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Corporate social responsibility and the relationship to stakeholders in large agricultural holdings in the Czech Republic

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Electronic supplementary material

Supplementary Figure S1–S2
Supplementary Tables S1–S4

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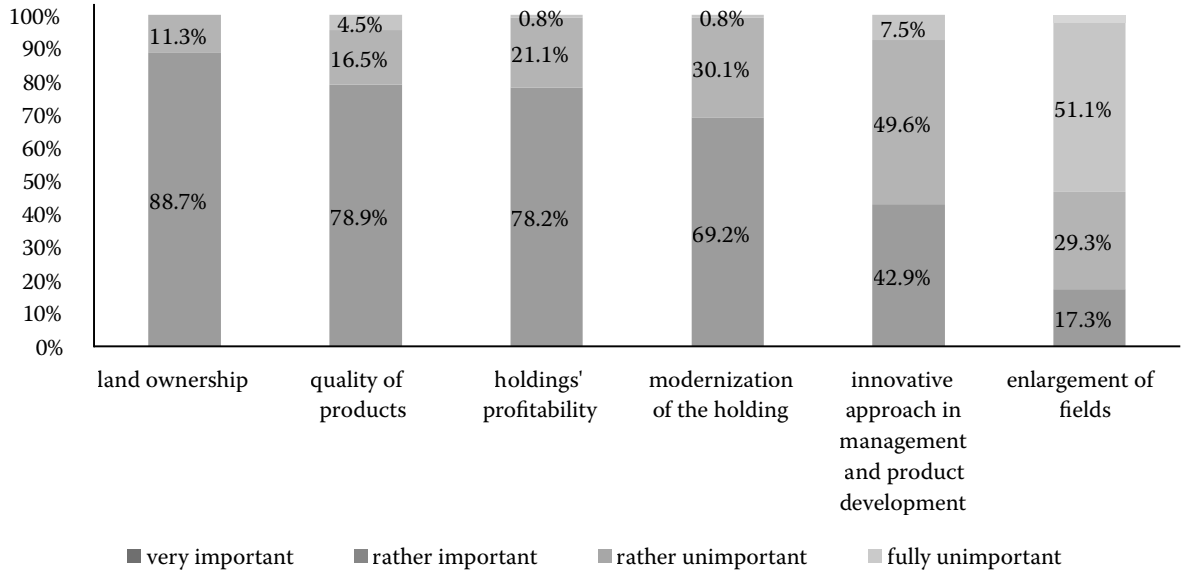

Figure S1. Economic responsibilities

Source: Own elaboration

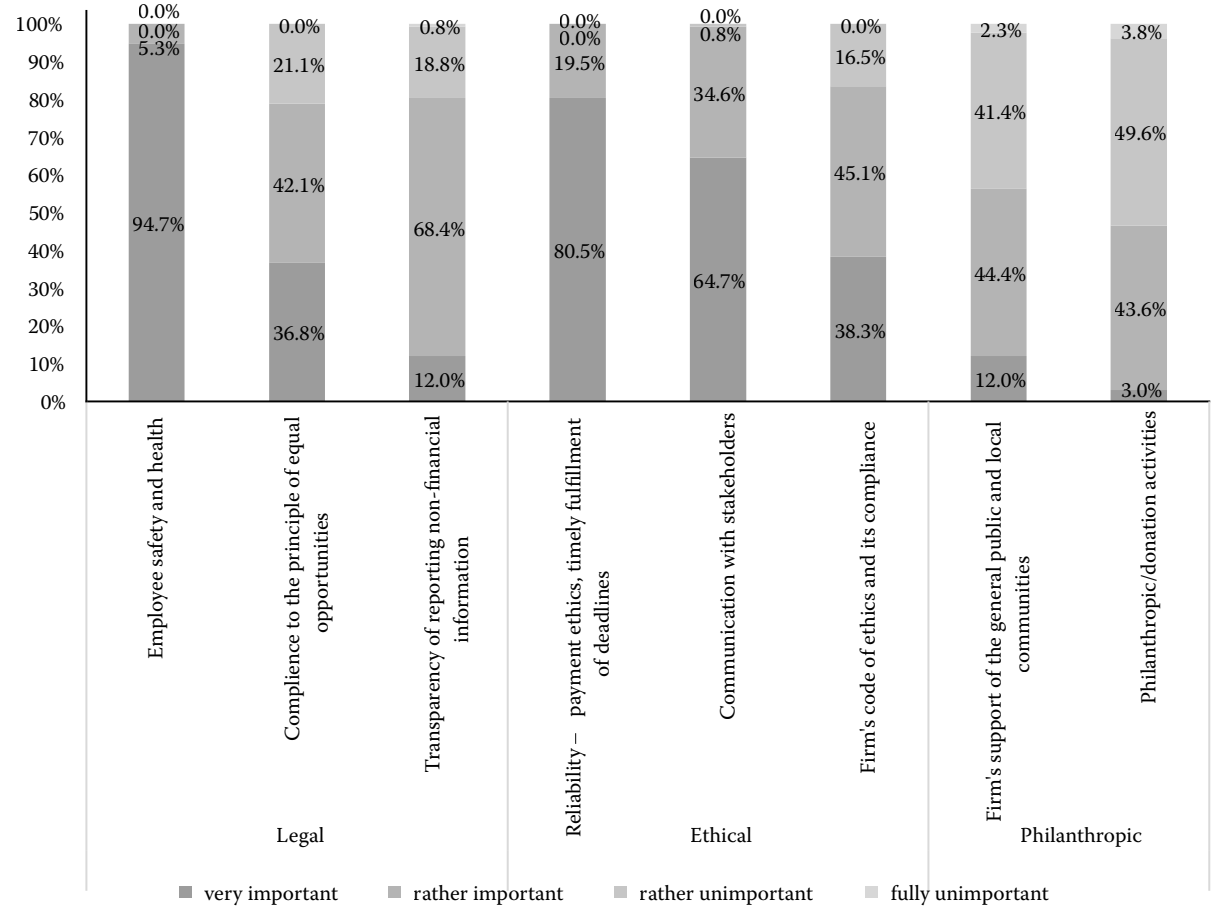

Figure S2. Legal, ethical and philanthropic responsibilities

Source: Own elaboration

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Table S1. Questions asked and the corresponding answers

Questions	Options	Answers
Importance of stakeholders in general		
What influence have the following stakeholders on the functioning of the agri-holding?	(1) shareholders, investors, owners, (2) employees, (3) municipality, (4) non-profit organizations, (5) trade unions, associations	very large, rather large, rather small, none
Rank the groups according to the importance for the operation of your company from a social and economic point of view.	(1) shareholders, investors, owners, (2) employees, (3) municipality, (4) non-profit organizations, (5) trade unions, associations	(rank – 1st, 2nd, 3rd place)
Do managers communicate the decisions about agri-holding's functioning with the following stakeholders?	(1) shareholders, investors, owners, (2) employees, (3) municipality, (4) non-profit organizations, (5) trade unions, associations	yes, no
Economic area		
Does your company have any of the following certifications?	(1) QCZ – milk quality, (2) OHSAS 18001 – Safety and Health protection during work, (3) ISO 22000 – Food safety management system, (4) ISO 9001 – Quality management system, (5) EMAS – Environmental management and audit system, (6) ISO 14001 – Environmental management system, (7) Czech quality, (8) SA 8000 – Social responsibility, (9) AA 1000 – AccountAbility	yes, no
How would you rate your company's relationship with other farmers / other firms in your locality?	–	very positive, rather positive, rather negative, very negative
Social area		
Do you offer the following non-financial benefits to your employees?	(1) discounted meals, (2) social events for employees, (3) education and development, (4) personal comfort and benefits, (5) allowance for commuting to work, (6) financial contribution for leisure activities, (7) health services, (8) pension insurance, small loans, (9) sports and relaxation	yes, no
Do you use following tools to measure employees' job satisfaction?	(1) informal meetings with employees, (2) appointments with employees, (3) regular evaluation of employees, (4) employee satisfaction surveys, (5) boxes for comments and suggestions	yes, no
Do you cooperate with schools in the following areas?	(1) student internships and practice, (2) theses consultation, (3) organizing excursions, (4) lending or donating of technology, (5) participation at teaching, (6) preparation of student competitions	yes, no
Do you have a strategy to attract young people?	–	yes, no
How often do you support the social life in the municipality in the following areas?	(1) cultural events organized by municipality, (2) annual events of the firm, (3) harvest festivals, (4) balls, (5) sponsor non-governmental institutions, (6) voluntary work of employees, (7) donate products to events, (8) charity, (9) provide services with discount or for free, (10) sponsor the fire brigade, (11) sponsor the sport clubs, (12) sponsor the other local associations	often (3 and more times per year), occasionally (once or twice a year), rarely/never (less than once a year or never)

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Table S1 to be continued

Questions	Options	Answers
How would you rate your company's relationship with the municipalities in whose territories you farm?	–	very positive, rather positive, rather negative, very negative
How often do you monitor the events in the municipalities in whose territories you farm?	–	intensely, often, occasionally, not at all
Environmental area		
Did the company implement any of the following measures in the last five years?	(1) moisture retention in the landscape, (2) delineation of retention areas, (3) protection of groundwater and soil, (4) utilization or reclamation of unnecessary agricultural areas, (5) reduction or treat of wastewater, (6) reduction of air emissions, (7) reduction of emissions and greenhouse gases, (8) noise reduction, (9) implementation of sustainable modes of transport, (10) energy savings, (11) planting bushes, (12) landscaping, (13) livestock breeding for biodiversity	yes, no, I don't know

Source: Own elaboration

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Table S2. Statistical description of the sample (N = 133)

Characteristics	Options/statistics	Values
Region (%)	Středočeský	16.5
	Jihočeský	16.5
	Plzeňský	5.3
	Karlovarský	0.8
	Ústecký	3.0
	Liberecký	5.3
	Královehradecký	8.3
	Pardubický	5.3
	Vysočina	15.0
	Jihomoravský	9.0
	Olomoucký	8.3
	Zlínský	3.8
	Moravskoslezský	3.0
Legal form (%)	joint-stock company	42.9
	limited liability company	19.5
	cooperative	37.6
Number of employees	total	6 368.0
	minimum	4.0
	median	40.0
	average	47.9
	maximum	350.0
Agricultural land (ha)	total	208 139.3
	minimum	261.4
	median	1 338.6
	average	1 565.0
	maximum	7 864.9
Arable land (ha)	total	170 453.8
	minimum	4.1
	median	1 135.9
	average	1 281.6
	maximum	6 815.5
Assets (N = 48)	total	EUR 342 856.5 (CZK 8 791 703.0)
	minimum	EUR 661.9 (CZK 16 973.0)
	median	EUR 5 141.9 (CZK 131 851.5)
	average	EUR 7 142.8 (CZK 183 160.5)
	maximum	EUR 31 951.9 (CZK 819 327.0)
Respondent's position (%)	director / chairman / chairman of the board	60.9
	managing director	6.8
	deputy chairman	3.8
	economist	19.5
	other	9.0
Respondent's sex (%)	male	82.0
	female	18.0

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Table S2 to be continued

Characteristics	Options/statistics	Values
Respondent's age	average	50.8 years
	21–40	21.1%
	41–60	63.9%
	61–80	15.0%
Respondent's education (%)	high school, graduated	33.8
	university	66.2

Source: Own elaboration

Table S3. Groups of agricultural holdings according to perceived importance of social responsibility

Cluster	1	2	3	4
Number of agri-holdings	35	45	27	24
Responsibility (average score)				
Economic	3.70	3.37	3.60	3.38
Legal	3.32	3.48	3.48	2.94
Ethical	3.56	3.51	3.83	3.31
Philanthropic	2.51	2.66	2.81	2.15
Legal form (share on total; %)				
Joint-stock company	10.5	15.0	9.8	7.5
Limited liability	7.5	6.8	0.0	5.3
Cooperative	9.0	12.8	10.5	5.3
Age categories (share on total; %)				
21–40	4.5	9.0	3.0	4.5
41–60	18.8	20.3	15.8	9.0
61–80	3.8	5.3	1.5	4.5
Education (share on total; %)				
High school	10.5	9.0	7.5	6.8
University	16.5	25.6	12.8	11.3
Sex (share on total; %)				
Men	19.5	28.6	18.0	15.8
Women	7.5	6.0	2.3	2.3
Number of agri-holdings with assets	16	18	5	9
Average assets (CZK)	172 369.1	215 595.6	193 606.0	131 671.9
Average assets (EUR)	6 722.0	8 407.7	7 550.2	5 134.9

Source: Own elaboration

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Table S4. Relationship to stakeholders and socially responsible activities in '3P' areas

Importance of stakeholders in general				
What influence have the following stakeholders on the functioning of the agri-holding?	**very large (%)**	**rather large (%)**	**rather small (%)**	**none (%)**
(1) shareholders, investors, owners	42.1	41.4	14.3	2.3
(2) employees	35.3	52.6	11.3	0.8
(3) municipality	2.3	30.1	59.4	8.3
(4) non-profit organizations	0.0	2.3	11.3	86.5
(5) trade unions, associations	0.0	1.5	11.3	87.2
Rank the groups according to the importance for the operation of your company from a social and economic point of view.	**(2), (1), (3)**	**(1), (2), (3)**	**(2), (3), (1)**	**other**
	48.1%	44.4%	4.5%	3.0%
Do managers communicate the decisions about agri-holding's functioning with stakeholders?	**yes (%)**		**no (%)**	
(1) shareholders, investors, owners	87.7		12.3	
(2) employees	67.4		32.6	
(3) municipality	52.5		47.5	
(4) non-profit organizations	11.1		88.9	
(5) trade unions, associations	0.0		100.0	
Economic area				
Does your company have any of the following certifications? (41.8% not stated)	**yes (%)**		**no (%)**	
(1) QCZ – milk quality	21.1		78.9	
(2) OHSAS 18001 – Safety and Health protection during work	12.0		88.0	
(3) ISO 22000 – Food safety management system	6.0		94.0	
(4) ISO 9001 – Quality management system	5.3		94.7	
(5) EMAS – Environmental management and audit system	3.0		97.0	
(6) ISO 14001 – Environmental management system	3.0		97.0	
(7) Czech quality	1.5		98.5	
(8) SA 8000 – Social responsibility	0.0		100.0	
(9) AA 1000 – AccountAbility	0.0		100.0	
How would you rate your company's relationship with other farmers / other firms in your locality?	**very positive (%)**	**rather positive (%)**	**rather negative (%)**	**very negative (%)**
other farmers in locality (3.8% don't know)	6.8	77.4	12.0	0.0
other firms in locality (3.0% don't know)	11.3	76.7	0.0	0.0
Social area				
Do you offer the following non-financial benefits to your employees?	**yes (%)**		**no (%)**	
(1) discounted meals	97.7		2.3	
(2) social events for employees	72.2		27.8	
(3) education and development	70.7		29.3	
(4) personal comfort and benefits	26.3		73.7	
(5) allowance for commuting to work	26.3		73.7	
(6) financial contribution for leisure activities	25.6		74.4	
(7) health services	23.3		76.7	
(8) pension insurance, small loans	22.6		77.4	
(9) sports and relaxation	11.3		88.7	

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Table S4 to be continued

Do you use following tools to measure employees' job satisfaction?	**yes (%)**	**no (%)**
(1) informal meetings with employees	93.2	6.8
(2) appointments with employees	88.0	12.0
(3) regular evaluation of employees	51.9	48.1
(4) employee satisfaction surveys	9.0	91.0
(5) boxes for comments and suggestions	6.0	94.0
Do you cooperate with schools in the following areas?	**yes (%)**	**no (%)**
(1) student internships and practice	80.5	19.5
(2) theses consultation	45.1	54.9
(3) organizing excursions	43.6	56.4
(4) lending or donating of technology	15.0	85.0
(5) participation at teaching	12.0	88.0
(6) preparation of student competitions	2.3	97.7

Do you have a strategy to attract young people?	**yes (%)**	**no (%)**
	18.0	82.0

How would you rate your company's relationship with the municipalities in whose territories you farm? (3.0% don't know)	**very positive (%)**	**rather positive (%)**	**rather negative (%)**	**very negative (%)**
	24.1	67.7	3.8	1.5

How often do you monitor the events in the municipalities in whose territories you farm?	**intensely, often (%)**	**occasionally (%)**	**not at all (%)**
	65.4	34.6	0.0

How often do you support the social life in the municipality in the following areas?	**often (%)**	**occasionally (%)**	**rarely / never (%)**
(1) cultural events organized by municipality	14.3	70.7	15.0
(2) annual events of the firm	1.5	56.4	42.1
(3) harvest festivals	0.0	56.4	43.6
(4) balls	6.8	51.9	41.4
(5) sponsor non-governmental institutions	6.8	19.5	73.7
(6) voluntary work of employees	3.8	4.5	91.7
(7) donate products to events	12.8	66.9	20.3
(8) charity	0.0	12.8	87.2
(9) provide services with discount or for free	7.5	7.5	85.0
(10) sponsor the fire brigade	6.0	67.7	26.3
(11) sponsor the sport clubs	4.5	32.3	63.2
(12) sponsor the other local associations	3.8	36.8	59.4
Environmental area			
Did the company implement any of the following measures in the last five years?	**yes**	**no**	**I don't know**
(1) moisture retention in the landscape	54.1	43.6	2.3
(2) delineation of retention areas	21.1	72.9	6.0
(3) protection of groundwater and soil	66.2	30.1	3.8
(4) utilization or reclamation of unnecessary agricultural areas	41.4	57.9	0.8
(5) reduction or treat of wastewater	46.6	51.1	2.3
(6) reduction of air emissions	62.4	36.8	0.8

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Table S4 to be continued

(7) reduction of emissions and greenhouse gases	41.4	57.9	0.8
(8) noise reduction	27.8	71.4	0.8
(9) implementation of sustainable modes of transport	0.8	99.2	0.0
(10) energy savings	82.7	16.5	0.8
(11) planting bushes	54.9	45.1	0.0
(12) landscaping	60.9	36.1	3.0
(13) livestock breeding for biodiversity	30.1	69.2	0.8

Source: Own elaboration