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## SUPPLY CHAIN MANAGEMENT FROM A SOCIAL RESPONSIBILITY PERSPECTIVE

**Abstract.** World experience shows that the companies' social responsibility nowadays is becoming a prerequisite for ensuring competitiveness in global markets. The customers want to see not only eco-friendly products, but also they want to know that the production process is also not posing a threat to the environment. This has become a new condition of leadership and sustainable consumption. At the present day, the eco-technologies have become a new technology trend, which also spread in recent years following the information technologies, communication technologies, and biotechnologies. The developed countries' experience on the example of Finland shows that investing in efficient and environmentally friendly economic trends leads to savings in energy, resources, and raw materials costs, which generally leads to lower production costs in future. The article discusses the development trends of the global market for environmental goods and services. The annual growth of the global market for environmental goods and services is estimated at an average of 5%. Overall, it is forecasted that the share of products and technologies related to ecology and energy rise up to 40% of total world production in the first half of the 21st century. In this context, the corporate sustainability has already become a global trend, and thus determines the features for some markets' development. The most part in assessing corporate responsibility is made by environmental responsibility, and impacts upon environment. This indicates on an attempt to maximize the companies' involvement in preserving environmentally-friendly factors in all their observed occurrences. The article discusses the corporate practices for implementing the corporate sustainability concept regarding these indicators (At Northrop Grumman, Target, and other companies). However, this is not enough at the present stage of the market development, thus the companies must comply with "the rules of the game" not only within their production cycle, but also to observe the "environment sustainability" of all inputs and outputs.

**Key words:** corporate responsibility, supply chain management, corporate sustainability, efficient supply chain, environment sustainability.

**Introduction.** The development of social entrepreneurship is one of the most actual problems of our time [1].

Entrepreneurship brings many benefits for society due to creating corresponding benefits in the form of goods and services, thus providing employment opportunities and expanding business partnerships. Every year, the corporate activities are increasingly influenced by the dynamic process in society that is changing legislative and social norms; gradually, there at comes an understanding that meeting the society's needs is the root cause of their wealth and well-being. The social security of employees that is expressed in raising salaries and making payments in legal forms, the employees' professional growth and training for new personnel, and generous social package formation come to the fore in ensuring the companies' competitiveness, achieving high productivity, and production profitability, and achieving high non-economic indicators for the companies' performance. At the same time, the factors of introducing environment sustainable, energy-saving technologies and materials, which significantly reduce environmental pollution, play an increasingly important role. The social role and corporate responsibility of businesses in fighting poverty and responsible behaviour in developing countries is addressed in works by Wayne Visser (Visser, 2014). The business *corporate sustainability* (including formation and management of responsible supply chains that provides for increased coordination between all elements) ultimately leads to improved customer's satisfaction (Prashant&Wagle, 2014).

**The article purpose.** The purpose of this article is to define the indicators for assessing supply chain management from the standpoint of social responsibility.

**Research results.** The *corporate sustainability* has become a competitive advantage of the corporations' functioning in modern conditions. The main forms of company's corporate social responsibility can be identified as follows: adoption and publishing of social, ethical and other codes; introduction of new accounting and reporting standards in the field of CSR; preparation of regular social reports subject to monitoring by special organizations; developing a green business using European approaches and tools; increasing of environmentally friendly goods production; introduction of mandatory social and environmental labelling of goods, for example, "eco-goods", "made from waste", etc.; implementation of social investments; transparency, informing consumers about goods and services.

The implementation of CSR principles is voluntary today. Nevertheless, companies that strive to be competitive not only today, but also in 5-7 years, are implementing these principles currently. In connection with the increasing importance of analysing the social consequences of economic globalization, as well as environmental consequences, the concept of CSR in modern conditions is gaining its further innovative development. It is becoming highly evident that the movement of goods, people and ideas does not fit into the existing framework for regulating its social, cultural and political consequences.

The forms of corporate social responsibility manifestation are influenced by the fact that companies strive to create "green" technologies, "green" products, considering the wishes of customers to see not only environmentally friendly products, but also to know that the production process also does not make threats to the environment. So-called "green" alliances can be formed, and they have great advantages: free access to information regarding the environmental friendliness of products (where exactly was manufactured and by what technology, what components, ingredients were used, etc.); consumer trust to the proposed environmental materials; access to new markets, competitiveness; eco-materials, due to their positive characteristics, can create ads for themselves; consumer consultation at any stage (from the production of goods to the moment of operation and the warranty period). In recent years, the eco-technologies, which today have become a new technology trend, following the information and communication technologies and biotechnologies, have gone mainstream. Such topical issues as climate change, environmental pollution, global disasters, etc. - all these factors gave impetus to searching for new solutions.

Over the past decade, the science and technologies development has brought great achievements in the field of economics, construction, ecology, thereby reaching a new level of research, namely eco-technology. Every day, this issue is becoming increasingly relevant, and humanity is striving for optimal interaction with the environment. Since this time, investments in environmental technologies began to grow in the world, that is, a set of measures for the release of goods and the provision of services allowing assessing, limiting, preventing, correcting, or minimizing harm made to the environment and/or society as a whole. The prerequisites for the development of eco-technologies are the growth of industrial production and the improvement of legislation; an company and society represented by the state should not only be willing to solve environmental problems, but also have the economic opportunity to implement them. The state should contribute to the formation of the eco-technology market with the help of various programs and mechanisms that are widely used around the world to stimulate the growth of the economy and its particular industries, as well as strengthen strict standards for environmental emissions. In turn, there are negative circumstances, namely, a contradiction of the business' and society's interests in resolving environmental problems. To some extent, the environmental technology market depends on the current environmental policy of the state and may be in a state of forces distribution and strategies determination. The main problem for the environmental technologies formation is the lack of technologies suitable for implementation, and the lack of "commercial" technical solutions.

The main reason for investing in eco-technologies is environmental legislation, the aim of which is to reduce environmental pollution. Special attention is paid to activities related to wastewater, minimization and prevention of air pollution. The introduction of stricter environmental legislation leads to the development of a new industry, the eco-industry. One of the most developed countries in the field of eco-industry is Finland that has about ten companies that are world leaders in the field of environmental technologies. Finland managed to become a country of advanced technology in the 1990s. Finnish companies are world leaders in energy efficiency and the use of environment sustainable technologies. Competent business in the field of energy and ecology, as well as the practice accumulated in this

industry, are significant components of the country's reputation. Experience in technology and pure nature are well combined into one. Industrial companies invest in efficient and environmental sustainable industries, since they can be used to save energy, materials and raw materials. This helps to reduce production costs. In addition, taking care of the environment, it is possible to make the business more profitable.

In Finland, control and automation systems, wind energy, bio-energy technologies, efficient materials, effluent treatment and air purity control are rapidly developing. Finnish companies invest heavily in the technologies of the future, conduct research and development of products related to smart grids, produce electric cars, bio-fuels, and nano-material are at the highest world level. Therefore, many countries and companies seek to adopt the Finnish experience. Today, the global market for environmental technologies is about €140 billion annually, with North America and Western Europe accounting for most of this amount. Scientists estimate the global market for environmental goods and services at about \$500 billion, as dynamic and rapidly updated.

Its annual growth is more than 5%, while in some countries the growth rates are projected even higher. Particularly, the growth rates are projected to go up to 8% per year in the Baltic countries, and up to 10% over the next five years in Canada. The market for environmental goods and services in Eastern Europe, including the CIS countries, is estimated at about \$ 20 billion, and the average annual growth is estimated at more than 1%. The largest sector in the eco-technologies field is energy efficiency, followed by water supply. Their market growth is expected to double in the next ten years. The sphere associated with the materials' efficiency is developing faster, and if counting with the energy production, their volume is likely to triple in ten years. Experts also note that in the first half of the 21st century, up to 40% of world production there will be the products and technologies related to ecology and clean energy generation. Consequently, the companies that have already incorporated such new opportunities for using the environmental component of the business in their strategies will receive great benefits. The eco-technologies development occurs in the following industries: wastewater and effluent treatment; waste management and recycling; environmental monitoring; minimization or prevention of air emissions; health and safety in the workplace; energy recovery; transport.

Having studied the experience in implementing the corporate social responsibility concept, we will make a detailed study of the forms how the companies' socially responsible activities are manifested in different sectors of economy, thus exploring best practices in business activities. Overall, on a world-wide scale, the business giants adhere to the rules and principles of corporate responsibility. Moreover, the social responsibility concept has already become a global trend, and thus it determines the directions for some markets' development. The most part in assessing the *corporate sustainability* concept includes such elements as environment sustainability, relations within the company, and environmental impacts (table 1).

Table 1 – Evaluation indicators of the best companies in terms of social responsibility (100 best, 2019)

Indicator group	Weight (% of total)	The number of factors in the group
Climate change	18,0	27
Employee Relations	20,5	24
Environment	18,0	28
Finance	4,5	8
Control	7,5	10
Management: ISS-ESG: Corporate Ranking	8,0	2
Human rights	11,0	17
Stakeholders and Society	12,5	18
Total	100	134

As we can see, the largest number of factors that are the elements in the company's social responsibility assessment correlates with the indicators of environmental impact and relations with personnel; this is an evidence of an attempt to maximize the companies' involvement in preserving environmental factors in all their occurrences. The main data panels for the assessment include several groups of indicators (table 2).

Table 2 – Data panel type

	Disclosure	Policy	Indicators
Example	Does the company disclose the amount of energy saved as a result of energy-saving programs?	Does the company apply the same social responsibility standards to suppliers and sellers (across the supply chain)?	The total amount of water used
	Binary	Numerical	
	– “true” accounts as a positive value – “false” and irregular fields counted as neutral weight	– Countable values relative to other companies to create a rating	

The annual rating “100 best corporate citizens” has been estimated in relation to these indicators since the beginning of the 21st century. According to the results of the rating estimated in 2018, the best companies in the world with the highest level of social responsibility are located in the USA (table 3).

Table 3 – The World's Top 20 Most Reputable Companies For Corporate Responsibility 2018

Rank	Company	Symbol	General indicator	Staff Relations	Environment	Climate change	Stakeholders and Society	Human rights	ISS-ESG Rank	Control	Finance
1	OWENS CORNING	OC	84,97	42	47	31	6	1	1	346	116
2	INTEL CORP.	INTC	83,32	4	5	13	7	65	2	704	8
3	GENERAL MILLS, INC.	GIS	82,72	30	84	9	9	13	95	466	65
4	CAMPBELL SOUP CO.	CPB	80,84	143	36	101	11	12	96	34	110
5	HP, INC.	HPQ	80,69	41	71	1	41	76	97	35	140
6	MICROSOFT CORP.	MSFT	80,09	114	65	162	3	10	98	99	19
7	NIELSEN HOLDINGS PLC	NLSN	79,91	29	30	308	15	4	3	36	795
8	ECOLAB, INC.	ECL	79,81	18	24	153	58	9	57	347	658
9	GAP, INC.	GPS	78,01	16	49	140	80	11	151	194	762
10	CISCO SYSTEMS, INC.	CSCO	77,22	100	50	32	49	41	41	348	372
11	FORD MOTOR CO	F	77,19	11	25	156	119	16	129	268	209
12	CITIGROUP, INC.	C	77,16	70	7	23	2	2	257	452	184
13	HASBRO, INC.	HAS	77,13	9	42	94	144	3	280	467	520
14	ALTRIA GROUP, INC.	MO	77,02	91	43	60	32	7	321	468	71
15	CBRE GROUP, INC.	CBRE	76,87	165	72	114	8	75	4	2	760
16	JOHNSON & JOHNSON	JNJ	76,70	24	160	17	12	126	99	522	405
17	ABBVIE, INC.	ABBV	76,63	8	11	97	131	52	42	720	306
18	XYLEM, INC.	XYL	76,52	128	150	50	95	26	5	24	574
19	HEWLETTPACKARD ENTERPRISE CO.	HPE	76,24	236	16	18	73	124	100	37	674
20	NEWMONT MINING CORP.	NEM	76,21	87	29	131	13	22	101	38	90

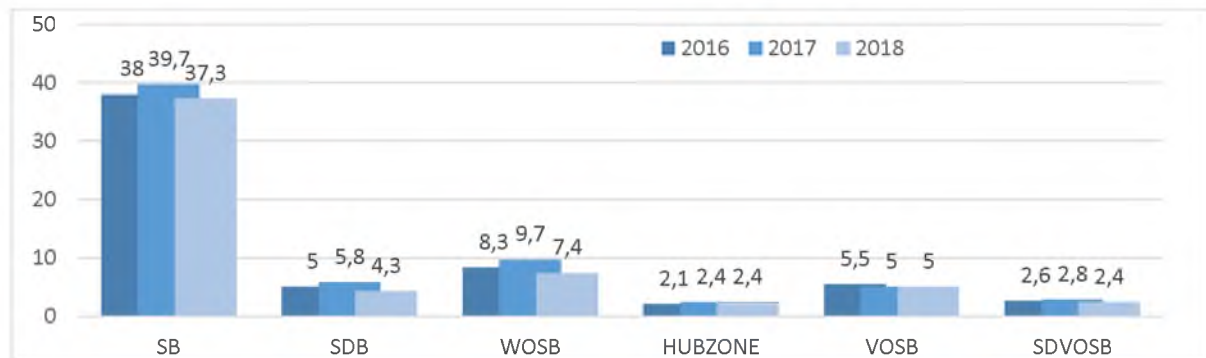
The implementation of corporate responsibility best practice can be found among global leaders. For example, At Northrop Grumman presents key indicators of social responsibility, including women and different races representation in the company in its reports. For example, since 2010, women's representation at the Vice-President and higher level has increased from 16% to 33%, and People of Colour representation at the Vice-President level and higher has increased from 11% to 18%. In addition, the company invests significant resources in its employees' training: over 50% of management employees have passed training, thus leadership staff is strengthening. In 2018, At Northrop Grumman was one of four companies to receive the highest award from Catalyst (a global non-profit organization oriented on promoting women in corporate leadership).

The company's social responsibility structure includes not just individual actions or directions, but also the formation of systematic diverse supply chains. For over 13 years, At Northrop Grumman has exceeded the US legal goal of partnering with small businesses of at least 23% of all contractors. In 2018, the company subcontracted 37% of domestic purchases, or \$ 3.1 billion, to small business suppliers, including businesses owned by women, veterans, and minority owners. As part of the Global Supplier Diversity Program, the company is developing partnerships with the small business community to provide technologically advanced products and services that support the supply chains' growth and development. For example, working with the US Department of Defence's Mentoring Program, the company collaborates with the Centre for Economic Development at the University of Southern California and several historically established colleges and universities to provide cyber-security training to approximately 4,000 vendors.

In addition, in 2008, the company launched a green NG eco-sustainability program aimed at improving operational efficiency and long-term cost savings. For instance, the company sets a target for the amount of greenhouse gas emissions, reducing it by 33% (244 110 cubic tons) compared to 2010. The targets are also set for water consumption (reducing consumption by 155 million gallons per year) and solid waste recycling (an increase from 52% to 62% of the solid waste diversion).

At Northrop Grumman and the Northrop Grumman Foundation are looking to increase community engagement. One of the main activities is to support STEM (Science, Technology, Engineering, and Mathematics) training opportunities for students and lecturers around the world. In 2018, the company provided about \$20 million to various organizations and programs working in the fields of science, technology, engineering and mathematics. The company pays special attention to the social responsibility of companies throughout the supply chain, maintaining its ethical principles within its entire dimension, focusing on the production of the most innovative and affordable technological solutions for customers. In the process of competition, all suppliers go through an assessment process, which identifies companies that are at risk of reduced productivity. Efficiency is assessed in several main categories, including management, technical support, schedule, cost, offer, mission implementation, supply chain management and customer satisfaction, with emphasis on the "most important suppliers" with basic business requirements. At Northrop Grumman, the vision is to be a leader in providing integrated and efficient supply chain solutions by harmonizing and using common strategies, processes, people and systems to create value. The company relies on suppliers that supply raw materials, chemicals, components and subsystems for products, as well as manufacture components and equipment trims, provide software and intellectual property, and also provide some services to end customers (for example, repair or maintenance), and do this is in accordance with all applicable laws, rules and contract terms. In 2018, the company subcontracted \$ 8.3 billion with a wide supplier base covering all of 50 US states.

The company sets standards of business conduct for all suppliers, employees and subcontractors at all levels. At Northrop Grumman develops and maintains a diverse supply chain that provides an optimal value for the company and customers. The Northrop Grumman Global Supplier Diversity Program Office (GSDP) is an interlink to small and low-income business owners, as well as partners at colleges and universities. The company holds information events for small businesses, offers mentoring programs and sponsors academic, consumer and industry events that support the growth and development of small businesses (figure).



The ratio of diverse suppliers to the company, 2018, %.

SB – small business; SDB - small disadvantaged business (SDB)

(this is a small business that is at least 51 percent owned by one or more people who are in a disadvantaged social and economic situation.

The status of the SDB gives the company the right to participate in tendering and contracting for preferential programs related to federal procurement);

WOSB - a women-owned small business;

HUBZONE - a historically underutilized business zone;

VOSB - a veteran-owned small business;

SDVOSB - a service-disabled veteran-owned small business

The supply chain control focuses on the following measures: preventing product quality reduction at all stages of its production, banning counterfeit parts, and observing cyber security regulations, protecting intellectual property; for that purpose a special program has been developed to train how to ensure authenticity of materials for supplies throughout the chain, improving product quality, engineering procurement, etc. Thus, only those suppliers who have been trained or tested for training in preventing product quality reduction or getting into the counterfeit product chain are allowed to get to the supply chain (Corporate..., 2018).

Building a socially responsible supply chain remains a topical problem for the trading companies, in which these chains are very diversified and wide. Target, a retail company, has introduced its social responsibility development strategy throughout the supply chain, providing a decent salary. The company works with strategic partners, raising and controlling the level of wages for three million people in factories and in the communities where the company's products are manufactured. The company also joined the Nest standards platform for homes and small workshops (a non-profit organization focused on the development of the global crafts and craft industry in order to improve the living standards of artisans and homeworkers).

In 2017, the company joined Nest and other retailers to develop more than 130 compliance standards for home seminars that cover employee rights and business transparency, child protection, fair compensation and benefits, employee well-being, health and safety, and environmental sustainability. The company also collaborates on the CARE Decent Work Initiative: in 2017, a partnership was launched with CARE, an international non-governmental organization dedicated to the economic integration and marginalization of women and their communities, with the goal of empowering working women in the supply chain in Bangladesh, Indonesia and Vietnam. In 2018, this work continued to provide working women with enhanced opportunities to identify, formulate and advocate issues that affect their well-being. At the same time, one of the key components of building the company's value chain is ensuring labour safety for employees. The company has developed vendor engagement standards that require a safe and healthy work environment that complies with local laws and minimizes occupational hazards.

Target was one of the founders of the Alliance for Bangladesh Worker Safety in 2013 and continues to work with the Alliance to improve safety conditions for garment factory workers throughout Bangladesh. It uses its seat on NATO Board of Directors to conduct industry-wide transformations and local factory support, as it continues to complete the restoration process to adopt exact Alliance security standards. The company is responsible for protecting the people who help produce the products, and undertakes every effort to deliver products to consumers in an ethical and responsible manner. In 2017, the

company continued to deepen its obligations to identify and, if found, to prevent forced labour in the supply chain, working to eliminate the factors that allow forced labour to exist worldwide. In collaboration with suppliers, key partners and experts, standards to prevent forced labour in global supply chains and standards for preventing malversation outside of the main production are developed. These key principles include the right to freedom of movement, absence of pay for work and coercion to work.

Target in partnership with Verité has developed a supplier protection policy for foreign contractors in the supply chain, aiming to establish clear expectations for suppliers and set out verification procedures, standards and mechanisms. As part of this initiative, the company joined the RBA initiative on responsible work and recruiting migrants. The LaborLink program is also focused on preventing human trafficking throughout the supply chain and preventing child labour, especially in North India (a standard for flow-through supply chain mapping has been developed for these companies to identify child labour risks) (Future at heart, 2018).

**Conclusions.** Corporate social sustainability of companies has become not just a moral competitive advantage, but an urgent need, which is associated with the increasing influence of ecology and social movements in society. However, this is not enough at the present stage of the market development, thus the companies must comply with “*the rules of the game*” not only within their production cycle, but also to observe the “*environment sustainability*” of all inputs and outputs. A certain “*cascade*” social responsibility is being formed, which is based on the company’s full responsibility for all stages of the production cycle (from the starting idea up to disposal). At the same time, the observed occurrences of social responsibility may differ depending on the company’s activity type, the company’s size, and may appear not only in standardization activities. As we can see from the case studies of best practices for the social responsibility concept implementation, the companies with different levels of market influence implement very diverse corporate sustainability instruments. Also, it can be stated that significant efforts by the companies to manifest their social responsibility are reflected in their financial performance.

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## ӘЛЕУМЕТТІК ЖАУАПКЕРШІЛІК ТҰРҒЫСЫНАН ЖЕТКІЗІЛІМ ТІЗБЕГІН БАСҚАРУ

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## УПРАВЛЕНИЕ ЦЕПОЧКАМИ ПОСТАВОК С ПОЗИЦИЙ СОЦИАЛЬНОЙ ОТВЕТСТВЕННОСТИ

**Аннотация. Цель.** Определение основных механизмов управления цепочками поставок с позиций социальной ответственности.

**Результаты.** Мировой опыт свидетельствует, что социальная ответственность предприятий становится необходимой предпосылкой для обеспечения конкурентоспособности на глобальных рынках. Условием лидерства и разумного потребления становится желание клиентов видеть не только экологически чистые продукты, но и знать, что процесс производства тоже не несет угрозы окружающей среде. В последние годы вслед за информационно-коммуникационными технологиями и биотехнологиями также получили распространение эко-технологии, которые сегодня стали новым трендом технологий. С каждым днем этот вопрос приобретает все большую актуальность, а человечество стремится к оптимальному взаимодействию с окружающей средой. Опыт развитых стран (например, Финляндии) свидетельствует, что инвестирование в

эффективные и экологически чистые направления приводят к экономии затрат на энергию, материалы и сырье, что в целом приводит к снижению затрат на производство. В статье рассмотрены тенденции развития мирового рынка экологических товаров и услуг, ежегодный рост которого оценивается в среднем в 5%, в целом прогнозируется, что в первой половине XXI века до 40% мирового производства составит продукция и технологии, связанные с экологией и энергетикой. Предпосылки для развития экотехнологий заключаются в росте промышленного производства и совершенствовании законодательства, предприятие и общество в лице государства должны не только желать решать экологические проблемы, но иметь экономическую возможность их воплощения. Государство должно способствовать формированию рынка экотехнологий с помощью различных программ и механизмов, которые широко используются во всем мире для стимулирования роста экономики и определенных ее отраслей, а также усиливать жесткие нормы на выбросы в окружающую среду. В свою очередь существуют и негативные обстоятельства, а именно – противоречие интересов бизнеса и общества в решении экологических проблем. В некоторой степени рынок экотехнологий зависит от сложившейся экологической политики государства и может находиться в состоянии распределения сил и определения стратегий. Основной проблемой для формирования экотехнологий становятся дефицит технологий, целесообразных к внедрению и отсутствие «коммерческих» технических решений. Предпосылки для развития экотехнологий заключаются в росте промышленного производства и совершенствовании законодательства, предприятие и общество в лице государства должны не только желать решать экологические проблемы, но иметь экономическую возможность их воплощения. Государство должно способствовать формированию рынка экотехнологий с помощью различных программ и механизмов, которые широко используются во всем мире для стимулирования роста экономики и определенных ее отраслей, а также усиливать жесткие нормы на выбросы в окружающую среду. В свою очередь существуют и негативные обстоятельства, а именно - это противоречие интересов бизнеса и общества в решении экологических проблем. В некоторой степени рынок экотехнологий зависит от сложившейся экологической политики государства и может находиться в состоянии распределения сил и определения стратегий. Основной проблемой для формирования экотехнологий становятся дефицит технологий, целесообразных к внедрению, и отсутствие «коммерческих» технических решений. В этом контексте корпоративная социальная ответственность стала уже глобальным трендом и определяет развитие некоторых рынков, в оценке корпоративной ответственности максимальную часть занимает экологическая ответственность, отношения внутри компании и влияние на окружающую среду, что свидетельствует о попытке максимально вовлечь компании в сохранение экологических факторов во всех их проявлениях. Относительно этих показателей в статье рассмотрены корпоративные практики реализации корпоративной ответственности (At Northrop Grumman, Target и другие). Контроль за цепочками поставок концентрируется на недопущении уменьшения качества продукта на всех этапах его производства, запрете контрафактных частей и соблюдении кибербезопасности, защите интеллектуальной собственности, для чего была разработана специальная программа обучения подлинности материалов для поставок во всей цепочке, повышения качества продукции, инжиниринг и т.д. Таким образом, к цепочке поставок допускаются только те поставщики, которые прошли обучение или проверку на предмет обучения по предотвращению производства или попадания в цепочку контрафактной продукции. Актуальным вопросом построения социально ответственной цепочки поставок остается для торговых компаний, в которых эти цепочки очень диверсифицированы и широки. При этом одним из ключевых компонентов построения производственно-сбытовой цепочки компаний является обеспечение безопасности труда для работников. В компании разработаны стандарты вовлеченности поставщиков, которые требуют обеспечения безопасной и здоровой рабочей среды, соответствующей местным законам и сводящей к минимуму производственные риски. Однако на нынешнем этапе развития рынка этого уже недостаточно, и компании должны соблюдать правила игры не только внутри своего производства, но и соблюдать «экологичность» всех входящих и исходящих потоков.

**Выводы.** Социальная ответственность компаний стала уже не просто моральным конкурентным преимуществом, а острой необходимостью, что связано с возрастающим влиянием экологических и социальных движений в обществе. Формируется некая «каскадная» социальная ответственность, в основе которой лежит полная ответственность компании за все этапы производства – от идеи до утилизации. При этом проявления социальной ответственности могут отличаться в зависимости от рода деятельности той или иной компании, ее размеров и могут проявляться далеко не только в стандартизации деятельности. Как видим из анализа примеров лучших практик реализации социальной ответственности, компании с различным



уровнем рыночного влияния реализуют весьма разнообразные инструменты социальной ответственности. Также можно констатировать, что значительные усилия компаний по проявлению своей социальной ответственности находят отражение в их финансовых результатах деятельности.

**Ключевые слова:** корпоративная ответственность, управление цепочками поставок, корпоративное развитие, экологическая безопасность.

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