academy. The Academy, as a research unit, which has designed the work ethicality standard, puts into operation the System of Pro Ethical Influence – SOPEI, described in Section 5 of the Standard, in April 2009. Creation of a central influence unit at the Bogdan Janski Academy (Management Department in Warsaw) and regional units in another towns where Bogdan Janski Academy's Departments are - in Elbląg, Kraków, Zabrze, Opole and Chełm as well as at the Bogdan Janski Academy of Management and Entrepreneurship in Łomża

The method and tools had been empirically checked by participation of 150 decision makers from 104 firms and 1930 employees and line manager of these firms. Taking into consideration the achieved effects we assume that a lot of small, medium and large firms will start the implementation of PRINCIPLES in accordance with the Work Ethicality Standard EC1000. We expect that several firms will receive the Diploma „Firm's CREW with high work ethicality ” on the 13<sup>th</sup> of May each year. Several firms and organizations will receive the „**WHITE CERTIFICATE**”, “Firm's CREW with high social gains for stakeholders and new culture of work” – on the 11<sup>th</sup> of November each year. The Work Ethicality Standard EC1000 (Exposure draft) will be improved based on remarks received from users of the standard and others. The remarks will be investigated by the Committee for the Works Ethicality Standard EC1000. We encourage to make working contact to the address: or directly: [jerzy.donarski@neostrada.pl](mailto:jerzy.donarski@neostrada.pl), adding “EC1000” or [jerzy.donarski@janski.edu.pl](mailto:jerzy.donarski@janski.edu.pl).

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*“ The new culture of work that matters  
taking into consideration  
the spiritual and material needs of human being  
and respects the basic rights*

*John Paul II, Rome 11<sup>th</sup> November 1996*

*Ownership of means of production  
in industry or agriculture is just legitimate  
if it serves useful work.*

*It becomes illegitimate, however, when it is not utilized (not productive)*

*John Paul II, Centesimus annus CA 43*

# **1. New culture of work, Work ethicality and Competitive productivity**

The CREW of a firm can achieve the effects of “new culture of work”, through application of particular PRINCIPLES of ethical work, which are taking into consideration the spiritual and material needs of human being. Culture can influence the reaching of competitiveness, of work productivity, which in some degree, is conditioning the possibility of taking into consideration the material needs.

Based on research done in the years 2006 – 2008 during the performance of the research and development project R11 004 01 the research findings indicate that there are PRINCIPLES of ethical work which, if properly applied by the firm’s CREW, may have an impact on the competitive productivity, on raising of social gains (benefits) and creation of new workplaces not only for the CREW but also for other stakeholders of this firm.

This research confirms also that the designed parameters of PRINCIPLES application degree make possible the measurement of work ethicality and quantification of its impact on competitiveness and social gains. The parameters enable managers’ the development of “management through ethicality” for achievement of higher economic and social effects.

The “Work Ethicality Standard EC1000 (Exposure draft)” is proposing a “List of PRINCIPLES of ethical work”, among them such, which determine a “new culture of work”. It is the base for the work ethicality quantification and a tool for managers and employees. It proposes also the PROCESS of managing work ethicality excellence to gain the assumed effects.

## 2. Objectives, Characteristics and Scope of the Standard

### 2.1 Objectives

- ❖ Superior objective: The Work Ethicality Standard EC1000 has to contribute to the Sustainable Development which takes into consideration the spiritual and material needs of the human being and respects his basic rights.
- ❖ Practical objective : Has to help decision makers and remaining internal firm's stakeholders, it means the CREW, to achieve competitive productivity and high level of social benefits for stakeholders, creation of workplaces through equipping them with a model set of PRINCIPLES of ethical work, methods and tools for its implementation and patterns of documents for application of the standard.
- ❖ Promotional objective: Has to promote the Polish contribution to the European Union's search for measurement methods of the ethicality impact on social benefits, and through them, on sustainable economic development.
- ❖ Social objective: Has to be a basis for organizations to deliver support to firm CREWS', which like to contribute to creation of New culture of work in Poland and Europe. The help will be organized and delivered within the frame of the „System of Pro Ethical Influence - SOPEI\_

### 2.2 Effects of standard's application

- ❑ **SOCIAL BENEFITS,**
- ❑ **Competitive PRODUCTIVITY;**  
productivity level above the average of the branch,
- ❑ **SOCIAL INVESTMENT.**

## 2.3 Characteristics of the Standard

The Standard is characterized by:

- [A]. **PRINCIPLES of ethical work model List.** The list is a source for ethical reflection for managers and employees. It is a set of criteria for measuring ethicality, which make possible the quantification of ethicality impact on competitive productivity.
- [B]. **Work ethicality parameters.** The parameters are calculated after the investigation is done, accordingly to the enclosures to the standard by using the EC1000 INQUIRY and EC1000 QUESTIONAIRE. The use of calculated parameters makes easy the projection and evaluation of effects of pro ethical activity
- [C]. **Model of the PROCESS for work ethicality excellence.** The model of PROCESS, described in the standard, has to make it easy the organizational activities for raising the level of work ethicality of the CREW. It is specially useful for organizations with low ethicality.

## 2.4 Scope of standard's application

The standard EC1000 can be applied in all firms, organizations, where work of human being with human being is, there where the need and will of improvement of work ethicality level is.

It can be applied not only in organizations running business, but also organizations not running business. The standard provides possibility of adaptation of the set of PRINCIPLES of ethical work to the specific and organization's profile.

The standard EC1000 can be applied in the whole firm or in particular sections or departments with different allocation. It can be also applied for an individual unit of the firm's organizational structure – for selected departments only.

The standard is not designed to underpin the formal and legal principles of co operation among the organizations and their stakeholders (such as election, formal negotiations between employers and employees) It may usefully inform and support this co operation.

## 2.5 Users of the Standard

The standard is designed for all who manage the work, are organizing the work, initiate, participate, observe, assess, and ensure account of work ethicality.

The standard EC1000 has to enable:

- **The firms (Organizations) to** take effective approach towards MEASUREMENT, PROJECTION, IMPROVEMENT, EVALUATION of effects of the application of the standard and keeping informed the stakeholders when using particular parameters, calculated according to the quantification method formulated in the standard. The organizations can be of different type for example business organization, administration, labor unions or public organizations.
- **The Stakeholders** of firms (organizations), among them the representatives of employees, the identification, evaluation and to comment the level of work ethicality by appealing to particular PRINCIPLES and results of the measure. Application of proposed parameters and indicators in the standard enables evaluation of measurement quality and reporting of the level and to effects of work ethicality improvement.
- **The Ethicality Auditors** to serve for identification, evaluation and comments on the level of work ethicality, as well in the scope of own rights as auditors. Also as a mean to evaluate the determination of the reporting organization to respond to the stakeholders expectations, expressed in the EC1000 INQUIRES in the form of missing application of some PRINCIPLES of ethical work.
- **The Standardization Organization** as reference material and for integration of aspects of ethical work. Moreover for the voluntary and statutory ability of organization to make account from social responsibility, especially in the sphere of reporting.
- **The Advisors and Consultants** for the evaluation and commenting the level of work ethicality and to help the firms in projection and implementation of changes. To render consultancy which PRINCIPLES and how to apply for increasing the work productivity level of the firm's CREW.
- **Conducting training and Professional development** to build professional competences in the scope of measuring work ethicality and relations, competitive productivity achievement and social benefits together with practicing strategy of Corporate Social Responsibility - CSR.

## 2.6 Relations to other standards

Work Ethicality Standard EC1000 should be complementary to other standards such like: AA1000 Assurance Standard, AA1000 Stakeholder Engagement Standard, elaborated by the Institute of Social and Ethical Accountability in London. For the standard EC1000, as pattern, was utilized the structure and way of formulation the language for „standardized writing”, according to the above mentioned AA1000 Standards.

## 2.7 Innovatory features of the EC1000 method

- It proposes PRINCIPLES of ethical work, which enable managers and employees to conduct ethical reflection. (The PRINCIPLES are a test of qualification how a human person should behave when doing particular kind of work, among them decision making),
- Makes possible, the decision makers, selection of PRINCIPLES adapted to the specific of the firm,
- Confronts the projection of decision makers with the present state of PRINCIPLES application, [according the opinion of employees – important double-check method giving important feed-back information to managers typical for great caliber of managers-strategists]
- Offers a base for MEASUREMENT, PROJECTION, IMPROVEMENT EVALUATION, [“Ethicality Management” – a new paradigm of socially responsible management ].
- Indicates the “cluster” of PRINCIPLES having [special] impact on productivity,
- Gives advice for continuous improvement of work ethicality, taking into consideration the different levels of ethicality,[which exists in the practice as proved by our research findings].
- Enables quantification of firm’s CREW ethicality as well as registration of ethical progress,
- Has applicability to all sizes of firms: small medium, large,
- Can be applied to business firms, organizations of public service, non government organizations and government institutions,
- Quantifies and aggregates the impact of applied PRINCIPLES on competitiveness of firm’s CREW.

# 3. EC1000 method – the subject of the standard

## A. PRINCIPLES of ethical work

### A.1 Model list of 177 PRINCIPLES of ethical work

The most essential element of the method is the selection of appropriate ethical principles that means the “Model list of PRINCIPLES of ethical work”. It should be not only a “pattern” for measuring ethicality, but also an appropriate set to conduct ethical reflection [by managers and employees]. It has also to define what it means ethical work and ethical decision. It has to serve decision makers and each employee in the achievement of economic and social effects through application of, as much as possible, nearly all PRINCIPLES of ethical work.

The list was fixed to 177 PRINCIPLES. We count that the users of the standard in year 2009 [up to 2011] will submit proposals of further reduction or combining together some of the PRINCIPLES. It can not be excluded that proposals to add some important PRINCIPLES will be also submitted.

The method is based on a value system, which is defined by the set of ethical principles These PRINCIPLES were selected from three resources:

1. Papal encyclical letters. The Pope’s social teaching, mainly Encyclical letter „Centesimus annus”<sup>1</sup>.
2. Results of European debate on „Partnership for a new organization of work”<sup>2</sup>, as well as „Global Compact” announced by UN Secretary General and ”Partnership 2000” proclaimed by Irish government, mainly to avoid unemployment.
3. Memorandum on productivity, quality of life at work and employment – „Productivity, Innovation, Quality of Working Life and Employment”<sup>3</sup>, elaborated by

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<sup>1</sup> JOHN PAUL II, Encyclical letter Centesimus annus, LIBRERIA EDITRICE VATICANA, VATICAN

<sup>2</sup> EUROPEAN COMMISSION, Partnership for a new organization of work, Synthesis of responses, Directorate-General for Employment, Industrial Relations and Social Affairs.. Brussels, Manuscript completed in 1998.

<sup>3</sup> EANPC - European Association of National Productivity Centers, Productivity, Innovation, Quality of Working Life and Employment, Memorandum, Brussels, February 1999

representatives of National productivity Centers from 16 countries of West and East European countries.

*Table 1. Main resources of the 177 PRINCIPLES of ethical work for the EC1000 Standard*

Kind of resource	Name of the document, sources and institutions
<b>Social encyclical letters</b>	Encyklical letter Centesimus annus, John Paul II ,1991
	Encyklical letter Laborem exercens, John Paul II, 1981
	Constitution Gaudium et spes, (Vatican Council II) 1965 .
<b>Research and documents of the European Union, United Nations, Ireland</b>	“Partnership for a new organization of work.” Synthesis of responses. European Commission, 1998 r.
	“Global Compact”, UN, Kofi Annan, 2000 r.
	“Partnership 2000”, Irish Government, 1996 r.
<b>Memorandum of the European Association of National Productivity Centers</b>	Memorandum: “Productivity, Innovation, Quality of Working Life and Employment”. - European Association of National Productivity Centers, 1999 r.

Selected PRINCIPLES has been divided into five “Decision making areas”: MISSION of the firm, PRODUCT/SERVICE, TECHNOLOGY, PERSONEL POLICY, DEVELOPMENT & FINANCIAL POLICY. Within these areas the PRINCIPLES has been allocated among 27 “Problem fields”.

*Table 2. Structure of the “Model list of 177 PRINCIPLES of ethical work”*

Decision making areas	Number of “Problem fields”	Number of PRINCIPLES of ethical work
1. MISION of the firm	4	<b>34</b>
2. PRODUCT/SERVICE	5	<b>23</b>
3. TECHNOLOGY	7	<b>13</b>
4. PERSONEL POLICY	6	<b>80</b>
5. DEVELOPMENT& FINANCE POLICY	5	<b>27</b>
<b>Total:</b>	<b>27</b>	<b>177</b>

## A.2 Managerial tools

The list with 177 PRINCIPLES of ethical work is the foundation of two managerial tools:

- EC1000 INQUIRE for the firm's CREW members
- EC1000 QUESTIONARY for the firm's DECISION MAKERS

### **EC1000 INQUIRE for the firm's CREW members (Enclosure No 1.)**

Measuring has to be done in the five „decision making areas” mentioned in Table 2, which are typical for each firm. They are divided into 27 problem fields. In each field are mentioned the PRINCIPLES of ethical work.

In the design of this inquire the following assumption are fulfilled:

- Ethical value system is build in, expressed by the 177 PRINCIPLES of ethical work,
- All criteria are formulated in such a way that the answer „YES” means that the PRINCIPLE is applied. This makes easy the summarizing of the findings.
- 100% answers “YES” mean an ideal ethical level. This way were formulated criteria selected from the three sources?

### **EC1000 QUESTIONARY for DECISION MAKERS (Enclosure No 4.)**

The questionnaire serves for description of firm's value system. It qualifies also the impact of particular PRINCIPLES on firm's competitiveness and productivity. The decision makers determine also the weight for each PRINCIPLE herby they are selecting the „value system” for their firm. To make comparison of findings possible, each firm has 1000 weight points for their disposal.

The impact on competitiveness and productivity is denominated by a 6 point scale: 5 = impact is very high; 4 = impact is high; 3 = impact is average; 2 = impact is low; 1 = impact is very low; 0 = no impact at all.

## **B. PARAMETERS of ethicality. INDICATORS**

### **B.1 Work ethicality of firm's CREW ( e )**

Work ethicality (e) is the degree of conformity with „The model list of PRINCIPLES of ethical work“. It is the analogy to the definition of quality: ‘ “Quality is the degree of conformity to quality standards”. We measure the ethicality by the relation of the sum of answers YES to the sum of all respondents' answers taken as 100. Opinions are expressed by employees together with managers of first and second line in the EC1000 INQUIRES. The parameter is calculated for each PRINCIPLE, for each decision making area, for the whole firm in total.

The parameter takes dimension ranking from ( e ) = „0“ to ( e ) = 100%.

### **B.2 Work ethicality weighted ( E ) – level of ethicality**

Managers determine weights for each particular PRINCIPLE who are taking into consideration conditions of the firm, internal and external. Work ethicality weighted (E), illustrates ethicality level, and is calculated as ratio of the weight and the work ethicality, ( E ) = (Weight) x ( ethicality)

This parameter is expressing the harmony of weight and ethicality, when the high weight, determined by decision makers, corresponds with the statement of the CREW that this PRINCIPLE is fully applied. Disharmony is the reverse. The parameter takes dimension ranking from ( E ) = 0 points to (E) = 1000 points.

### **B.3 Social gains (benefits) (S) per one respondent**

Social benefit (S) may come into existence from each PRINCIPLE of ethical work if applied. The (S) is calculated by multiplication of the number of PRINCIPLES and ethicality ( e), it means (S) = 177 x ( e). Which particular social benefits these are - results from the PRINCIPLES of ethical work applied from among obligatory PRINCIPLES in the EC1000 Standard. Parameter (S) is calculated for the whole firm. .

The parameter may reach the amount:

(S) = 0 social benefits up to (S) = 177 social benefits [per one employee]

#### **B.4 Indicator of PRINCIPLES' impact on competitiveness (C)**

Decision makers determine the impact of each PRINCIPLE on competitiveness - in the EC1000 QUESTIONARY, taking into consideration the conditions, internal and external, in which the firm is acting. This information is needed for the projection of the PRINCIPLES' impact on productivity level growth. As the practice indicates productivity and competitiveness are interrelated.

Indicator reaches for each PRINCIPLE (C) = 0 points up to (C) = 5 points.

The indicator may reach as maximum  $(C)_{\text{firm's}} = 177 \times 5 = 885$  impact power on competitiveness.

#### **B.5 Indicator of PRINCIPLES' impact on productivity (P)**

Decision makers determine the impact on productivity in the EC1000 QUESTIONARY, taking into consideration their experience. Productivity is measured by added value per 1 hour of employee's presence at work. The indicator may reach for each PRINCIPLE (P) = 0 up to (P) = 5 points.

The indicator may reach as maximum  $(P)_{\text{firm's}} = 177 \times 5 = 885$  impact power on productivity.

#### **B.6 Index of Ethical Competitiveness (IEC)**

Index of Ethical Competitiveness (IEC) integrates the parameters of ethicality and competitiveness. We may calculate it by multiplying the Weight (W) by ethicality, it means **IEC = (W) x (e) x (C)**. It is an important, synthetic information, indicating on the position of the firm in the environment. It enables the management "to see" their own firm in comparison with other firms on the market. It enables also strategic planning through projection and improvement of work ethicality.

The indicator may reach (theoretically) (IEC) = 0 up to (IEK) = 5000 points.

#### **B.7. Operation surplus on productivity (OSP)**

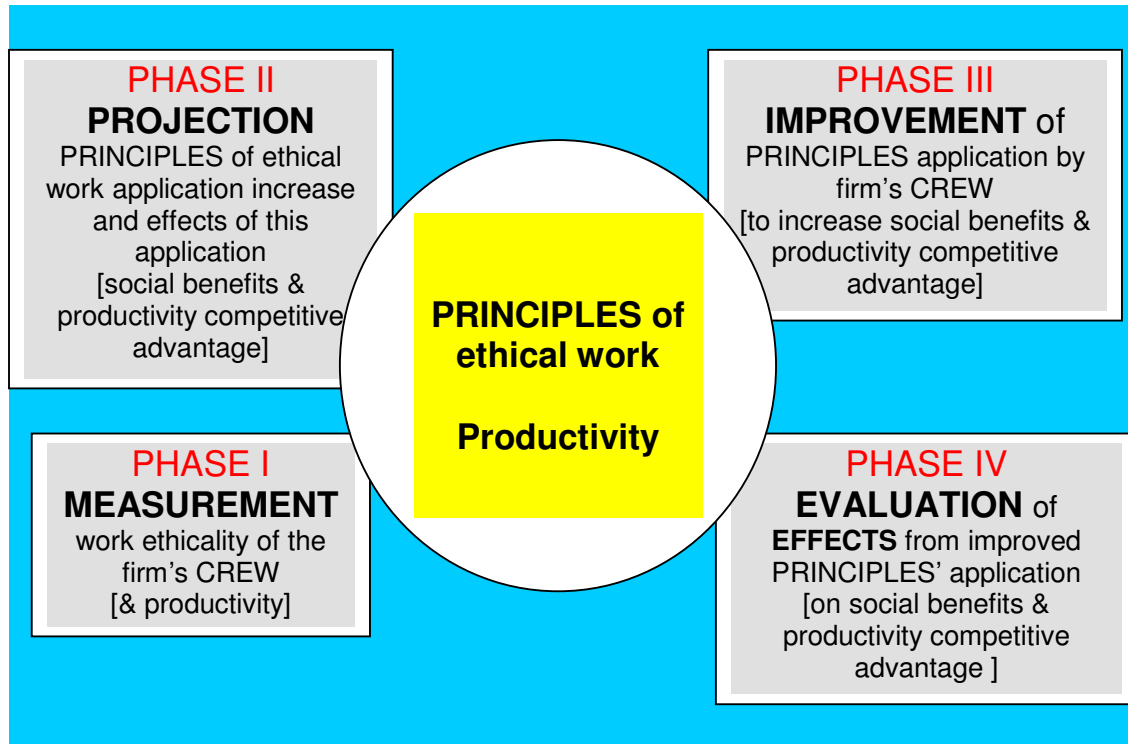
Operation surplus on productivity (OSP) we receive by subtracting of salary and wages from productivity.

The firm, which has such surplus can spent it for investment, and thus can influence the creation of new work places.

## C. Model of the EC1000 PROCESS

### C.1 PHASES of the PROCESS of work ethicality improvement

Drawing 1. PHASES of the improvement PROCESS for new culture of work and productivity



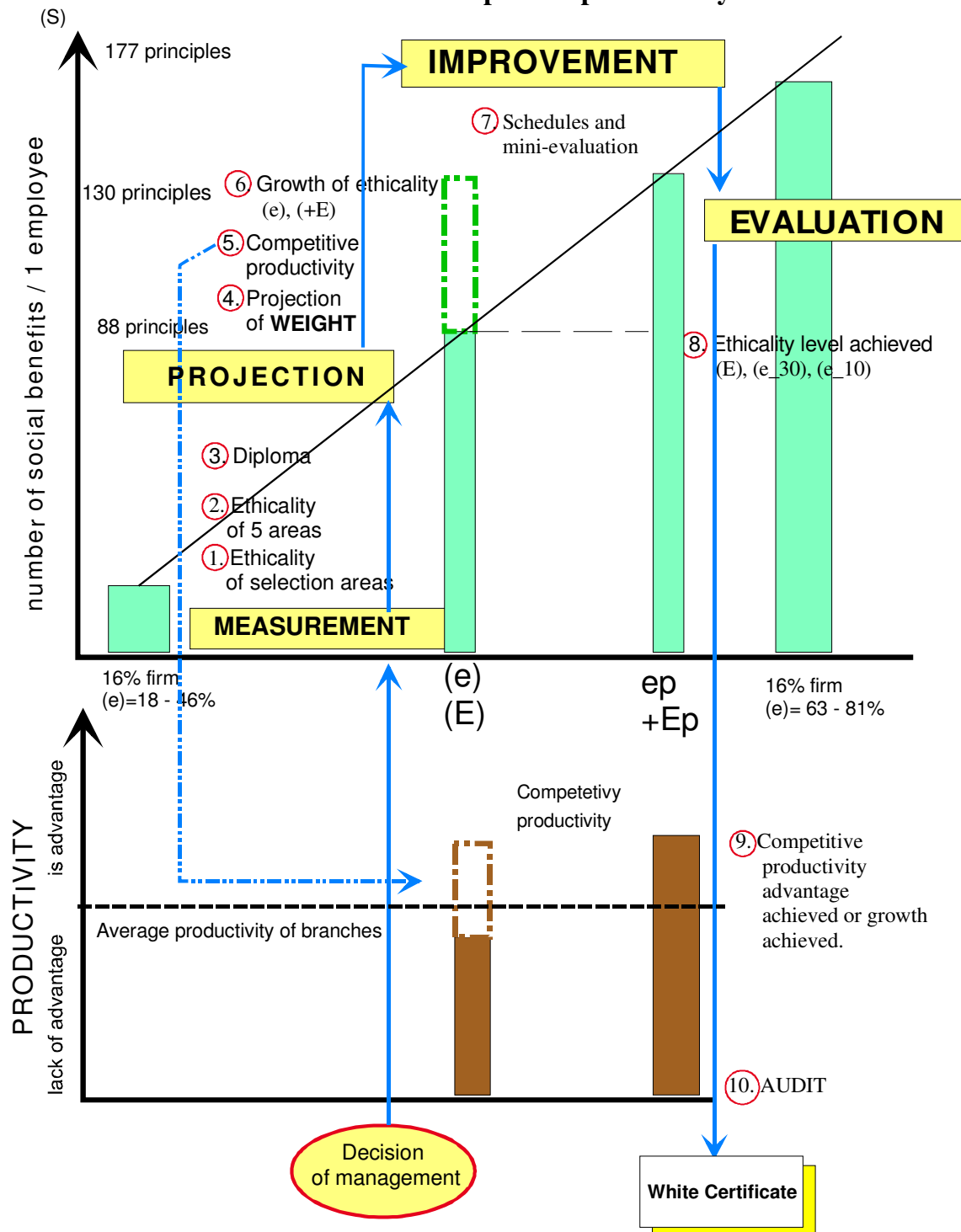
Elaborated method has to enable [the CREW = Managers and employees]<sup>4</sup> to manage the PROCESS for achievement of effects from EC1000 Standard application. Four PHASES can be seen as four functions of „Management by Ethicality”, [at the same time as modern strategy of Socially Responsible Management -SRM].

The PROCESS scheme for the achievement of effects from “Work Ethicality Standard EC1000” application and connection with “Competitive Productivity”, in the scope of four PHASES is presented in Drawing 2.

<sup>4</sup> [...] in square brackets are added explanations in the translation from Polish into English language

## C2 pro Ethical ACTIVITIES in the EC1000 PROCESS

**Drawing 2. Model of PROCESS in the standard EC1000 for high social benefits achievement (S) and competitive productivity.**



### C.3 Levels of practices in improving work ethicality

It is recognized that firms may have different level of practices in work ethicality improvement. The standard recognizes this difference supporting them by the System of Pro Ethical Influence – SOPEI. It accepts elasticity in engagement of the firm in the EC1000 PROCESS. The standard gives to the managers and employees a method and tools to manage towards high level of ethicality and productivity.

The standard recognizes four levels of practice in work ethicality improvement:

- **Starting firm**, which tries to measure – ACTIVITIES 1 and 2
- **Firm with high work ethicality**, which has accomplished ACTIVITY 3
- **Firm with ethical strategy**, which has included ACTIVITIES 2 to 9 into its strategy
- **Firm with new culture of work**, which has already achieved the requirements of the „WHITE CERTIFICATE ”.

**Table 3. Pro Ethical ACTIVITIES in the EC1000 PROCESS and levels of practices**

PROCESS PHASE	Pro Ethical ACTIVITY	Name of Pro Ethical Activity in the EC1000 PROCESS and level of practice in work ethicality improvement	Level of practice in work ethicality improvement
<b>MEASUREMENT</b>	<b>1</b>	<b>MEASUREMENT of work ethicality on selected decision making area.</b>	<b>Starting firm</b>
	<b>2</b>	<b>MEASUREMENT ethicality of the 5 decision making areas.</b>	
	<b>3</b>	<b>NOTIFICATION the CHAPTER on the Diploma requirements fulfillment</b>	<b>Firm with high work ethicality</b>
<b>PROJECTION</b>	<b>4</b>	<b>PROJECTION of WEIGHT for particular PRINCIPLES of ethical work.</b>	<b>Firm with ethical strategy</b>
	<b>5</b>	<b>PROJECTION of Competitive Productivity.</b>	
	<b>6</b>	<b>PROJECTION of ethicality growth ( ep), (+E)</b>	
<b>IMPROVEMENT</b>	<b>7</b>	<b>IMPROVEMENT – schedules and mini-evaluations</b>	
<b>EVALUATION</b>	<b>8</b>	<b>EVALUATION of achieved ethicality level (E), (e_30), (e_10)</b>	
	<b>9</b>	<b>EVALUATION of achieved Productivity Competitive Advantage or growth</b>	
	<b>10</b>	<b>Work Ethicality Audit</b>	<b>Firm with new culture of work (socially responsible)</b>

# 4. Requirements for work ethicality excellence

Application of the bellow formulated rules, accepted as standard, is required for achievement of social and economic effects.

Is used formulation: **“The firm shall....”**, what means, in the language of the standard, acceptance of the firm, which decided to apply EC1000 Standard, of the obligations to fulfill the below mentioned rules and activities.

[Attention ] - All rules are written with “bold”.

## A. PRINCIPLES of ethical work

### 4.1 Model list of 177 PRINCIPLES of ethical work

**The firm will apply the full „Model list 177 PRINCIPLES of ethical work” as a set of criteria for MEASUREMENT the work ethicality of the firm’s CREW. This list is included in the enclosure – EC1000 INQUIRE (Enc. No 1.).**

**The firm will use full list in any tools and documents covered by the standard.**

### 4.2 Giving weight by firm’s Decision makers

**Decision makers will give Weight to decision making areas,, to problem fields and to each of the 177 PRINCIPLES, taking into consideration conditions internal and external of the firm it works. This way the firm’s set of PRINCIPLES of work ethicality will be created, with determined hierarchy of importance expressed by Weights.**

**Each firm has for its disposal 1000 points, which have to be maintained for all PRINCIPLES in total.**

**Weights will be presented in the „ EC1000 QUESTIONARY for Decision makers of the firm (Enc. No 4.).**

### 4.3 Giving PRINCIPLES the weight = „0”

a) **The firm can assign to some PRINCIPLES the Weight = „0”, if the PRINCIPLE doesn’t occur in the work specifics of the firm. The list of these non occurring PRINCIPLES will have a written justification.**

- b) There is no limitation in determination of Weight to particular PRINCIPLES, with the assumption that the sum for the whole firm will not exceed 1000 points.

#### 4.4 Adding of new PRINCIPLES

The firm can add new PRINCIPLES of ethical work, needed to be taken into consideration, because of specific profile of this firm. Added PRINCIPLES will have separate cod –numbers for internal utilization in this firm.

## B. PARAMETERS of ethicality. INDICATORS

#### 4.5 Unified method of parameters calculation

The firm will calculate all ethicality parameters and indicators of influence on productivity, presented in Section 3B1.and 3B2 of the EC1000 standard.

Parameters: work ethicality ( e), ethicality level ( E) and remaining will be calculated in accordance with the general definition and patterns described in the particular enclosures to the EC1000 standard. In addition algorithms for calculation will be incorporated into the patterns of documents prepared in Excel.

#### 4.6 Unified methods of indicators and Index IEC calculation

The firm will calculate indicators of impact (C) and (P) as well as Index of Ethical Competitiveness (IEC), presented in section 3 (B4, B5, B6) of EC1000 standard.

#### 4.7 Information from EC1000 INQUIRE

The firm will conduct gathering of information for calculation of the parameters with the help of the tool: EC1000 INQUIRE for the members of firm's CREW (Enc. No 1.). All employees and first and middle line managers have the right to express their opinions on application or non application of the PRINCIPLES of ethical work by firm's CREW.

#### 4.8 Indicators from the EC1000 QUESTIONARY

The firm will project Weights in the EC1000 QUESTIONERS for the Decision makers, according to the rules presented in item 4.2, 4.3. Weights in particular decision making areas will be projected by the top manager and by the managers responsible for the particular areas. Indicators will be utilized for PROJECTION of the increase of PRINCIPLES application, its application IMPROVEMENT and EVALUATION of achieved EFFECT.

## C. Model of the EC1000 PROCESS

### 4.9 General requirement

- a) The firm will apply all PRINCIPLES of the EC1000 standard, parameters, indicators as well as PHASES and PROCESS ACTIVITIES of work ethicality excellence. For confirmation of the EC1000 standard application, the firms, which already have achieved high effects through ethicality, will apply to get the Diploma: „The firm’s CREW with high ethicality”. As next can apply to get the “WHITE CERTIFICATE”.
- b) Circumstances may occur that a firm will be able to engage itself only into some PROCESS PHASES. If such cases will occur it has to be specified and justified.
- c) If a firm, has already achieved high level of ethicality by its own methods (when the ethicality level ( E) is already bigger than 700 points), the Pro ethical ACTIVITIES 5, 6 (PROJECTION) are not obligatory - are only recommended). . It means that this firm, which has not performed PROJECTION, can also get the “WHITE CERTIFICATE”.

### 4.10 Roles and responsibility

The firm will initiate and take responsibility for excellence of work ethicality

The whole firm can be the object of excellence, or only a part of it or even a group of persons only. The scope covered by the notion „Firm’s CREW” will be defined at the start of engagement into the EC1000 standard application.

## 4.11 Specific requirements for the **PHASES** and **ACTIVITIES** of the EC1000 PROCESS

### **MEASUREMENT**

#### 4.11. **1 MEASUREMENT** of work ethicality on selected decision making area

The firm, which decides to make a trial measurement of one of the five decision areas – for example “MISSION of the firm”, has to use the EC1000 INQUIRE for the firm’s CREW members ( Enc. No 1) for the selected decision area. The findings have to be entered into the Enc. No 2.a.

#### 4.11. **2 MEASURING** ethicality of all five decision areas

The firm will measure of all five decision areas: 1. MISSION, 2. PRODUCT/SERVICE, 3. TECHNOLOGY, 4. PERSONAL POLICY, 5. DEVELOPMENT AND FINANCIAL POLICY.

The firm will use the EC1000 INQUIRE for firm’s CREW members (Enc. No 1) each member of firm’s CREW has the right to participate in the measuring . The minimum number of respondents is: 50% of total CREW number in firms up to 50 persons; 30% in firms with up to 250 persons; 20% in larger firms. The selection of respondents can be done by chance, but also a purposely selected group of employees, recognized [by firm’s management and employees’ representatives] as representative for the whole firm’s CREW.

The firm will conduct full measuring at least once per year

#### 4.11. **3 NOTIFICATION** the CHAPTER on the Diploma requirements’ fulfillment

The firm fills in the „NOTIFICATION” (Enc. No 3. ) on fulfillment of the requirements to receive the Diploma: „The firm’s (organization’s) CREW with high work ethicality”. The requirement is: achieved work ethicality parameter ( e) for the whole firm (177 PRINCIPLES), has to be bigger than 60% . The Parameter is calculated according Section 3. Point B.1, in the pattern-document Enclosure 2b.

The document confirming this fact are the results of measuring presented in the pattern-document named: „WORK ETHICALITY ( e) of firm’s CREW (Enc. No 2b ). This document comes into existence from the results of measuring with EC1000 INQUIRE

The statement that the summary result of work ethicality measuring for the whole firm is greater than 60 %. has to be written into the NOTIFICATION (Enc. No 3).

The NOTIFICATION has to be signed by the Chairmen/Director of the firm or a non profit organization.

The NOTIFICATION has to be mailed by letter to the CHAPTER: ul. Chelmska. 21 a, 00-724 Warsaw, POLAND, adding: "Diploma EC1000" and in addition by e mail: [administracja@warszawa.janski.edu.pl](mailto:administracja@warszawa.janski.edu.pl) adding: „Diploma EC1000”. The due date is 30th April of each year. For the edition of year 2009 the due date was postponed up to 11<sup>th</sup> May.

## **PROJECTION**

### **4.11. 4 PROJECTION of WEIGHT by DECISION MAKERS of the firm**

- a) Decision makers of the firm are selecting PRINCIPLES of ethical work for the CREW of their firm. The selection is done by giving Weight to PRINCIPLES mentioned in the EC1000 QUESTIONARY for Decision makers of the firm (Enc. No 4). The firm's Chairman divides 1000 points among the five decision areas. As next decision makers in each decision area are determining the number of points on „problem fields”, mentioned in their decision area and after dividing the points to each PRINCIPLE. The final co-ordination of Weights follows on the board meeting of the firm.
- b) To the co-ordination of Weights will be invited representatives of firm's CREW. The firm will consult given Weights with internal stakeholders (employees) of the firm. The firm will assume that responsibility for effects will still remain with the DECISION MAKERS of the firm.
- c) Weights can be changed by Management of the firm, when such need occurs, because of changes in internal and external conditions in which the firm is acting.
- d) Decision makers may recognize that some PRINCIPLES are not applicable in the profile of their firm's activity and will give them the weight = "0". A specification of these PRINCIPLES will be made including a short justification.
- e) Decision makers determine the impact of particular PRINCIPLES on competitiveness of the firm and on labor productivity of the firm's CREW.

#### 4.11. **5 PROJECTION of COMPETITIVE productivity**

- a) The firm undertakes PROJECTION of COMPETITIVE productivity for the year... using the pattern-document (Enc. No 5.)
- b) The firm will do calculation of the average productivity of the branch, in which the firm is acting, using the available statistical data from statistical offices.
- c) The firm will make its own qualification of average productivity for the branch, for those for which statistical data are not available. Data for some selected competitor firms from the list „List 2000” edited by the news paper „Rzeczpospolita” in November each year can be used for calculations. [Other accessible statistical data in particular European countries can be used].

#### 4.11. **6 PROJECTION of ethicality growth [ep], (+E)**

- a) The firm will undertake PROJECTION when ethicality is low (conventionally, when less than 60 % of PRINCIPLES from the list are applied.
- b) The firm’s Management fixes outline for PROJECTION, in such a way that the requirements to get the „WHITE CERTIFICATE” will be fulfilled.
- c) The firm will fix the method for projection making excellent the work ethicality. The task is to project increase of application of these PRINCIPLES which have received the highest Weights from the Decision makers and have the highest impact indicators on competitiveness and productivity.
- d) The firm will undertake PROJECTION according to the method EC1000, if it doesn’t have other more effective methods of projection.
- e) The firm will prepare the “PROGRAM of Pro Ethical Activities of Firm’s CREW for the year .....” using the pattern-document (Enc. No 5.)

## **IMPROVEMENT**

#### 4.11. **7 IMPROVEMENT – schedules and mini-evaluations**

The firm, its CREW, will undertake different activities for improving the degree of PRINCIPLES of ethical work applications up to now. The ways of improvement are not included into the standard - will be conducted according to firm’s recognition.

# EVALUATION

## 4.11. 8 EVALUATION of achieved ethicality level ( E),(e\_30), (e\_10)

- a) The firm will prepare the „INFORMATION on EFFECTS of Pro Ethical” activities of firm’s CREW for the year ... on the pattern-document (Enc. No 6.)
- b) The firm will present the „INFORMATION on EFFECTS ...” to the stakeholders of the firm.
- c)

## 4.11. 9 EVALUATION of achieved Productivity Competitive Advantage or growth

- a) The firm will prepare calculations of achieved productivity competitive advantage above the average productivity level of the branch, in which the firm is acting, in the pattern-document (Enc. No 6-C.).
- b) The firm will prepare information on the growth of productivity in the current year in relation to previous years and comparison with the dynamics of productivity growth of the branch, in the pattern-document (Enc. No 6-C.).

## 4.11. 10 Work Ethicality Audit

- a) The firm will make the statement, based on the outcomes in the „INFORMATION on EFFECTS...” if the requirements to get the „WHITE CERTIFICATE” are fulfilled. The requirements are presented in the Work Ethicality Standard EC1000 (Exposure draft), - Section 6, “WHITE CERTIFICATE”- regulations, requirements of obtainment, paragraph 6.
- b) The firm will send the „NOTIFICATION card”- pattern-document (Enc. No 7.) to the CHAPTER to confer this certificate for the firm’s CREW. The due date is 10-th October. The same due date will be in each next years.
- c) The firm, which has selected the „Correspondence audit”, has to attach to the „NOTIFICATION” the required documents designated in the regulations – clause 9, “Correspondence audit”.
- d) The firm will fulfill the requirement of AUDIT realization as designated in the Regulations – clause 9.

The enclosures to the standard contain instructions, indications necessary for correct usage of the standard and to achieve social and economic effects. More detailed information, STEP by STEP contains: “The Guide to Pro Ethical Activity” in Series EC1000 VOLUME II”.

# 5. System of Pro Ethical Influence – SOPEI

## SOPEI – ORGANIZATIONAL STRUCTURE

- The leading unit in SOPEI is the Bogdan Janski Academy, the Management Department in Warsaw – as the designer of the Work Ethicality Standard EC1000.
- As the regional units of SOPEI will serve the Departments of the Bogdan Janski Academy coming from another places: in Chelm, Elblag, Krakow, Opole and Zabrze and the Higher School of Management and Entrepreneurship in Lomza.
- As influence units will be these firms, which have already received the ‘**“WHITE CERTIFICATE”**’.
- As basal unit (organizational cell) of influence will be the „CLUB of ethical activity” in firms. To the CLUB members will be enrolled on own wish. The task of the CLUB will be to support the effective measurement, projection, improvement, evaluation.
- Other research units of the Academy will be invited to reinforce the SOPEI in the range of the country/or region.
- Cooperation on the application of the standard EC1000 in countries of Europe through the National Productivity Centers, associated in the European Association of National Productivity Centers -EANPC, with the headquarter in Brussels - will be continued.

## SOPEI – OBJECTIVE

To achieve higher social and economic effects by the firms’ CREWS and organizations, through influencing towards higher work ethicality in connection with high quality and productivity. In the scope of SOPEI, the most new knowledge on methods and tools of gaining high social and economic effects through high ethicality will be delivered to managers and employees.

## **SOPEI – INFLUENCE EFFECTS**

To contribute to:

- Growth of the number of social gains per 1 member of the CREW.
- Growth of labor productivity and of the firm's fixed assets greater than the average growth in the branch.
- Gaining of competitive advantage on productivity.
- Growth of social investments, among them by creation of new work places (good work).

## **SOPEI – PARTICIPANTS**

Persons and organizations, which like and know how to influence pro ethically in own work environment or in units, which have submitted the need to get help.

## **SOPEI – RESOURCES**

Knowledge and professional skill, together with acquaintance of the PRINCIPLES of ethical work, among them in management. In particular it goes for the know how of the Work Ethicality Standard EC1000 and other similar standards and methods.

## **SOPEI – THE PROCESS OF INFLUENCE**

The process happens with utilization of the most modern means of influence, communication and continuous learning (Internet, e-mail, e-learning). This will be performed by the scientific units of SOPEI. They will support and render assistance to firms and organizations which like to apply the standard EC1000.

An obligation to do so is also the settlement in the Project R11 004 01 – we quote:

*„SOPEI is the concept of prof. dr hab. eng. Tadeusz Pietrzkiwicz , who stated that the firms alone without help from outsider, will not be able to perform successfully the pro ethical activities and achieve effects. He stated that it is necessary to conduct intensive applied research. Theses tasks can be performed by institutes, colleges together with firms having interest to do it. He was of the opinion that further research on the correlation between decision makers' ethical posture and consequences for the stakeholders is needed, by using his matrix "Decision makers- Stakeholders". This matrix indicates that even if the posture is ethical the consequences can be negative. He indicated on the need for applied research of the value systems used by firms which are achieving the best social and economic effects. To search for universal ethical principles to built the universal ethical part of ethical systems for the firms. This is what the European Union is looking for that. The research has to be systematic and repeated - he stated”.*

# 6. „WHITE CERTIFICATE”

## Regulation and conditions to get it

### § 1.

#### The base of granting the ‘WHITE CERTIFICATE’

1. Granting the “**WHITE CERTIFICATE**” is a continuation of implementation of research findings to economic praxis from the R& D project R11 004 01, named: *„Quantification of the impact of firm’s CREW work ethicality on competitive productivity, social gains and creation of workplaces in the conditions of integration and globalization. Draft Ethicality Standard EC1000 for firms in Poland and Europe”*  
The Project was performed by the research group – The Bogdan Janski Academy in the years 2006 - 2008, financed by the Minister of Science and Higher Education of Poland.
2. In the scope of this project the “Work Ethicality Standard EC1000 (Exposure draft)” was elaborated of which this Regulations are an integral part.
3. „**WHITE CERTIFICATE**” is granted by the CHAPTER of „**WHITE CERTIFICATE**” taking as base the „INFORMATION on EFFECTS, being prepared by the firm (Enclosure No 6 of the Standard) and positive result of the AUDIT, with statements that the conditions of the standard EC1000, mentioned in paragraph 6 of these regulations are fulfilled.

### § 2.

#### Objective of „WHITE CERTIFICATE”

1. **Superior objective** - to honor these firms which achieve good economic and social results by applying PRINCIPLES of ethical work. They may serve as model for other organizations.
2. **Immediate objectives:**
  - 1) Contribution of firm’s CREWS’ to the growth of social benefits, “spiritual” and “material” (sensible for the stakeholders from the firm’s activity).
  - 2) Achieve competitive advantage of productivity, which often is conditioning accomplishment of these benefits through utilization of the method and tools available in the Work Ethicality Standard EC1000.
  - 3) Increase effectiveness of decisions performance through engagement of employees.
  - 4) Increase the number of applied PRINCIPLES of ethical work, and thus to increase its impact on sustainable development of the firm, its CREW and productivity.
  - 5) Increase the level of innovativeness and competitiveness through ethicality.

### § 3.

## What about is the „WHITE CERTIFICATE” ?

The name of the granted certificate comes from association of ethicality with any activity, among them economic activity, and specific activity of social organizations. Are based on bright, and clean principles (is symbolized by white color) with the principles of certification (to testify), which indicate that the CREW is working according with them.

### § 4.

## Social benefits and competitive productivity

Each of the PRINCIPLES of ethical work, after its application in the practice, may change itself into „social benefits” for stakeholders of the firm. The greatest form of gaining social benefits is the activity for the COMMON GOOD.

Competitive productivity that is such its level, measured by added value per 1 hour of crews presence in the firm, which is higher than the average productivity of the branch in which the firm is acting. It has to achieve value, at least 20 % higher than the average productivity of the branch.

### § 5.

## The entitled to receive the „WHITE CERTIFICATE” – edition year .....

1. Each firm’s CREW in Poland, [also in other countries]<sup>5</sup> which will fulfill the conditions of the Regulations and will get positive opinion of the auditor, expressed in the REPORT of AUDIT.
2. The firm up to the 30th September of each year will do at least one MEASUREMENT of WORK ETHICALITY ( e) of firm’s CREW with the help of the form EC1000 INQUIRE as well as assigning Weights to PRINCIPLES of ethical work and qualify the impact of each PRINCIPLE on competitiveness and on productivity( EC1000 QUESTIONARY). The firm is obliged to elaborate „INFORMATION on EFFECTS” up to the 10th of October each year. The due date is the same for each year.
3. The same are the conditions for firms, which apply for the prolongation of the certificate. Prolongation is realized in the same way as „Corresponding alternative” for the Audit [mentioned in Enclosure No 7, page 73]

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<sup>5</sup> Additional remark to the present EC1000 Standard’s edition in English. Address to mail the “NOTIFICATION” to the CHAPTER is mentioned in the form in Enclosure No 7. Contact person mentioned on page 2 of this Standard.

## § 6.

# Conditions to obtain „WHITE CERTIFICATE”

### I. Basic conditions:

- 1. Level of Ethicality ( E) of the firm**, it means Ethicality ( e) multiplied by Weight (W) assigned by DECISION MAKERS in the firm for particular 177 PRINCIPLES, has to achieve minimum **700 point**.
- 2. Indicator (e\_30)** means that out of the group of 53 PRINCIPLES determining the New culture of work, at least 30 principles have achieved ethicality ( e) above 50 % . List of the 53 PRINCIPLES contains *Enclosure to the Regulations the Table 1*.
- 3. Level of Labor Productivity (P)** – calculated as added value of the firm per 1 hour of presence of the CREW members. Productivity of the firm has to be higher than the average Productivity of the branch.
- 4. Level of social investments** – understood as expenses for social AIDS for the CREW and outsiders of the firm. This indicator has an informative character (complementary). Is presented in a descriptive form with the mentions amount of money had been spent on widely understood social aims.

### II. Additional conditions have to be fulfilled, if the basic requirements are not accomplished:

1. In the case of not accomplished **indicator (e\_30)** the firm may conclude to the CHAPTER through mediation of the Auditor, asking for interpretation of achieved results, parallel submitting the “PROGRAM of Pro Ethical Activities” of the firm’s CREW, aiming to improve this indicator in short time.
2. In the case of not achieved competitive advantage of productivity (P) the firm will elaborate information on the dynamic of firm’s productivity and the average in the branch in the period of 3 years. Greater dynamics of productivity in the firm than in the branch, qualifies the Firm to contest for the „**WHITE CERTIFICATE**”.
3. In the case of not accomplished competitive advantage and growth of dynamics, achievement of positive result on the **indicator e\_10** is investigated, (it is the application of principles with high impact on productivity). Each principle, mentioned in the *Appendix to Regulations – Table 2* should indicate ethicality ( e) above 60 %
4. Lack of anyone of the above mentioned additional conditions eliminates the firm of the procedure to obtain the „**WHITE CERTIFICATE**” in the present edition. For achievement of positive results, the firm should elaborate the “PROGRAM of Pro Ethical Activities” of firm’s CREW for the period of the next edition of the Competition.

5. When additional indicators are applied we have to calculate „W\_20” ( this means 20 PRINCIPLES with the highest weights (W) ) and to describe the analysis coming from this calculations. This indicator can serve also for detailed analysis to be conducted before the elaboration of the “PROGRAM of Pro Ethical Activities”.

## § 7.

### Validity period of the „WHITE CERTIFICATE”

1. The period of validity is one year. For the first time the „WHITE CERTIFICATE” was granted for the period 2007/2008. Prolongation is done base on one MEASUREMENT done (by the firm) with help of the EC1000 INQUIRE and list of results in Enc. No 2b of the EC1000 Standard and second time AUDIT (correspondent form). The validity of the certificate starts with the date of its giving – from 11 November each year.
2. „WHITE CERTIFICATE” will be granted to firms every year at the same day. Handing over is done by the Rector of the Academy during the inauguration of the academic year at the Bogdan Janski Academy with the **date 11<sup>th</sup> November of given year.**

## § 8.

### Notification procedure for “WHITE CERTIFICATE”

1. The firm mails the filled in “NOTIFICATION Card” to the Chairman of the CHAPTER „WHITE CERTIFICATE” . Mailing of the “INFORMATION on EFFECTS” is not obligatory. Essential and methodical consultation with one of the Auditors, to prepare correctly this document according to the EC1000 Standard, is recommended.  
The firm selects the form of audit: locally at the firm (mailing of the INFORMATION is not needed) or the correspondence form (mailing of INFORMATION to the CHAPTER is needed) on the form Enc. No 6 to the ”Work Ethicality Standard EC1000” . The CHAPTER will ensure the confidence for the mailed document.

NOTIFICATION to the CHAPTER of the „WHITE CERTIFICATE” ( Enc. No 7 to EC1000 Standard) has to be mailed up to the 10<sup>th</sup> October each year, to the Chairman of the CHAPTER „WHITE CERTIFICATE” , ul.Chelmska21 a, 00-724 Warsaw (Poland), adding „WHITE CERTIFICATE”.

2. The Chairman of the CHAPTER „WHITE CERTIFICATE” assigns the Auditor from the list of Auditors, accepted by the CHAPTER.
3. The Auditor is conducting the AUDIT (checking) of the fulfillment of conditions of the “regulations” which is the integral part of the “Work Ethicality Standard EC1000”. He prepares the “REPORT on the AUDIT”. .The firm has to pay the honorarium for the audit according to the rate fixed by the CHAPTER (if the firm has not proposed the „Correspondence audit”).
4. The Auditor presents the „REPORT of AUDIT” to the CHAPTER together with comments and recommendation.

5. The CHAPTER, after discussion and vote takes the final decision to grant the „**WHITE CERTIFICATE**”.
6. The chairman of the CHAPTER informs the firm on the decision of the CHAPTER .

## § 9

### Conditions for conducting the audit

#### Audit in the firm

1. The firm prepares documentation of the performed MEASUREMENT with the EC1000 INQUIRE (Enc. No 2b to the standard) and EC1000 QUESTIONARY (Enc. No 4 to the standard) and full elaboration of **”INFORMATION on EFFECTS of the Pro Ethical Activities”**(Enc. No 6 to the standard).

„INFORMATION ....” should contain:

- A. SYNTHESIS of EFFECTS,
  - B. Specification of results and achieved effects (detailed effects),
  - C. Evaluation of the performance of the PRODUCTIVITY PROGRAM
  - D. Description of „social investments”,
  - E. Performed Pro Ethical Activity (description)
2. The firm will enable the access and insight into the documents based on authority, among them the financial one of the firm, in the scope necessary for the calculation of productivity.
  3. The firm will ensure administrative conditions to conduct the AUDIT through office place to work for its duration.
  4. The firm will ensure technical conditions for the elaboration of the “REPORT of AUDIT” together with its signing by a plenipotentiary person to represent the firm on the day the audit will be conducted.

#### Correspondence audit

**The Management of the firm may propose the CHAPTER to conduct „Corresponding audit”.**

5. The firm mails “NOTIFICATION” and the “INFORMATION on EFFECTS” (Enclosure No 6), in electronic and paper form, to the address of the CHAPTER, mentioned in the NOTIFICATION. The firm indicates the person for contacts.
6. The Auditor, assigned by the CHAPTER, prepares „Report of the correspondence audit”, prepared on the basis of the INFORMATION on EFFECTS of the firm.
7. The Auditor mails the “Report of correspondence audit” to the Management of the firm for approval.
8. The Management mails the accepted „Report of correspondence audit” to the CHAPTER.

**Enclosure**  
to the Regulations “WHITE CERTIFICATE” – conditions for obtainment

**Table 1. PRINCIPLES of ethical work determining the new culture of work  
[for PROJECTION and qualification the parameter (e\_30 )**

<i>PRINCIPLES of ethical work</i>
1.1 I feel that the Board of Management in the MISSION takes into consideration the principle that “man’s principal resource is man himself” what means <b>the main wealth of the firm is the MAN himself</b> – the firm’s CREW
1.2 I feel that a common tendency of the CREW toward the continuous firm’s development is the basis for the MISSION being implemented
1.3 “Building up a more decent life through united (solidarity) labor of concretely enhancing every individual’s dignity and creativity, as well as his capacity to respond to his personal vocation” – is the principle being implemented by our CREW
a) “The legitimacy of workers’ efforts to obtain full respect for their dignity and to gain broader areas of participation in the life of industrial enterprises so that, while cooperating with others and under the direction of others, they can in a certain sense work for themselves (through the exercise of their intelligence and freedom”
b) “The purpose of a business firm is not simply to make a profit, but is to be found in its very existence as a community of persons who in various ways are endeavoring to satisfy their basic needs”
c) “Profit is the regulator of the life of a business, but it is not the only one; other human and moral factors must also be considered, which, in the long term, are at least equally important for the life of a business”
d) The basic aim of production is not only the growth of the volume of products nor profits, but serving to the MAN with taking into consideration of the material needs and the requirements of the mental, moral, spiritual or religious life,
e) My “right to freedom as well as the duty of making responsible use of freedom” to use it in a responsible way”
f) Determining (on the effects of the firm) is “the role of a disciplined and creative human work” of the CREW of the company and, - “as an essential part of that work – initiative and entrepreneurial ability becomes increasingly evident and decisive”
g) Supported is “the technological progress, inventiveness spirit, the care to create and make extension of the enterprise, improvement of production methods and honest effort of people employed in production: in brief all what serves the progress”.
h) “From his WORK the man has to have his daily bread and through work he has to contribute to continuous development of cultural and moral level of the society, in which he is living as member of brotherly community”.
1.7 In our company it is recognized that ethics is more important than technique (priority of ethics beyond technique)
1.8 In our company it is recognized that MAN is more important than thing (priority of MAN over the thing)

1.10 My spiritual needs are fulfilled in satisfactory degree
a) the joy of work
b) the creative involvement
c) the continuous learning
d) the personal freedom and dignity is respected
1.12 The Board of Directors entertains that the “free market is the most efficient instrument for utilizing resources and effectively responding to needs”
1.13 The Board of Directors entertains that “there exists something which is due to MAN, because he is MAN, by reason of his lofty dignity. At the same time to make an active contribution to the COMMON GOOD of humanity”
1.15 I feel that the company performs the mission, taking into consideration that “MAN is the creator, centre and aim of the whole socio-economic life of the company
1.17 The firm respects the basic human rights such as:
a) “The right to share in the work which makes wise use of the earth’s material resources and to derive from that work the means to support oneself and one’s dependents ”,
b) “The right to develop one’s intelligence and freedom in seeking and knowing the truth”,
c) The right freely to establish a family, to have and to rear children.
d) “The right to live in a united family and in a moral environment conducive to the growth of the child’s personality”

2.1 The call of our clients for an existence(with our products and services) which is qualitatively more satisfying is of itself legitimate and to more and more better and satisfactory living conditions and larger and larger wealth is in itself justified - this is an obligation for our company’s CREW.
2.4 The Management in our company is accomplishing the principle to have: „ability to foresee the needs... for others”
2.5 The company is promoting buying and consumption of products without exaggeration - is not promoting the “consumerism”.

2.6 In the company we realize, that today the problem is to “respond to a demand for quality: the quality of the goods to be produced and consumed, the quality of services to be enjoyed, the quality of the environment and of life in general”.
3.1 The production means serve serviceable work and are productive – there fore its (private) possessions are justified and serves the increasing of work places, development but not exploitation
3.2 The Management recognizes “the combination of productive factors most adapted to satisfying needs” of the CLIENTS, to avoid unnecessary costs and investment
3.3 The Management of the company takes care on the implementation of innovations to keep the competitive advantage of products produced with new technologies
4.2 Management of the firm „ has started development processes aiming at better utilization not of the material resources but of „the human resources”.
4.3 Management recognizes the need for “ <b>everlasting procurement of new competences and adaptation to changes</b> ” by the company’s CREW.

4.10 I recognize that „ <b>the possession of know-how (knowledge), technology and skill</b> ” is today the source of wealth.
4.11 Management takes care about “the training of competent business leaders who are conscious of their responsibilities.
4.13 Management of the firm gives „help in gaining of knowledge, involvement into the system of mutual connections, in the development of appropriate behavior, which will make possible a

better utilization of my own capabilities and resources”.
4.16 I recognize that “constant transformations of the methods of production and the consumptions devalue certain acquired skills and professional expertise, and thus requires a continual effort of re-training and updating. some already achieved skills and already proved up to now professional preparation, forcing to continuous attainment of new qualification and adoption to the change”
4.17 I am conscious that „for the poor, to the lack of material goods has been added a lack of knowledge and training
4.18 I am giving more importance to the tendency towards „being” rather than „having ” and want to have more in order to be more
4.22 The wage „is sufficient to enable me to support myself, my wife and my children” (my family) (“Just wage”)
4.26 In my opinion an „integral development of human person” is performed in the company “which promotes greater productivity and efficiency of work”..
4.2 In the company attention is paid to the security of moral conditions 7
4.28 The company’s management is attaching significance to such “important virtues” like:
a) “diligence” (“honesty”)
b) „industriousness,”
c) „prudence in undertaking reasonable risks”,
d) „reliability and fidelity in interpersonal relationships”,
e) „courage in carrying out decisions which are difficult and painful but necessary, both for the overall working of business and in meeting possible set-backs”.
4.29“Disciplined work and solidarity in cooperation” is promoted in the company by all members of the firm’s CREW.
4.32 In the company is recognized that there are “opportunities for commitment and effort in the name of justice on the part of trade unions which defend workers’ rights and protect their interests (as persons), while fulfilling a vital cultural role”
4.33 I notice the need of my colleague to make the work in our firm (company) “fruitful and productive”
4.34 Man, in our company, is recognized as „decisive factor, his cognitive capabilities, capability to participate in a solidarity organization, the competence to feel and satisfy the desire of other people”
5.1 I “acknowledge the legitimate role of profit as an indication that the business is functioning well”
5.6 The Management treats the CREW as a community of people aiming at common development, and that choice of savings and of investments as the decisive element of life style at work is seeking for truth, beauty and goodness.

**Table 2. PRINCIPLES of ethical work having (special) impact on PRODUCTIVITY**  
 [for PROJECTION and for quantification of the parameter (e\_10)]

PRINCIPLES of ethical work
1.11 My “material” needs are acceptably taken into consideration, among them: 1.
b) well organized production process
c) technological progress taken into consideration
3.1 The production means serve serviceable work and are productive – there fore its (private) possessions are justified and serves the increasing of work places, development but not exploitation.
3.2 The Management recognizes “the combination of productive factors most adapted to satisfying needs” of the CLIENTS, to avoid unnecessary costs and investment
3.3 The Management of the company takes care on the implementation of innovations to keep the competitive advantage of products produced with new technologies.
4.19 I am conscious that productivity growth is the precondition of salary and wages growth in our company.
4.26 In my opinion an „integral development of human person” is performed in the company “which promotes greater productivity and efficiency of work”.
5.1 I “acknowledge the legitimate role of profit as an indication that the business is functioning well”
5.4 I consider the level and raising of productivity in the company as a source for wages and payment growth for the CREW..
5.8 The company realizes development works of its technology, products and services through agreements with the organizations mentioned bellow:
a) Universities
b) Clients

# **Annex I. Definitions – index of notions**

## **I.1 Sustainable development , which takes into consideration the spiritual and material needs of human beings also respects his basic rights**

This is the superior objective for a firm realizing application of the Work Ethicality Standard EC1000 (Exposure draft) and for Units of the System of Pro Ethical Influence – SOPEI.

The realization of sustainable development refers mainly to the achievement of labor productivity growth above the average in the branch, and competitive productivity. At the same time it refers to social benefits of the [Stakeholders](#) through work ethicality development and achievement of new culture of work.

## **I.2 Stakeholders of a firm.**

Stakeholders of a firm that are these individual persons or groups which affect the Organization (Firm) or the Organization (firm) is affecting (according “ASSURANCE STANDARD AA1000, London, 2003 p.31. Internal Stakeholder that are the shareholders, management, labor unions and employees ; in turn, clients, supplier, non government and government organizations, financial institutions are the external Stakeholders In common formulation they all are interested in the existence and development of the firm.

## **I.3 The CREW of the firm**

That are all persons who are working in the firm including the Management. It can be also departments of firms and their CREWS, especially if they are allocated in different places.

## **I.4 Social Gains, Benefits**

Each PRINCIPLE of ethical work, if it is applied, may change (transform) into social gain. Some PRINCIPLES may change into COMMON GOOD.

## **I.5 Competitive Productivity of the firm**

The level of productivity above the average productivity of the branch, on which market she is operating. The management of each firm can settle the required level of competitive productivity as minimum. to the calculation of fulfillment of the conditions to obtain the „**WHITE CERTIFICATE**” we assume that this advantage should be at minimum 20 % above the average productivity of the branch. We understand that „productivity” is expressed as added value (particle of national income) created by the firm’s CREW per 1 hour of all employees presence at work.

## **I.6 Work ethicality AUDIT]**

The Work ethicality audit should give trust to the data presented in the „INFORMATION on EFFECTS of Pro Ethical Activity. It is prepared for firm’s management and the stakeholders of the firm reporting especially for the direct users of this “INFORMATION...” It is also the base for elaboration of the “REPORT ON AUDIT” by an external Auditor.

## **I.7 The Auditor of work ethicality**

The Auditor it is one or more individuals, or an organization, contracted by the firm (Reporting organization) to provide assurance for the “INFORMATION on EFFECTS” and preparation of the “Report of audit” for the CHAPTER of **WHITE CERTIFICATE**”. The CHAPTER is proposing the Auditor to conduct a particular audit.

## **I.8 Pro Ethical Activity - PEA**

PEA is a consciously organized PROCESS of Activities aiming at achievement of economic and social effects, mainly: competitive productivity, social benefits to the firm’s stakeholders. The benefits are realized through increasing application of PRINCIPLES of ethical work and number of person of the CREW feeling the social benefits.

## **Annex II. The EC1000 series**

### **II.1 GUIDE to Pro Ethical ACTIVITIES (volume II)**

The GUIDE provides detailed indications (STEP by STEP) of application and achievement of effects from Pro Ethical Activities: high social benefits and competitive productivity. It speaks how to use the EC1000 Standard. The GUIDE will be improved by taking as basis the experience of practitioners, who have undertaken the utilization of the EC1000 Standard to make excellent the work Ethicality.

### **II.2 Research findings from the R&D Project R11 004 01**

The most important research findings will be published for utilization by the firms. Will be enriched by applied research, which is continued by the Bogdan Janski Academy.

## **Annex III. The CHAPTER of the “WHITE CERTIFICATE”**

### **III.1 Committee for Work Ethicality Standard EC1000**

The mandate of the Committee is a continuous care to develop the EC 1000 Series. The members are the executors of the research and development project R11 004 10 and invited persons. The work of the Committee is chaired by the former manager of the research and development Project R11 004 01

### **III.2 The CHAPTER of „WHITE CERTIFICATE”**

The mandate of the CHAPTER is to decide on granting the „**WHITE CERTIFICATE**” to the firms’ CREW and organizations, who have fulfilled all conditions required of particular organization. The CHAPTER also accepts granting of “DIPLOMAS titled: “The Crew with high ethicality of work”. The Chairman of the CHAPTER is H.M. Rector of the Bogdan Janski Academy. As members of the CHAPTER are:

- the Representatives of the firms
- the Representatives of labor unions ,
- the Representative of non government organization,
- the Representative of management science
- the Representative of government (Ministries)
- Representatives of the academies(Bogdan Janski Academy and others )

# **Enclosures to Work Ethicality Standard EC1000**

## Enclosure No 1

Number of the INQUIRY  .....	<b>EC1000 INQUIRY for  the members of a firm's (company's)CREW</b>	Date of filling in the INQUIRY  .....
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The EC1000 INQUIRY has been elaborated in the Bogdan Jański Academy

The answer is presented through putting X into the appropriate column.  
Your answer:

„**YES** " means that this PRINCIPLE is applied (in the company)

„**NO** " means that this PRINCIPLE is not applied (in the company)

„**I am not sure**” – means that you are not sure whether this PRINCIPLE is applied or not; (in the company);  
means also lack of knowledge about it.

# 1. MISSION of the firm (company)

## FUNDAMENTAL VALUES OF THE FIRM

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
1.1 I feel that the Board of Management in the MISSION takes into consideration the principle that “man’s principal resource is man himself” what means <b>the main wealth</b> of the firm <b>is the MAN himself</b> – the firm’s CREW			
1.2 I feel that a common tendency of the CREW toward the continuous firm’s development is the basis for the MISSION being implemented			
1.3 “Building up a more decent life through united (solidarity) labor of concretely enhancing every individual’s dignity and creativity, as well as his capacity to respond to his personal vocation” – is the principle being implemented by our CREW			
1.4. I am informed on the mission of our company			
1.5 The client and his maximum satisfaction is the main task of our firm’s CREW			
1.6 I consider that values and ethical principles mentioned below are implemented in our firm:			
a) “The legitimacy of workers’ efforts to obtain full respect for their dignity and to gain broader areas of participation in the life of industrial enterprises so that, while cooperating with others and under the direction of others, they can in a certain sense work for themselves (through the exercise of their intelligence and freedom”			
b) “The purpose of a business firm is not simply to make a profit, but is to be found in its very existence as a community of persons who in various ways are endeavoring to satisfy their basic needs”			
c) “Profit is the regulator of the life of a business, but it is not the only one; other human and moral factors must also be considered, which, in the long term, are at least equally important for the life of a business”			
d) The basic aim of production is not only the growth of the volume of products nor profits, but serving to the MAN with taking into consideration of the material needs and the requirements of the mental, moral, spiritual or religious life,			
e) My “right to freedom as well as the duty of making responsible use of freedom” to use it in a responsible way”			
f) Determining (on the effects of the firm) is “the role of a disciplined and creative human work” of the CREW of the company and, - “as an essential part of that work – initiative and entrepreneurial ability becomes increasingly evident and decisive”			
g) Supported is “the technological progress, inventiveness spirit, the care to create and make extension of the enterprise, improvement of production methods and honest effort of people employed in production: in brief all what serves the progress”.			
h) “From his WORK the man has to have his daily bread and through work he has to contribute to continuous development of cultural and moral level of the society, in which he is living as member of brotherly community”.			
1.7 In our company it is recognized that ethics is more important than technique (priority of ethics beyond technique)			
1.8 In our company it is recognized that MAN is more important than thing (priority of MAN over the thing)			

## THE VISION OF COMPANY'S OBJECTIVES

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
1.9 The objectives of the firm (company) are in line with my objectives			
1.10 My "spiritual" needs are acceptably taken into consideration, among them:			
a) the joy of work			
b) the creative involvement			
c) the continuous learning			
d) the personal freedom and dignity is respected			
e) other "spiritual" needs such as (mention the most important for you) .....			
1.11 My "material" needs are acceptably taken into consideration, among them:			
a) safety and hygiene of work			
b) well organized production process			
c) technological progress taken into consideration			
d) "just wage"			
e) other material needs such as: .....			

## THE MAIN WAY OF IMPLEMENTATION OF COMPANY'S AND CREW'S OBJECTIVES:

1.12 The Board of Directors entertains that the "free market is the most efficient instrument for utilizing resources and effectively responding to needs"			
1.13 The Board of Directors entertains that "there exists something which is due to MAN, because he is MAN, by reason of his lofty dignity. At he same time to make an active contribution to the COMMON GOOD of humanity"			
1.14 I feel that the CREW takes into consideration that keeping the competitive advantage is one of the roads to achieve the objectives			
1.15 I feel that the company performs the mission, taking into consideration that "MAN is the creator, centre and aim of the whole socio-economic life of the company			
1.16 I have the feeling, that work I am doing is important to perform the company's mission			

## THE MAN'S RIGHTS AT WORK

1.17 The company respects the basic rights of MAN such as:			
a) "The right to share in the work which makes wise use of the earth's material resources and to derive from that work the means to support oneself and one's dependents ",			
b) "The right to develop one's intelligence and freedom in seeking and knowing the truth",			
c) The right freely to establish a family, to have and to rear children.			
d) "The right to live in a united family and in a moral environment conducive to the growth of the child's personality"			
1.18 Our company has picked up the initiatives of the Secretary General United Nations concerning the human rights, called "Global Compact - 2000"			

## 2. PRODUCT / SERVICE.

### TO MEET THE DEMAND OF THE CLIENTS OF THE FIRM.

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure
2.1 The call of our clients for an existence(with our products and services) which is qualitatively more satisfying is of itself legitimate and to more and more better and satisfactory living conditions and larger and larger wealth is in itself justified - this is an obligation for our company's CREW.			
2.2 The CREW of our company is aware, that the formation of ethical relations with the client is today an important element of marketing strategy – precondition to increase the number of orders and money inflow to the company.			
2.3 The kind of client's needs satisfied by our company is socially recognized as ethical.			
2.4 The Management in our company is accomplishing the principle to have: „ability to foresee the needs... for others”			
2.5 The company is promoting buying and consumption of products without exaggeration - is not promoting the “consumerism”.			

### QUALITY.

2.6 In the company we realize, that today the problem is to “respond to a demand for quality: the quality of the goods to be produced and consumed, the quality of services to be enjoyed, the quality of the environment and of life in general”.			
2.7. I have the work conditions to follow the standards of quality according to the certificate the company has :			
a) ISO 9001, 9002,			
b) CE,			
c) ISO 14 000,			
d) others – please write: .....			
.....			
2.8 I know my role in the quality assurance by our firm's CREW			
I have the necessary conditions to follow the principles of Total Quality Management.			
2.10 Practice of honest information given to the client, on diversification of some parameters of the product, is followed			
2.11. We inform the receivers:			
a) about the limitation in exploitation of our products			
b) about difficulties in the exploitation of our products			

## DELIVERY IN TIME.

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure?
2.12 We aim to a precise keeping the due date of delivery of our products agreed with the client.			
2.13 We keep the brand of our company through honest and solid conduct with the client z .			
2.14 We receive the work from internal delivery in time, which allow me to keep my due dates.			
2.15 I practice to get the client agreement for any change of due date caused by me..			
2.16 Our products meet the safety standards.			

## THE PRICE

2.17 I am conscious that the market determines the price and to achieve the necessary profit we have to reduce the costs.			
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## ECOLOGICALITY OF OUR PRODUCTS

2.18 Our company reacts positively to the ecological questions concerning our products..			
2.19 Our products are keeping the ecological standards, offered to our clients.			
2.20 We apply the recycling in an optimal scope.			

“

### 3. TECHNOLOGY OF PRODUCTION / SERVICE

#### PRODUCTIVITY OF MEANS & OWNERSHIP

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
	3.1 The production means serve serviceable work and are productive – there fore its (private) possessions are justified and serves the increasing of work places, development but not exploitation		

#### PRODUCTION COST

3.2 The Management recognizes “the combination of productive factors most adapted to satisfying needs” of the CLIENTS, to avoid unnecessary costs and investment			
3.3 The Management of the company takes care on the implementation of innovations to keep the competitive advantage of products produced with new technologies.			

#### ERGONOMY OF PRODUCTION PROCESSES

3.4 My workplace fulfils all basic ergonomic requirements.			
3.5 I apply the well known „5S” on my workplace: SYSTEMATIC, SELECTION, ....., SELF DISCIPLINE			
3.6 Difficulties at work, on my workplace are minimized through appropriate equipment (protection against noise, lifting heavy elements).			

#### SAFETY OF PRODUCTION PROCESSES

3.7 All conditions of work safety at my workplace are fulfilled..			
3.8 There are no health dangers at my workplace.			
3.9 There are appropriate cloth rooms showers, dining rooms.			

#### DISTURBANCE OF NATURAL ENVIRONMENT

3.10 The company undertakes initiatives aiming at the promotion of responsibility in relation to natural environment.			
3.11 The technology in our company does not disturb the environment and is not using the natural resources in excess.			

#### CAPITAL ABSORPTION OF PRODUCTION

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
3.12 I think that in the company is eliminated any non economical utilization of fixed assets.			

#### CONSTRAINS OF DANGER DUE TO LACK OF RAW MATERIALS

3.13 The decision made by the management are eliminating the raw material problems:			
a. there are no standstills because of lack of raw materials.			
b. I do not have to apply replacement materials.			
c. I do not have to do my work in hurry (for example because of delay in delivery of raw materials)			
d. others :.....			

## 4. PERSONAL POLICY

### SECURITY OF EMPLOYMENT

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure
4.1 I agree with the survey findings in 15 countries of EU that „competitiveness of the EU firms can be achieved only through the enhancement of productivity” – also in our firm (company)			
4.2 Management of the firm „ has started development processes aiming at better utilization not of the material resources but of „the human resources”.			
4.3 Management recognizes the need for “ <b>everlasting procurement of new competences and adaptation to changes</b> ” by the company’s CREW.			
4.4 The collective work agreement is followed and respected.			
4.5 Management, to avoid group dismissals, is searching for additional sales markets.			
4.6 In the case of need for group dismissals Management is guided by the following ethical principles:			
a) is organizing and financing training and help in seeking of employment for employees until they will find a job.,			
b) doesn’t fire older, creative employees , who have more difficult conditions of re-employment than the young people.			
c) is preparing them for another profession and arranges shifting to other workplaces.			
d) is not firing people unconditionally to reduce the cost and is looking for alternative solutions.			
4.7 Management recognizes that the raising of productivity is the precondition for the prevention of reducing the quantity of employees, even more, to increase the number of employees.			

### CARE AND HEALTH PROTECTION OF THE EMPLOYEES.

4.8 Conditions and respecting the conditions to make the work safe are followed and created.			
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### CHANCES FOR THE PERFECTION OF PROFESSIONAL COMPETENCES

4.9 The Management is undertaking implementation of the European trend of „learning organization”			
4.10 I recognize that „ <b>the possession of know-how (knowledge), technology and skill</b> ” is today the source of wealth.			
4.11 Management takes care about “the training of competent business leaders who are conscious of their responsibilities.			
4.12 The company makes my continuous learning possible.			
4.13 Management of the firm gives „help in gaining of knowledge, involvement into the system of mutual connections, in the development of appropriate behavior, which will make possible a better utilization of my own capabilities and resources”.			
4.14 The company helps me financially in gaining knowledge.			

## cont. PERSONAL POLICY

### cont. CHANCES FOR THE PERFECTION OF PROFESSIONAL COMPETENCES

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
4.15 I have <b>raised my competences</b> in the following areas (in the period of last 12 month).			
a) making perfect my profession, (continuous updating of my knowledge and skills).			
b) on new PARTNERSHIP of entrepreneurs and employees			
c) on the BEST PRACTICES of management and organization,.			
d) on pro ethical culture of work, on „new culture of work” (taking into consideration the spiritual and material needs of the employees and respecting their basic rights)			
e) on communication and contacts among people at work			
f) on ethics in business			
g) to work on the computer			
i) to speak foreign languages (which one?) .....			
j) Others (mention what).....			
4.16 I recognize that “constant transformations of the methods of production and the consumptions devalue certain acquired skills and professional expertise, and thus requires a continual effort of re-training and updating. some already achieved skills and already proved up to now professional preparation, forcing to continuous attainment of new qualification and adoption to the change”			
4.17 I am conscious that „for the poor, to the lack of material goods has been added a lack of knowledge and training			
4.18 I am giving more importance to the tendency towards „being” rather than „having ” and want to have more in order to be more			

### MOTIVATION THROUGH HIGHER WAGES AND SALARIES

4.19 I am conscious that productivity growth is the precondition of salary and wages growth in our company.			
4.20 The greatest impact on my effectiveness of my work have:			
a) wages and salaries			
b) praises and terms of praise from the superiors			
c) prospects of promotion,			
d) social help from the company			
e) because I am working exactly in this company			
f) the way of treatment of the employee at our company			
g) social atmosphere in our company,			
h)another (please mention):..... .....			
4.21 We have a “participative remuneration system in which:			
a. the means for remuneration are connected with the results of business activity and productivity			
b. the employees are taking part in the fixation of principles and criteria of division of the means of remuneration.			
4.22 The wage „is sufficient to enable me to support myself, my wife and my children” (my family) (“Just wage”)			
4.23 The working time in the year is in the scope of the standards.			
4.24 The payment and bonuses in the company are paid fairly.			

**cont. PERSONAL POLICY**

<b>BUILDING EMPLOYEES TRUST TO MANAGEMENT</b>			
<i>PRINCIPLES of ethical work</i>	<b>YES</b>	<b>NO</b>	<b>I am not sure'</b>
4.25 The management is developing „new partnership” with the employees based on the principles defined in the European Union as „Partnership 2000” namely:			
a) recognition of a common interest to secure the competitiveness, viability and prosperity of the enterprise. It involves a continuing commitment by employees to improvement in quality and effectiveness.			
b) acceptance by employers of employees as STAKE HOLDERS with rights and interests to be considered in the context of major decisions affecting their employment..			
c) common ownership of the resolutions and challenges, involving the direct participation of employees/representatives and an investment in their training, development and working environment.			
4.26 In my opinion an „integral development of human person” is performed in the company “which promotes greater productivity and efficiency of work”..			
4.27 In the company attention is paid to the security of moral conditions.			
4.28 The company’s management is attaching significance to such “important virtues” like:			
a) “diligence” (“honesty”)			
b) „industriousness,”			
c) „prudence in undertaking reasonable risks”,			
d) „reliability and fidelity in interpersonal relationships”,			
e) „courage in carrying out decisions which are difficult and painful but necessary, both for the overall working of business and in meeting possible set-backs”.			
4.29 “Disciplined work and solidarity in cooperation” is promoted in the company by all members of the firm’s CREW.			
4.30 I am satisfied with the conditions in the company in the following areas:			
a. own wages (or salaries) in the company,			
b. human interpersonal relations (contacts with colleagues),			
c. communication with bosses,			
d. the work organization,			
e. professional development possibilities,			
f. clearness and stability in setting tasks and targets,			
g. possibility to harmonize of work with the family life and social gathering,			
h. treatment of the employee by the company.			

## cont. PERSONAL POLICY

### cont. BUILDING EMPLOYEES TRUST TO MANAGEMENT

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
4.31 I do not have fear in expression of my own opinions about the work in the company, about its organization.			
4.32 In the company is recognized that there are "opportunities for commitment and effort in the name of justice on the part of trade unions which defend workers' rights and protect their interests (as persons), while fulfilling a vital cultural role"			

### MANAGEMENT FRAMEWORK AND CREATIVE ENGAGEMENT

4.33 I notice the need of my colleague to make the work in our firm (company) "fruitful and productive"			
4.34 Man, in our company, is recognized as „decisive factor, his cognitive capabilities, capability to participate in a solidarity organization, the competence to feel and satisfy the desire of other people"			
4.35 When I have an improvement idea for anything, then I submit it in the scope of the suggestion system and receive an answer in the fixed period of time.			
4.36. The president/director is keeping informed the whole CREW at least once per month on:			
a) the present situation in the company			
b) the aimed decisions.			
4.37 I am creatively engaged – the participant of a Small Group Activity (SGA) for solving problems.			
4.38 I participate in team work for solving of company's problems. (Task Force) assigned by managers			
4.39 In the company significance is given to the work performed solidly, persistently, honestly.			
4.40 Care is given in the company to such advantages as:			
a) professional competence,			
b) care,			
c) laboriousness,			
d) initiative,			
e) inventiveness,			
f) entrepreneurship,			
g) responsibility.			
4.41 I apply the principle of mutual trust			
4.42 I help my colleagues, co-workers solitarily			
4.43 I am proud of the products of our company and i would recommend the products familiar to me.			

## 5. DEVELOPMENT & FINANCIAL POLICY

### STRATEGY OF DEVELOPMENT STABILIZATION

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.1 I "acknowledge the legitimate role of profit as an indication that the business is functioning well"			
5.2 I know my task for performance of the company's development plans			
5.3 The Management of our company realizes the principle that: "there is no peace without development"			
5.4 I consider the level and raising of productivity in the company as a source for wages and payment growth for the CREW.			
5.5 I consider the investment into purchases of new machines and equipment seems to be rational and ethical.			
5.6 The Management treats the CREW as a community of people aiming at common development, and that choice of savings and of investments as the decisive element of life style at work is seeking for truth, beauty and goodness.			
5.7 The Management realizes the principle of „free economy” in which out of the private property comes out the responsibility about the means for production.			
5.8 The company realizes development works of its technology, products and services through agreements with the organizations mentioned below:			
a) Universities			
b) Clients			
5.9 I evaluate that our products/services are competitive on the market:			
a) Local,			
b) Regional			
c) Country,			
d) European,			

### PROMOTION AND ADVERTISING. DEVELOPING THE IMAGE

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.10 The management applies solid ways of developing the opinion on the company			
5.11 Our advertising is solid appropriate and effective			
5.12 The company applies the law and rules of solid competition			

### FOLLOWING THE LEGAL STANDARDS AND RULES OF TRADITION

5.13 In the company is the tendency towards precise following of legal standards especially:			
a) on obligations in relations to employees			
b) on the deliveries to our clients			
c) on the ownership of invention,			
d) on the payment of taxes			
5.14 We desire to follow custom rules			

**cont. DEVELOPMENT & FINANCIAL POLICY**

**COMPETENCE AND HONESTY OF CLIENT SERVICE**

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.15 The client service is applying such ethical principles as:			
a) solid performance of the full range of periodical client service			
b) proposing to the clients optimal, less cost solutions for elimination of the faults of the products			

**COOPERATION WITH SUPPLIERS**

5.16 We achieve ethical cooperation with suppliers through:			
a) Rendering suppliers our help in the achievement of quality required by us in the delivered semi-products,			
b) Meeting the obligations in relation to our suppliers, which in turn are the preconditions of their fulfillment in relations to us (example: ordering in advance, changes in this orders)			
c) Keeping the due dates of financial obligations in relation to our suppliers			
d) Honest information transfer to the suppliers about that what makes our dissatisfaction			

**RESULTS of MEASUREMENT of work ethicality ( e) for the area: MISSION of the firm**

Work Ethicality Standard EC1000 (Exposure draft )		Work ethicality ( e) in the scope of : MISSION of the firm					Data of measurement		
							Number of INQUIRES		
17 firm with low e	17 firm with high e	Principles of ethical work (34 PRINCIPLES)	Results of measurement of work ethicality from EC1000 INQUIRY Number of INQUIRES:.....				Ethicality parameter		
			YES	NO	I don't know	Lack of answer	e	ep	
1	2	3	4	5	6	7	8	9	10
		MISSION of the firm in TOTAL							
		1.1							
		1.2							
		1.3							
		1.4							
		1.5							
		1.6 a							
		1.6 b							
		1.6 c							
		1.6 d							
		1.6 e							
		1.6 f							
		1.6 g							
		1.6.h							
		1.7							
		1.8							
		1.9							
		1.10 a							
		1.10 b							
		1.10 c							
		1.10 d							
		1.10 e							
		1.11 a							
		1.11 b							
		1.11 c							
		1.11 d							
		1.11 e							
		1.12							
		1.13							
		1.14							
		1.15							
		1.16							
		1.17a							
		1.17b							
		1.17c							
		1.17d							
		1.18							

Results elaborated by: (Name and first name)

.....  
 .....

Date:.....



„Notification of the CHAPTER”  
on fulfillment of conditions for the Diploma : „The CREW with high Ethicality of work”

To the CHAPTER of “WHITE CERTIFICATE”  
The Bogdan Janski Academy  
Szkoła Wyższa im. Bogdana Jańskiego  
Chełmska Str. 21a.  
00 – 724 Warsaw (Poland)

**NOTIFICATION**

of fulfilment of conditions required for the Diploma  
“The CREW with high ethicality of work“ (edition year.....)

*The Firm ,organization, institution::*

.....  
Address:.....  
Contact: Name.....  
Telephone .....,e-mail:.....

1. I like to inform that on the (date)..... the measurement of work ethicality of our CREW was performed according point 4.11.2 of the „Work Ethicality Standard EC1000 (Exposure draft). To the measurement we took ...../.....(the number of good EC1000 INQUIRES/number of CREW members).
2. The results of EC1000 INQUIRES are gathered according tp the form Enclosure No 2b to the ,Work Ethicality Standard EC1000. This document has been approved by management of the firm on the.....(date).
3. I declare, based on the above mentioned documents, that the result of the calculation of work ethicality of our firm;s CREW is:

**(e) = .....%**

According to point 4.11.3 of „Work Ethicality Standard EC1000“ (Exposure draft), this result is greater than 60 %, as such determines it as base to contest forgranting the Diploma „The CREW with high work ethicality“..

I express my approval (YES/NO) to place in the Internet on the list: „ The CREWS with high ethicality of work for the year 2009 (and next years issues)“

President/Director of the Firm, Organization, Institution

Date.....  
*Signature, Seal*

**EC1000 QUESTIONNAIRE  
for DECISION MAKERS of the firm**

The EC1000 QUESTIONNAIRE serves for qualification of WEIGHTS (importance) for PRINCIPLES of ethical work for the firm and for indication the impact of particular PRINCIPLES on competitiveness and firm's productivity. As productivity we understand the value of the created (produced) Added Value (AV = sales – (materials + services)) in the time of 1 hour by the employee.

1. We assume that the value system of the firm we can describe in a scale of 1000 points. The President/Director is dividing these points on five decision making areas (table below) giving to them the WEIGHT to these areas. The president, in the selection of WEIGHT, takes into consideration the internal and external circumstances in the achievement of firm's objectives.

Decision making areas	Number of points	Manager of decision making area [Name] :
1. MISSION		
2. PRODUCT		
3. TECHNOLOGY		
4. PERSONEL POLICY		
5. DEVELOPMENT AND FINANCIAL POLICY		
<b>TOTAL:</b>	<b>1000</b>	

2. The decision makers of particular decision making areas have to do :

- a) in column „**W**” (**Weight**) of the EC1000 QUESTIONNAIRE are dividing the points, established by the President, to the „problem fields”(on the gray strips), and as next to each particular PRINCIPLE. Zero points means that to this principle no weight at all is given in this particular firm. There is no limitation as far as the number of points to the principle, never the less the sum of points (Weight) in the decision making area has to be the same as allocated by the President. /Director
- b) in column “**K**” (**Competitiveness**) they define the impact on competitiveness of particular ethical principles by application of scale from 0 to 5 (Zero points means there is no impact at all means by this principle, number points “5” – impact is very strong).
- c) in column “**P**”(Productivity) – they define the degree of influence of particular ethical principles on the level of productivity at the firm by application of evaluation scale from 0 to 5 (zero means lack of impact, five means the impact is significant).

This Questionnaire has been elaborated by the research team of the Bogdan Janski Academy in the scope of research and development project No R11 004 01 under the title: „*Quantification of the impact of firm's CREW work ethicality on competitive productivity, social gains and creation of workplaces in the conditions of integration and globalization. Draft Ethicality Standard EC1000 for firms in Poland and Europe*”  
It was financed by Ministry of Science and Higher Education from funds allocated for science, in the years 2006-2008.

# 1. MISSION of the firm (company)

## FUNDAMENTAL VALUES OF THE FIRM

<i>PRINCIPLES of ethical work</i>	W	C	P
1.1 I feel that the Board of Management in the MISSION takes into consideration the principle that “man’s principal resource is man himself” what means <b>the main wealth of the firm is the MAN himself</b> – the firm’s CREW			
1.2 I feel that a common tendency of the CREW toward the continuous firm’s development is the basis for the MISSION being implemented			
1.3 “Building up a more decent life through united (solitary) labor of concretely enhancing every individual’s dignity and creativity, as well as his capacity to respond to his personal vocation” – is the principle being implemented by our CREW			
1.4. I am informed on the mission of our company			
1.5 The client and his maximum satisfaction is the main task of our firm’s CREW			
1.6 I consider that values and ethical principles mentioned below are implemented in our firm:			
a) “The legitimacy of workers’ efforts to obtain full respect for their dignity and to gain broader areas of participation in the life of industrial enterprises so that, while cooperating with others and under the direction of others, they can in a certain sense work for themselves (through the exercise of their intelligence and freedom”			
b) “The purpose of a business firm is not simply to make a profit, but is to be found in its very existence as a community of persons who in various ways are endeavoring to satisfy their basic needs”			
c) “Profit is the regulator of the life of a business, but it is not the only one; other human and moral factors must also be considered, which, in the long term, are at least equally important for the life of a business”			
d) The basic aim of production is not only the growth of the volume of products nor profits, but serving to the MAN with taking into consideration of the material needs and the requirements of the mental, moral, spiritual or religious life,			
e) My “right to freedom as well as the duty of making responsible use of freedom” to use it in a responsible way”			
f) Determining (on the effects of the firm) is “the role of a disciplined and creative human work” of the CREW of the company and, - “as an essential part of that work – initiative and entrepreneurial ability becomes increasingly evident and decisive”			
g) Supported is “the technological progress, inventiveness spirit, the care to create and make extension of the enterprise, improvement of production methods and honest effort of people employed in production: in brief all what serves the progress”.			
h) “From his WORK the man has to have his daily bread and through work he has to contribute to continuous development of cultural and moral level of the society, in which he is living as member of brotherly community”.			
1.7 In our company it is recognized that ethics is more important than technique (priority of ethics beyond technique)			
1.8 In our company it is recognized that MAN is more important than thing (priority of MAN over the thing)			

## THE VISION OF COMPANY'S OBJECTIVES

<i>PRINCIPLES of ethical work</i>	W	C	P'
1.9 The objectives of the firm (company) are in line with my objectives			
1.10 My "spiritual" needs are acceptably taken into consideration, among them:			
a) the joy of work			
b) the creative involvement			
c) the continuous learning			
d) the personal freedom and dignity is respected			
e) other "spiritual" needs such as (mention the most important for you) .....			
1.11 My "material" needs are acceptably taken into consideration, among them:			
a) safety and hygiene of work			
b) well organized production process			
c) technological progress taken into consideration			
d) "just wage"			
e) other material needs such as: .....			

## THE MAIN WAY OF IMPLEMENTATION OF COMPANY'S AND CREW'S OBJECTIVES:

1.12 The Board of Directors entertains that the "free market is the most efficient instrument for utilizing resources and effectively responding to needs"			
1.13 The Board of Directors entertains that "there exists something which is due to MAN, because he is MAN, by reason of his lofty dignity. At the same time to make an active contribution to the COMMON GOOD of humanity"			
1.14 I feel that the CREW takes into consideration that keeping the competitive advantage is one of the roads to achieve the objectives			
1.15 I feel that the company performs the mission, taking into consideration that "MAN is the creator, centre and aim of the whole socio-economic life of the company"			
1.16 I have the feeling, that work I am doing is important to perform the company's mission			

## THE MAN'S RIGHTS AT WORK

1.17 The company respects the basic rights of MAN such as:			
a) "The right to share in the work which makes wise use of the earth's material resources and to derive from that work the means to support oneself and one's dependents",			
b) "The right to develop one's intelligence and freedom in seeking and knowing the truth",			
c) The right freely to establish a family, to have and to rear children.			
d) "The right to live in a united family and in a moral environment conducive to the growth of the child's personality"			
1.18 Our company has picked up the initiatives of the Secretary General United Nations concerning the human rights, called "Global Compact -2000"			

## 2. PRODUCT / SERVICE.

### TO MEET THE DEMAND OF THE CLIENTS OF THE FIRM.

<i>PRINCIPLES of ethical work</i>	W	C	P
2.1 The call of our clients for an existence (with our products and services) which is qualitatively more satisfying is of itself legitimate and to more and more better and satisfactory living conditions and larger and larger wealth is in itself justified - this is an obligation for our company's CREW.			
2.2 The CREW of our company is aware, that the formation of ethical relations with the client is today an important element of marketing strategy – precondition to increase the number of orders and money inflow to the company.			
2.3 The kind of client's needs satisfied by our company is socially recognized as ethical.			
2.4 The Management in our company is accomplishing the principle to have: „ability to foresee the needs... for others”			
2.5 The company is promoting buying and consumption of products without exaggeration - is not promoting the “consumerism”.			

### QUALITY.

2.6 In the company we realize, that today the problem is to “respond to a demand for quality: the quality of the goods to be produced and consumed, the quality of services to be enjoyed, the quality of the environment and of life in general”.			
2.7. I have the work conditions to follow the standards of quality according to the certificate the company has :			
a) ISO 9001, 9002,			
b) CE,			
c) ISO 14 000,			
d) others – please write: .....			
2.8 I know my role in the quality assurance by our firm's CREW			
I have the necessary conditions to follow the principles of Total Quality Management.			
2.10 Practice of honest information given to the client, on diversification of some parameters of the product, is followed			
2.11. We inform the receivers:			
a) about the limitation in exploitation of our products			
b) about difficulties in the exploitation of our products			

## DELIVERY IN TIME.

<i>PRINCIPLES of ethical work</i>	<b>W</b>	<b>C</b>	<b>P</b>
2.12 We aim to a precise keeping the due date of delivery of our products agreed with the client.			
2.13 We keep the brand of our company through honest and solid conduct with the client z .			
2.14 We receive the work from internal delivery in time, which allow me to keep my due dates.			
2.15 I practice to get the client agreement for any change of due date caused by me..			
2.16 Our products meet the safety standards.			

## THE PRICE

2.17 I am conscious that the market determines the price and to achieve the necessary profit we have to reduce the costs.			
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## ECOLOGICALITY OF OUR PRODUCTS

2.18 Our company reacts positively to the ecological questions concerning our products..			
2.19 Our products are keeping the ecological standards, offered to our clients.			
2.20 We apply the recycling in an optimal scope.			

“

### 3. TECHNOLOGY OF PRODUCTION / SERVICE

#### PRODUCTIVITY OF MEANS & OWNERSHIP

<i>PRINCIPLES of ethical work</i>	W	C	P
3.1 The production means serve serviceable work and are productive – there fore its (private) possessions are justified and serves the increasing of work places, development but not exploitation			

#### PRODUCTION COST

3.2 The Management recognizes “the combination of productive factors most adapted to satisfying needs” of the CLIENTS, to avoid unnecessary costs and investment			
3.3 The Management of the company takes care on the implementation of innovations to keep the competitive advantage of products produced with new technologies.			

#### ERGONOMY OF PRODUCTION PROCESSES

3.4 My workplace fulfils all basic ergonomic requirements.			
3.5 I apply the well known „5S” on my workplace: SYSTEMATIC, SELECTION, ....., SELF DISCIPLINE			
3.6 Difficulties at work, on my workplace are minimized through appropriate equipment (protection against noise, lifting heavy elements).			

#### SAFETY OF PRODUCTION PROCESSES

3.7 All conditions of work safety at my workplace are fulfilled..			
3.8 There are no health dangers at my workplace.			
3.9 There are appropriate cloth rooms showers, dining rooms.			

#### DISTURBANCE OF NATURAL ENVIRONMENT

3.10 The company undertakes initiatives aiming at the promotion of responsibility in relation to natural environment.			
3.11 The technology in our company does not disturb the environment and is not using the natural resources in excess.			

#### CAPITAL ABSORBTION OF PRODUCTION

<i>PRINCIPLES of ethical work</i>			
3.12 I think that in the company is eliminated any non economical utilization of fixed assets.			

#### CONSTRAINS OF DANGER DUE TO LACK OF RAW MATERIALS

3.13 The decision made by the management are eliminating the raw material problems:			
a. there are no standstills because of lack of raw materials.			
b. I do not have to apply replacement materials.			
c. I do not have to do my work in hurry (for example because of delay in delivery of raw materials)			

d. others :.....			
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## 4. PERSONAL POLICY

### SECURITY OF EMPLOYMENT

<i>PRINCIPLES of ethical work</i>	W	C	P
4.1 I agree with the survey findings in 15 countries of EU that „competitiveness of the EU firms can be achieved only through the enhancement of productivity” – also in our firm (company)			
4.2 Management of the firm „ has started development processes aiming at better utilization not of the material resources but of „the human resources”.			
4.3 Management recognizes the need for <b>“everlasting procurement of new competences and adaptation to changes”</b> by the company’s CREW.			
4.4 The collective work agreement is followed and respected.			
4.5 Management, to avoid group dismissals, is searching for additional sales markets.			
4.6 In the case of need for group dismissals Management is guided by the following ethical principles:			
a) is organizing and financing training and help in seeking of employment for employees until they will find a job.,			
b) doesn’t fire older, creative employees , who have more difficult conditions of re-employment than the young people.			
c) is preparing them for another profession and arranges shifting to other workplaces.			
d) is not firing people unconditionally to reduce the cost and is looking for alternative solutions.			
4.7 Management recognizes that the raising of productivity is the precondition for the prevention of reducing the quantity of employees, even more, to increase the number of employees.			

### CARE AND HEALTH PROTECTION OF THE EMPLOYEES.

4.8 Conditions and respecting the conditions to make the work safe are followed and created.			
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### CHANCES FOR THE PERFECTION OF PROFESSIONAL COMPETENCES

4.9 The Management is undertaking implementation of the European trend of „learning organization”			
4.10 I recognize that „ <b>the possession of know-how (knowledge), technology and skill</b> ” is today the source of wealth.			
4.11 Management takes care about “the training of competent business leaders who are conscious of their responsibilities.			
4.12 The company makes my continuous learning possible.			
4.13 Management of the firm gives „help in gaining of knowledge, involvement into the system of mutual connections, in the development of appropriate behavior, which will make possible a better utilization of my own capabilities and resources”.			
4.14 The company helps me financially in gaining knowledge.			

**cont. PERSONAL POLICY**

cont. CHANCES FOR THE PERFECTION OF PROFESSIONAL COMPETENCES

<i>PRINCIPLES of ethical work</i>	W	C	P
4.15 I have <b>raised my competences</b> in the following areas (in the period of last 12 month).			
a) making perfect my profession, (continuous updating of my knowledge and skills).			
b) on new PARTNERSHIP of entrepreneurs and employees			
c) on the BEST PRACTICES of management and organization,.			
d) on pro ethical culture of work, on „new culture of work” (taking into consideration the spiritual and material needs of the employees and respecting their basic rights)			
e) on communication and contacts among people at work			
f) on ethics in business			
g) to work on the computer			
i) to speak foreign languages (which one?) .....			
j) Others (mention what).....			
4.16 I recognize that “constant transformations of the methods of production and the consumptions devalue certain acquired skills and professional expertise, and thus requires a continual effort of re-training and updating. some already achieved skills and already proved up to now professional preparation, forcing to continuous attainment of new qualification and adoption to the change”			
4.17 I am conscious that „for the poor, to the lack of material goods has been added a lack of knowledge and training			
4.18 I am giving more importance to the tendency towards „being” rather than „having ” and want to have more in order to be more			

**MOTIVATION THROUGH HIGHER WAGES AND SALARIES**

4.19 I am conscious that productivity growth is the precondition of salary and wages growth in our company.			
4.20 The greatest impact on my effectiveness of my work have:			
a) wages and salaries			
b) praises and terms of praise from the superiors			
c) prospects of promotion,			
d) social help from the company			
e) because I am working exactly in this company			
f) the way of treatment of the employee at our company			
g) social atmosphere in our company,			
h)another (please mention):..... .....			
4.21 We have a “participative remuneration system in which:			
a. the means for remuneration are connected with the results of business activity and productivity			
b. the employees are taking part in the fixation of principles and criteria of division of the means of remuneration.			
4.22 The wage „is sufficient to enable me to support myself, my wife and my children” (my family) (“Just wage”)			

4.23 The working time in the year is in the scope of the standards.			
4.24 The payment and bonuses in the company are paid fairly.			

**cont. PERSONAL POLICY**

**BUILDING EMPLOYEES TRUST TO MANAGEMENT**

<i>PRINCIPLES of ethical work</i>	<b>W</b>	<b>C</b>	<b>P</b>
4.25 The management is developing „new partnership” with the employees based on the principles defined in the European Union as „Partnership 2000” namely:			
a) recognition of a common interest to secure the competitiveness, viability and prosperity of the enterprise. It involves a continuing commitment by employees to improvement in quality and effectiveness.			
b) acceptance by employers of employees as STAKE HOLDERS with rights and interests to be considered in the context of major decisions affecting their employment..			
c) common ownership of the resolutions and challenges, involving the direct participation of employees/representatives and an investment in their training, development and working environment.			
4.26 In my opinion an „integral development of human person” is performed in the company “which promotes greater productivity and efficiency of work”..			
4.27 In the company attention is paid to the security of moral conditions.			
4.28 The company’s management is attaching significance to such “important virtues” like:			
a) “diligence” (“honesty”)			
b) „industriousness,”			
c) „prudence in undertaking reasonable risks”,			
d) „reliability and fidelity in interpersonal relationships”,			
e) „courage in carrying out decisions which are difficult and painful but necessary, both for the overall working of business and in meeting possible set-backs”.			
4.29 “Disciplined work and solidarity in cooperation” is promoted in the company by all members of the firm’s CREW.			
4.30 I am satisfied with the conditions in the company in the following areas:			
a. own wages (or salaries) in the company,			
b. human interpersonal relations (contacts with colleagues),			
c. communication with bosses,			
d. the work organization,			
e. professional development possibilities,			
f. clearness and stability in setting tasks and targets,			
g. possibility to harmonize of work with the family life and social gathering,			
h. treatment of the employee by the company.			
4.31 I do not have fear in expression of my own opinions about the work in the company, about its organization.			

**cont. PERSONAL POLICY**

**cont. BUILDING EMPLOYEES TRUST TO MANAGEMENT**

<i>PRINCIPLES of ethical work</i>	<b>W</b>	<b>C</b>	<b>P</b>
4.32 In the company is recognized that there are “opportunities for commitment and effort in the name of justice on the part of trade unions which defend workers’ rights and protect their interests (as persons), while fulfilling a vital cultural role”			

**MANAGEMENT FRAMEWORK AND CREATIVE ENGAGEMENT**

4.33 I notice the need of my colleague to make the work in our firm (company) “fruitful and productive”			
4.34 Man, in our company, is recognized as „decisive factor, his cognitive capabilities, capability to participate in a solidarity organization, the competence to feel and satisfy the desire of other people”			
4.35 When I have an improvement idea for anything, then I submit it in the scope of the suggestion system and receive an answer in the fixed period of time.			
4.36. The president/director is keeping informed the whole CREW at least once per month on:			
a) the present situation in the company			
b) the aimed decisions.			
4.37 I am creatively engaged – the participant of a Small Group Activity (SGA) for solving problems.			
4.38 I participate in team work for solving of company’s problems. (Task Force) assigned by managers			
4.39 In the company significance is given to the work performed solidly, persistently, honestly.			
4.40 Care is given in the company to such advantages as:			
a) professional competence,			
b) care,			
c) laboriousness,			
d) initiative,			
e) inventiveness,			
f) entrepreneurship,			
g) Responsibility.			
4.41 I apply the principle of mutual trust			
4.42 I help my colleagues, co-workers solitarily			
4.43 I am proud of the products of our company and i would recommend the products familiar to me.			

## 5. DEVELOPMENT & FINANCIAL POLICY

### STRATEGY OF DEVELOPMENT STABILIZATION

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.1 I "acknowledge the legitimate role of profit as an indication that the business is functioning well"			
5.2 I know my task for performance of the company's development plans			
5.3 The Management of our company realizes the principle that: "there is no peace without development"			
5.4 I consider the level and rising of productivity in the company as a source for wages and payment growth for the CREW.			
5.5 I consider the investment into purchases of new machines and equipment seems to be rational and ethical.			
5.6 The Management treats the CREW as a community of people aiming at common development, and that choice of savings and of investments as the decisive element of life style at work is seeking for truth, beauty and goodness.			
5.7 The Management realizes the principle of „free economy” in which out of the private property comes out the responsibility about the means for production.			
5.8 The company realizes development works of its technology, products and services through agreements with the organizations mentioned bellow:			
a) Universities			
b) Clients			
5.9 I evaluate that our products/services are competitive on the market:			
a) Local,			
b) Regional			
c) Country,			
d) European,			

### PROMOTION AND ADVERTISING. DEVELOPING THE IMAGE

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.10 The management applies solid ways of developing the opinion on the company			
5.11 Our advertising is solid appropriate and effective			
5.12 The company applies the law and rules of solid competition			

### FOLLOWING THE LEGAL STANDARDS AND RULES OF TRADITION

5.13 In the company is the tendency towards precise following of legal standards especially:			
a) on obligations in relations to employees			
b) on the deliveries to our clients			
c) on the ownership of invention,			
d) on the payment of taxes			
5.14 We desire to follow custom rules			

**cont. DEVELOPMENT & FINANCIAL POLICY**

**COMPETENCE AND HONESTY OF CLIENT SERVICE**

<i>PRINCIPLES of ethical work</i>	YES	NO	I am not sure'
5.15 The client service is applying such ethical principles as:			
a) solid performance of the full range of periodical client service			
b) proposing to the clients optimal, less cost solutions for elimination of the faults of the products			

**COOPERATION WITH SUPPLIERS**

5.16 We achieve ethical cooperation with suppliers through:			
a) Rendering suppliers our help in the achievement of quality required by us in the delivered semi-products,			
b) Meeting the obligations in relation to our suppliers, which in turn are the preconditions of their fulfillment in relations to us (example: ordering in advance, changes in this orders)			
c) Keeping the due dates of financial obligations in relation to our suppliers			
d) Honest information transfer to the suppliers about that what makes our dissatisfaction			

Firm (Company) .....

**PROGRAM**  
**of Pro Ethical Activities**  
**of the Firm's CREW**  
**for the year .....**  
 (Projected effects according to Work Ethicality Standard EC1000)

*Exclusively for internal use by the company's Management and external Auditor(if invited)*

**The PROGRAM contains:**

1. SYNTHESIS of projected EFFECTS in the year.....
2. PROGRAM of pro ethical activities [ ethicality growth] in the year .....  
data from EC1000 QUESTIONARY and EC1000 INQUIRY
3. Parameters calculated: (e), ( E) and projected ( ep), (+E)
4. PRODUCTIVITY PROGRAM FOR THE YEAR .....
5. Aimed „social investment” in the year.....
6. Main ways of implementation of the PROGRAM in the year .....(description)

The PROGRAM was elaborated (date):.....

The PROGRAM was prepared for the  
 Company's Management  
 Has been prepared by: the Guide and internal  
 Auditors (Name and first name):

.....  
 .....  
 .....

PROGRAM approval:  
 Chairman/Director/Manager

(- ).....

Date:.....

This pattern-document of the PROGRAM was elaborated in the scope of the R&D Project R11 004 01, financed by the Minister for Science and Higher Education performed by the Bogdan Janski Academy, Scientific Research Group in Poland, financed from the fund for science in the years 2006-2008.

**SYNTHESIS of the projected EFFECTS in the year .....  
and projected fulfillment of requirements to obtain "WHITE CERTIFICATE"**

The projected effects have been determined taking as basis the comparison of work ethicality measurement ( e ) done (date)..... and the projected changes in work ethicality. Number of respondents was N = ..... Data from the EC1000 QUESTIONARY were approved by company's management on (date).....and data from the EC1000 INQUIRY assembled in the Pro Ethical Activities PROGRAMMERS for all the 177 PRINCIPLES of ethical work.

**EFFECT 1.: Ethicality level and number of SOCIAL GAINS based on the ethicality parameters**

Parameters and EFFECTS	According research dated:.....	Acc. to the PROGRAM	Growth (Drop) + -	Requirements of the „WHITE "CERTIFICATE"
Ethicality level ( <i>E_177</i> ) of firm's CREW.				<b>(E) &gt; 700</b>
Work ethicality ( <i>e_177</i> ) of firm's CREW				<b>X</b>
<u>among that:</u> ethicality (e) on 20 PRINCIPLES weighted by the firm's decision makers ( <i>W_20</i> ),				<b>X</b>
<u>among that:</u> ethicality (e)for 30 PRINCIPLES determining on the new culture of work ( <i>e_30</i> ),				<b>every (e) &gt; 50%</b>
<u>Among that:</u> for additional requirements according the Regulations ethicality (e) for 10 PRINCIPLES especially influencing on productivity ( <i>e_10</i> ).				<b>every (e)&gt; 60%</b>
<b>EFFECT 1.: Number of SOCIAL GAINS [average in the firm] (S). [the average in the firm is (S) = 177 x (e_177)]</b>				<b>X</b>

**Projected work Ethicality changes on 177 PRINCIPLES of ethical work we can read in the column 15 and 16 in the TABLE 1**

In a synthetic formulation the projected Pro Ethical progress can be expressed by:

- work ethicality growth (e) achieved on (number).....PRINCIPLES,
- among them the following PRINCIPLES to which the Decision makers have given the highest Weight(mention PRINCIPLE number:

**EFFECT 2. PRODUCTIVITY, competitive advantage, growth. (Te calculation is presented in PRODUCTIVITY PROGRAM)**

PRODUCTIVITY and EFFECTS	Measurement unit	Requirement of the "WHITE CERTIFICATE "	Year 2007	Year 2008 First half year	Year 2008	Projected 2009 First half year.	Growth 2008 2007 %	Growth 2009 2008 %
<b>Productivity (labor) (P) of the firm's CREW</b>	zl/1 hour							
Productivity (P) of the competitive branch (which ) .....	zl/1 hour							
<b>EFFECT2: competitive advantage on PRODUCTIVITY (above the average of the branch – is or is not)</b>	% (+) (-)	>100%						
	zl/1 hour (+) (-)	X						
<b>Or additional EFFECT: growth of firm's PRODUCTIVITY dynamics above the average growth in the branch</b>	%							

**EFFECT 3. (complementary): It is aimed to allocate the amount of ..... zl for social investments , among them mainly for following kind of investment (mention):**

.....

Work Ethicality Standard EC1000 (Exposure draft)				<b>PROGRAM of Pro Ethical Activities of the firm in the year.....</b>															
For comparison – research findings from 104 firms				PRINCIPLES of ethical work according to the Work Ethicality Standard EC1000 (Exposure draft )			Data from the elaboration of EC1000 QUESTIONAIRES by decision makers			Sum of answers in EC1000 INQUIRIES of the CREW members .				Calculated parameters		Projected growth of parameters		Decisions on inclusion into the PROGRAM	
							W	c	17le	17he	W	c	p	YES	NO	I don't know	missing	e%	E points
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
				<b>Firm in TOTAL:</b>	1000														
				<b>Mission of the firm:</b>															
				1.1															
				1.2															
				1.3															

Explanation:

W, c, 17le, 17he – Weights, competitiveness, 17 firms with low (e), 17 firms with high (e), are presented in „RF1. RESEARCH FINDINGS IN 104 FIRMS”

W – Weights determined by Decision makers of the firm in the EC1000 QUESTIONAIRE (from „0 to .(without limitation) but the sum of points for the whole firm is 1000

c – the impact of PRINCIPLE of ethical work on competitiveness(of the firm’s CREW), determined in c (the “impact power” expressed from „0” to „5”, where 5 means very high impact

p – the impact of PRINCIPLE of ethical work on firm’s productivity measured by addend value per 1 hour of employees presence (the power of impact expressed from 0 do 5)

e – work ethicality parameter calculated by dividing the sum of YES (column 9.) through the number of EC1000 INQUIRES and then multiplied by 100 to express it in percent (%)

E – parameter of Weight and ethicality harmony calculated from multiplication Weight (W) (column 6) through ethicality (e)(column 13), divided by 100

ep –Determines the group of persons assigned by the President/Director. the group takes into consideration: W, c, p, of the firm and makes comparison with the firms with high ( e) column 4.

+Ep –Is calculated by the PEA Project manager appointed by the President/Director. He multiplies the Weight (W) by ( ep) and subtract the number of points from column 14. This means that +Ep = W x ep/100 ) - E

e\_30 – „Assigned group of persons” selects 30 PRINCIPLES out of 53 mentioned in the „INSTRUCTION (see page 31-33) recognized as the most important for the firm to achieve high culture of work.

**Attention: Please fill in with data only the fields marked by blue colour. This fictitious data you have to replace by real data [of the particular firm]**

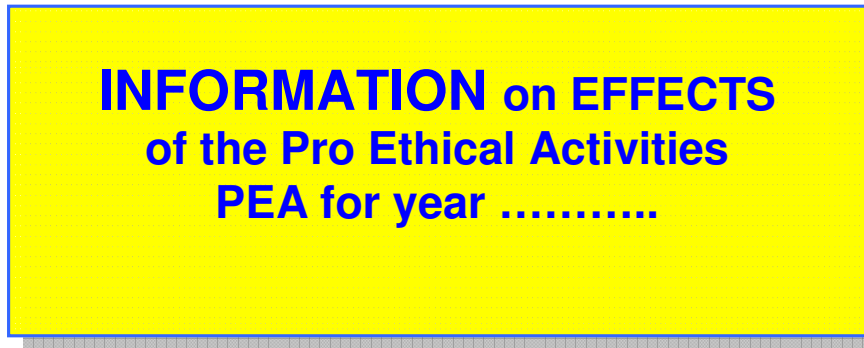
**PRODUCTIVITY PROGRAM for the year.....**

		Currency conversion					
		Zloty/Euro					
		5	2	2	1	2	
		Zloty/Dollar					
		3	4	3	1	3	
Lp	Name	Unit	year 2006	year 2007	year 2008	first half 2009	Comp. Adv. Product.
1	Productivity of the branch	Zloty/1 hour	450,00	475,00	500,00	510,00	510,00
2		Euro/1 hour	90	237,5	250	510	255
3		Dollar/1 hour	150	118,75	166,67	510,00	170,00
4		Zloty/ 1 hour	<b>500</b>	<b>222,22</b>	<b>111,11</b>	<b>0,00</b>	<b>0,00</b>
5	Productivity = added value per 1 hour of employee presence at the firm	Euro/1 hour	100,00	111,11	55,56	0,00	0,00
6		Dollar/1hour	166,67	55,56	37,04	0,00	0,00
7	SALES VALUE per year	thousand zloty	5,00	5,00	5,00	5,00	5,00
8	Value of materials and services purchased	thousand zloty	2,00	3,00	4,00	5,00	5,00
9	ADDED VALUE (item7 minus item 8)	thousand zloty	3,00	2,00	1,00	0,00	0,00
10	Number of employees (total)	Persons	2	3	3	4	4
11	Number of hours worked by 1 employee (average) in the year	Hours	3	3	3	3	3
12	Number of hours worked by firm's CREW	Hours	6	9	9	12	12
13		Zloty	1 000,00	2,00	2,00	2,00	2,00
14	Average monthly wages and salaries per one employee (brutto)	Euro	200,00	1,00	1,00	2,00	1,00
15		Dollar	333,33	0,5	0,67	2,00	0,67
16		Zloty	24 000,00	72,00	72,00	96,00	96,00
17	Wage and salaries fund (brutto)	Euro	4 800,00	36,00	36,00	96,00	48,00
18		Dollar	8 000,00	18,00	24,00	96,00	32,00
19		Zlotu/ 1 hour	<b>-3 500,00</b>	<b>214,22</b>	<b>103,11</b>	<b>-8,00</b>	<b>-8,00</b>
20	Operation surplus OS	Euro/1 hour	-700,00	107,11	51,56	-8,00	-4,00
21		Dollar/1 hour	-1 166,67	53,56	34,37	-8,00	-2,67
22	Indicator of competitive advantage in relation to productivity of the branch		<b>1,11</b>	<b>0,47</b>	<b>0,22</b>	<b>0,00</b>	<b>0,00</b>

Make PROJECTION of competitive advantage productivity: CP = P branch x1.2

INFORMATION on EFFECTS  
of the Pro Ethical Program PEP for year .....

The firm: .....



*Exclusively for internal use by the firm's Management and external Auditor*

**The INFORMATION contains:**

- A. The Synthesis of effects,
- B. Specification of results and achieved effects of the pro ethical progress (detailed effects),
- C. Evaluation of the performance of the PRODUCTIVITY PROGRAM for year.....
- D. Description of " social investments"
- E. Performed Pro Ethical Activity (description ),

The INFORMATION was prepared for  
the Company's Management  
Has been prepared by: the Guide and internal  
Auditors  
(Name and first name):

PROGRAMS approval:  
Chairman/Director/Manager

.....

(-).....

.....

Date:.....

Elaborated date ..... year .....

The form of the INFORMATION was elaborated in the scope of the R&D Project R11 004 01, financed by the Minister for Science and Higher Education performed by the Bogdan Janski Academy in Poland Scientific Research Group, financed from the fund for science in the years 2006-2008

## SYNTHESIS of EFFECTS

**and the state of fulfillment of the requirements to obtain the „WHITE CERTIFICATE”**

Effects (detailed) were determined on the basis of comparison of previous investigation dated .....year..... (number of respondents N = ..... ) with the present investigation (number of respondents N = ..... )  
Analysis of the investigation and effects are presented in Table 1

### EFFECT 1. Ethicality level and number of SOCIAL GAINS based on the ethicality parameters

Parameters and EFFECTS	Acc. the investigation 1 Data.....	Acc. the investigation 2 Data.....	Growth Decline + -	Requirements of the „WHITE CERTIFICATE”
Ethicality level ( <i>E_177</i> )				(E) > 700
Work ethicality ( <i>e_177</i> ) of the firm’s CREW:				X
among them: ethicality on 20 PRINCIPLES with the highest Weights by the firm’s decision makers ( <i>W_20</i> ),				X
among them: ethicality for 30 PRINCIPLES determining the new culture of work ( <i>e_30</i> ),				every (e) > 50%
Among them: for the additional requirements according to the Regulations Ethicality ( e) for 10 PRINCIPLES with especially high impact on productivity ( <i>e_10</i> ).				every (e) > 60%
<b>EFFECT 1.: Number of SOCIAL GAINS (S) .</b> [average in the firm (S) = 177 * (e_177) ]				X

**Introduced „pro ethical progress”** acc. 177 PRINCIPLES can be read in the column „Δe” in the „Specification of results and achieved effects of the pro ethical progress “

In a synthetic formulation the progress can be expressed as follows:

by growth of work ethicality ( e) achieved on (how many)..... PRINCIPLES  
among them the highest progress on the PRINCIPLES with code numbers:

.....  
.....

### EFFECT 2. PRODUCTIVITY, competitive advantage, growth.

PRODUCTIVITY and EFFECTS	Measurement unit	Requirements of „WHITE CERTIFICATE”	Year 2007	Year 2008 I half	Year 2008	Year 2009 I half	Growth 2008 2006 %	Growth 2009 2007 %
Productivity (P) (labour) of the firm’s CREW	zł/1 hour							
Productivity (P) of the branch (which one).....	zł/1 hour							
<b>EFFECT 2: competitive advantage of PRODUCTIVITY (above the average of the branch) – is or is not</b>	% (+) (-)	>100%						
	zł/1 hour (+) (-)	X						

**EFFECT 3. (complementary): The amount of:.....zł (euro) has been spent for social investments among them on (kind of investment)**

.....  
.....

Specification of results and achieved effects of pro ethical progress													Research findings from 104 firms							
First investigation					PRINCIPLES of ethical work	Second investigation						Analysis of features on PRINCIPLES for the WHITE CERTIFICATE			Weight (average (e))	16 % firms with low e	16 % firms with high e			
Features of principles		W1	c1	e1		E1	W2	c2	Number of INQUIRES		I don't know	Lack of data	Pro Ethical effect					W_20	e_30	e_10
e_53	e_10								P	YES			NO	D e						
		0	0	0	0	0	0	0	0	0	0	0	0,00%	0						
<b>Results for the FIRM</b>						0	0	0	0	0	0	0	0,00%	0						
1. MISSION of the firm					0	0	0	0	0	0	0	0	0,00%	0						
FUNDAMENTAL VALUES OF THE FIRM													%	pkt						
e_53		0	0	0,00%	0								0,00%	0				13,78	35,42%	73,58%
e_53		0	0	0,00%	0								0,00%	0				7,68	44,68%	75,86%
e_53		0	0	0,00%	0								0,00%	0				5,80	36,53%	62,04%
		0	0	0,00%	0								0,00%	0				6,92	55,92%	85,60%
		0	0	0,00%	0								0,00%	0				11,96	67,46%	88,62%

**NOTIFICATION Card  
to the CHAPTER of  
“WHITE CERTIFICATE”**

*(the final due date of notification ends on the 15th October))*

Addressee: Chairman of the CHAPTER of „WHITE CERTIFICATE”  
**Rector of Bogdan Janski Academy**  
ul. Chełmska 21a, 00-724 Warsaw, (Poland)

The Firm meets the requirements of the Regulations from 2.IV.2009 for the **“WHITE CERTIFICATE”**:

1. **Ethicality level ( E) is above 700 points.**
2. **Indicator e\_30 is achieved/ is not achieved**
3. **Level of Labor Productivity of our firm (P) stands higher to the average productivity of the branch – YES/NO**
4. **We have performed „Social Investments – YES/ NO**
5. In connection of non achievement of indicator e\_30 we are presenting additional information in accordance with paragraph 6. part II, point 1.
6. In connection with non achievement of productivity above the average of the branch we are presenting calculation of fulfillment of the paragraph 6. Part. II. Point 2 of the regulations.
7. In connection with the non achievement of the indicator from point 3 and 6 of the notification I am presenting the calculation of the requirement paragraph 6. Part II, point 3 of the Regulations.

Please, hereby to accept the notification of our firm:

Name of the firm: .....

Address of the firm:: .....

Person to contact: .....

Tel. ...., fax.:....., e-mail: .....

Outgoing alternative: I am inviting to carry out of the external audit of the Pro ethical activity on the agreed due date (give the date) on the ..... The firm will reimburse the travel expenses and pay the audit fee settled by the CHAPTER and confirmed by the firm.

Correspondence alternative: We are attaching the INFORMATION on EFFECTS, elaborated on the form Enclosure No 6 to the „Work Ethicality Standard EC1000”.

Date:..... President/Director of the firm

*(-) Signature / Seal*

# REPORT of AUDIT

on fulfillment of conditions to obtain  
**„WHITE CERTIFICATE”**  
*„Firm’s CREW with new culture of work”*

**by the CREW of the firm:**

.....  
.....

Audit No . . . . carried out on the (date): . . . . .

Number of pages: from.....to.....

Auditor:

*First name, name o*

I accept the Auditor’s Report  
In the name of the firm’s CREW:  
*(-) readable signature of both side / seal*

Place.....date.....

**1. Base for the audit :**

The audit was carried out based on:

- A. REGULATION for gaining of the **“WHITE CERTIFICATE”** *“Firm’s Crew with high social gains and new culture of work”*, which was handed over to the firm’s management before the audit
- B. NOTIFICATION Card for the **„WHITE CERTIFICATE”**.
- C. „INFORMATION on EFFECTS of Pro Ethical Activity – PEA for the year..... (Introduction of Pro Ethical progress), accepted by the President/Director of the firm on (date):..... ”
- D. Documents based on authority of the firm, connected with the calculation of effects and Ethicality parameters, for the current year and previous years.

**2. Responsibility of the Auditor**

The Auditor is the only one person, besides the employees of the firm, who has the access to the documents of the firm and therefore has the responsibility, in the name of the CHAPTER of **“WHITE CERTIFICATE”**, for the essentially correct its reading and formulation of conclusion on fulfillment of the conditions by the firm’s CREW.

He grants also the final recommendation to the CHAPTER on granting the **„WHITE CERTIFICATE”** to the firm’s CREW.

**3. Auditor’s tasks and RESULTS of the audit:**

**3.1. In the scope of EFFECT 1. and conditions 1 and 2 of the Regulations:**

Ethicality level and number of SOCIAL GAINS

- 1.) The Auditor, after checking the correctness of elaborated specification of investigation results and effects according the form: “Specification of investigation results and effects of pro ethical progress”, states:

Methodological correctness	
Calculation correctness	

Commentary: .....

- 2.) The Auditor, after checking of achieved indicators 1 and 2, described in paragraph 6 of Regulations, makes the statement if they fulfill the conditions to obtain the **„WHITE CERTIFICATE”**:

	Formal conditions – indicator	Indicator achieved:
1	<b>E &gt; 700</b> points	
2	<b>e_30</b> selected 30 principles having ethicality above 50%	

Commentary: .....

- 3.) Additional commentary on exceeding the conditions by the firm's CREW in favor of recognition to grant the „WHITE CERTIFICATE”.

Very high Ethicality level (E) [>800]	
Big growth of (E) 2008/2007	
Very high level of (e) w 2008 r.[>70%]	
Big growth of (e) 2008/2007	

Commentary:.....  
 .....

- 4.) Addition commentary to the possibility to recognize the lack of fulfillment of the basic conditions, if there are significant results on other parameters and effects of the firm (*it goes about realities of life not about stiff, inflexible evaluation of the achieved ethicality parameters and effects*)

Not fulfilled conditions	
Significant results	

- 5.) Conclusion on recognition of the condition 1 and 2 as fulfilled to gain the “WC” (“WHITE CERTIFICATE”)

Without comments	YES NO
With comments:	

**3.2 In the scope of EFFECT 2 and condition 3 of the Regulations:**

PRODUCTIVITY, competitive advantage of productivity, growth of productivity:

- 6.) The Auditor has checked the methodological and calculation correctness of the calculation done of PRODUCTIVITY and competitive advantage

He checks, based on reporting documents of the firm: Sales, „materials and services” – components has Bern taken under consideration	<u>Components .2006 2007 2008:</u> ..... ..... ..... <u>Total Material + services</u>
He checks the number of employment has Bern taken to the calculations (the state of the firm's CREW)	
He checks the annual number of hours had been worked, taken to the calculations.	
He checks what how was the growth of employment ( or decrease) He interprets together with the growth of productivity	
He checks the taken into consideration wage fund	

7.) He makes the statement if is fulfilled the minimum condition 3 for gaining the WC, mentioned in the „Regulation of gaining the „ **WHITE CERTIFICATE**”:

Competitive advantage above the branch in which the firm acts (K)	
If NOT then if is fulfilled additional condition II. 2. (dynamics of productivity growth)	
If NOT then if is fulfilled additional condition II.3. (indicator ( e_10)	

8.) In addition He comments positively significant competitive advantage and significant productivity growth

Commentary to the level of competitiveness	
Commentary to the dynamics of productivity growth or e_10	

9.) He concludes, if the condition 3 for gaining the WC is fulfilled:

Without comments	YES /NO
Comment	

### **3.3 In the scope of EFFECT III and condition 4 of the Regulations:**

Level of social investment

10.)He checks description of topics, which have been included into „social investment”. ,What, in the opinion of the Auditor, can be included into this category:

Can be included:	Investment: Amount zl (€) a. .... b. .... c. .... d. .... e. ....
Can not be included	(a) ..... (b) ..... (c) ..... (d) .....
To be included Total zl (€)	

11.) He concludes on the fulfillment of condition 3.

Is fulfilled	YES NO
Can be accepted	

**3.4 In the scope of Pro Ethical Activities performed**

12.) According to the Auditor it is valuable to bring attention to the following pro ethical activities

Activity a.....
Activity b.....
Activity c.....

**4. RECOMMENDATION of the AUDITOR to the CHAPTER of the „WHITE CERTIFICATE”:**

<b>To grant the “WHITE CERTIFICATE</b>	
To grant, if the CHAPTER will accept the deviation from the conditions acc. the Regulations for “WC”	1.Deviation 2.Deviation
CAN NOT BE GRANTED because of:	

Date and signature of the Auditor

# DIPLOMA

**Firm's Crew  
with high work Ethicality**

**ORZEL S.A.**

**In Cmielow**

granted by

**The Bogdan Jański Academy**

in accordance with the research and development project R 11 004 01

financed by the Minister of Science and Higher Education

(decision No 0436/H03/2006/01), under the title:

*“Quantification of the impact of work ethicality of firm’s Crew on competitive productivity, social gains and creation of workplaces in conditions of integration*

*and globalization. Work ethicality standard EC1000 (exposure draft) for firms in Poland and Europe”*

Rector

Chairman of the CHAPTER

.....  
(signature)

Warsaw, .....

„The Chapter of the White Certificate, established by the will of the Bogdan Janski Academy, after investigation of the Auditing Report has decided to grant:

# WHITE CERTIFICATE

“Firm's Crew with high social gains for stakeholders and new culture of work”

**SIPMA S.A.**

in Lublin

granted by:

***the Bogdan Janski Academy***

in accordance with the research and development project R 11 004 01

financed by the Minister of Science and Higher Education

(decision No 0436/H03/2006/01), under the title:

“Quantification of the impact of work ethicality of firm's Crew on competitive productivity, social gains and creation of workplaces in conditions of integration

and globalization. Work ethicality standard EC1000 (exposure draft) for firms in Poland and Europe”

Rector

Chairman of the CHAPTER

*It goes for a new culture of work taking into considerations the spiritual and material needs of human being and respecting its basic rights*

*John Paul II, Rome, 11<sup>th</sup> November 1996*

r

Warsaw, .....year 20

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