

2008



Whenever you need us

Corporate responsibility report







With the natural environment in mind, PKN ORLEN's corporate responsibility report has been printed on recycled paper using two types of ink.

Letter from the President of PKN ORLEN Management Board	5
---	---

## About Us

1.1.	About PKN ORLEN	9
1.2.	Our report	13
1.3.	Key events of the 10 <sup>th</sup> anniversary of CSR in PKN ORLEN	16

## Energy and development

2.1.	Development strategy	23
2.2.	Production process effectiveness	24
2.3.	Responsible product	25
2.4.	Logistics	27
2.5.	Power engineering in PKN ORLEN	28

## Health and natural environment

3.1.	Responsible production	33
3.2.	Occupational health and safety	41
3.3.	Responsible office	43

## Company and people

4.1.	Employees – current, former, future	47
4.2.	Corporate Culture	53
4.3.	Ethical and reputation risk management	59
4.4.	Customer care	60
4.5.	Relations with suppliers	64

## Development and society

5.1.	Contributing to the development of the industry	69
5.2.	Relations with the environment	71

Certificates held by PKN ORLEN	78
--------------------------------	----

Index of website addresses quoted in the Report	78
---	----

GRI index	79
-----------	----

Contact data	80
--------------	----





Dear Sir or Madam,

PKN ORLEN is already 10 years old. Since its beginning, the Company has faced ever new challenges. The intensive development and increasing competitiveness of our Company as well as its presence in related markets is a source of satisfaction, but also of obligations. The same goes for the fact that through our products and services as well as sponsoring and charity projects, we participate in the daily lives of millions of people.

This is why we constantly endeavour to make the ORLEN brand a synonym of professionalism and top quality. We pursue that goal not only through strictly business-oriented activities but also through the principles guiding each and every activity performed by PKN ORLEN.

Corporate responsibility is an integral part of our mission, a motto of PKN ORLEN. One of the aspects of a responsible attitude to business is how a company informs public opinion of both its successes and difficulties. The current ORLEN corporate responsibility report, the fifth in the Company's 10-year history, yet again shows PKN ORLEN's devotion to the principles of reliable communication not only with the market, but also with all of the Company's stakeholders. Our tradition of reporting such activities makes our Company stand out in the Polish market, as does the timing and regularity of our reports. It was not without reason that last year's report was recognised in the "2008 Social Reports" competition as the best prepared report in the opinion of internet users.

The experience gained in previous years and our activities in the field of Corporate Social Responsibility are the founda-

tion for preparing our latest report in accordance with Global Reporting Initiatives (G3 GRI) standards. We are entitled to do so not only thanks to our achievements to date, but first and foremost due to the goals that we set ourselves. We refer to GRI principles in a comprehensive way, both in terms of the number of indicators and the rules of determining report contents as well as ensuring high quality information. Also, the report integrates social and environmental issues which used to be reported separately. One of the crucial advantages of such a method of reporting is that it makes possible a comparison of the indicators presented over subsequent years, which in turn enables a more accurate and comprehensive evaluation of PKN ORLEN's achievements in the field of CSR. This is of vital importance both for the Company itself and its stakeholders.

PKN ORLEN is not only a witness of but primarily an active participator in the changes taking place in Poland in this sphere of business. Sustainable development and corporate responsibility are for us one of the key elements of our strategy. We perceive economic and social responsibility activities to be complementary tasks. People are at the centre of our attention, which is why our actions are intended to satisfy their needs and expectations as fully as possible. Exactly as our motto: "Always there when you need us".

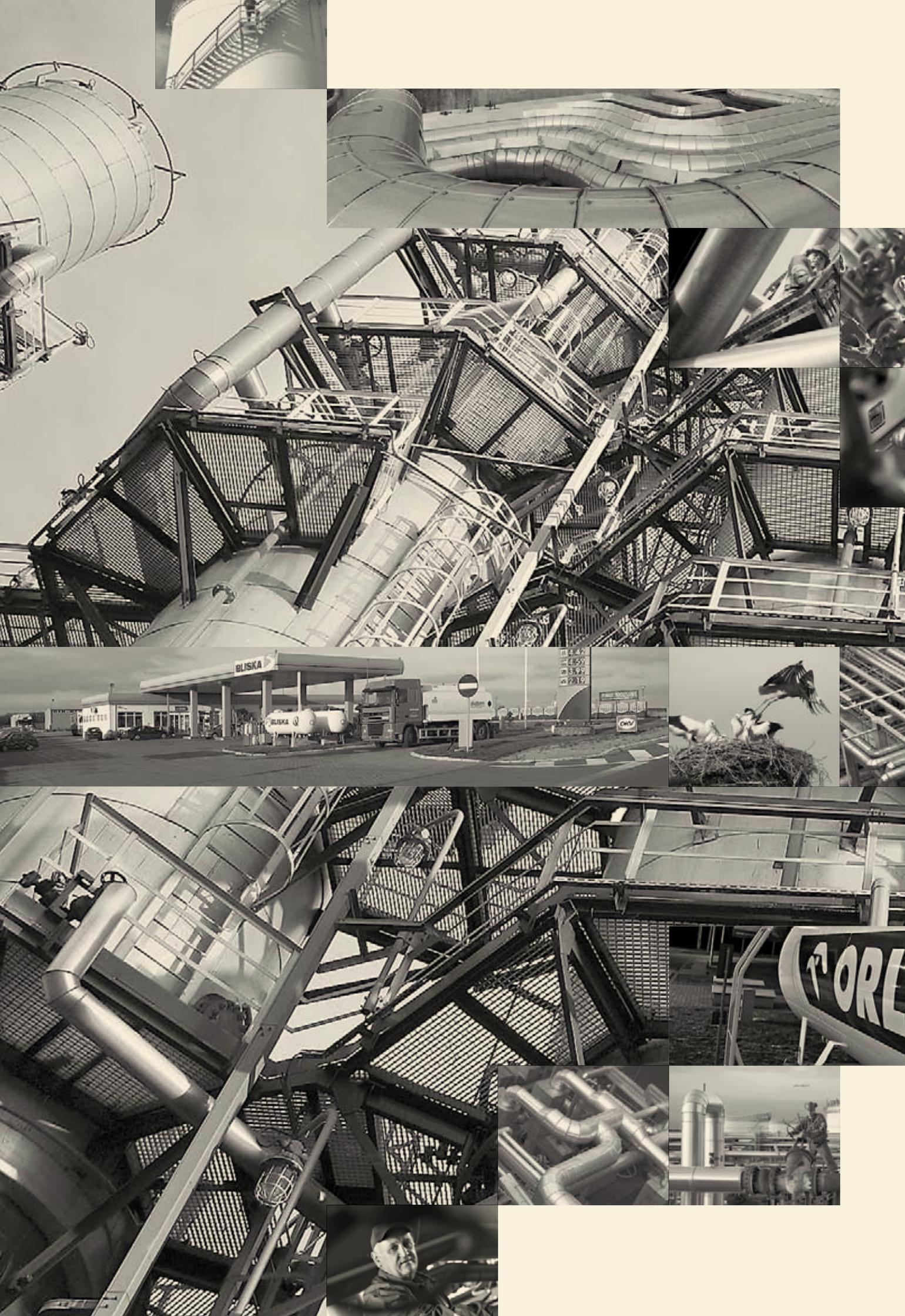
This time we would like to present to you the achievements, successes and challenges that we confronted in 2008 as well as events of particular importance for the development of corporate responsibility in the Company since its establishment. They are very different and they permeate all areas of PKN ORLEN's business. In the *Key Events* section you will find not only ethical and environmental issues, but also aspects of production, logistics and sales. Yet, there are so many that we could present only a small part of them. For us, it was also an opportunity to summarise and evaluate. The more so that, enriched by our experience and aware of the social and environmental effects of our business, we undertook the challenge of establishing a new corporate social responsibility strategy in PKN ORLEN.

The global economic crisis has shown in black and white that when a market is affected by serious perturbations such values as a good brand or reputation, resulting from years of respect and care for stakeholders, and consistent attention being paid to the high quality of products from production to distribution stage, only gain on significance. This is exactly how we build trust in the ORLEN brand.

To quote another of our mottos: "We set the pace of life, we change the world around us", responsibly, to make it ever better.

*Dariusz Jacek Krawiec*

*President of PKN ORLEN Management Board*





# About Us

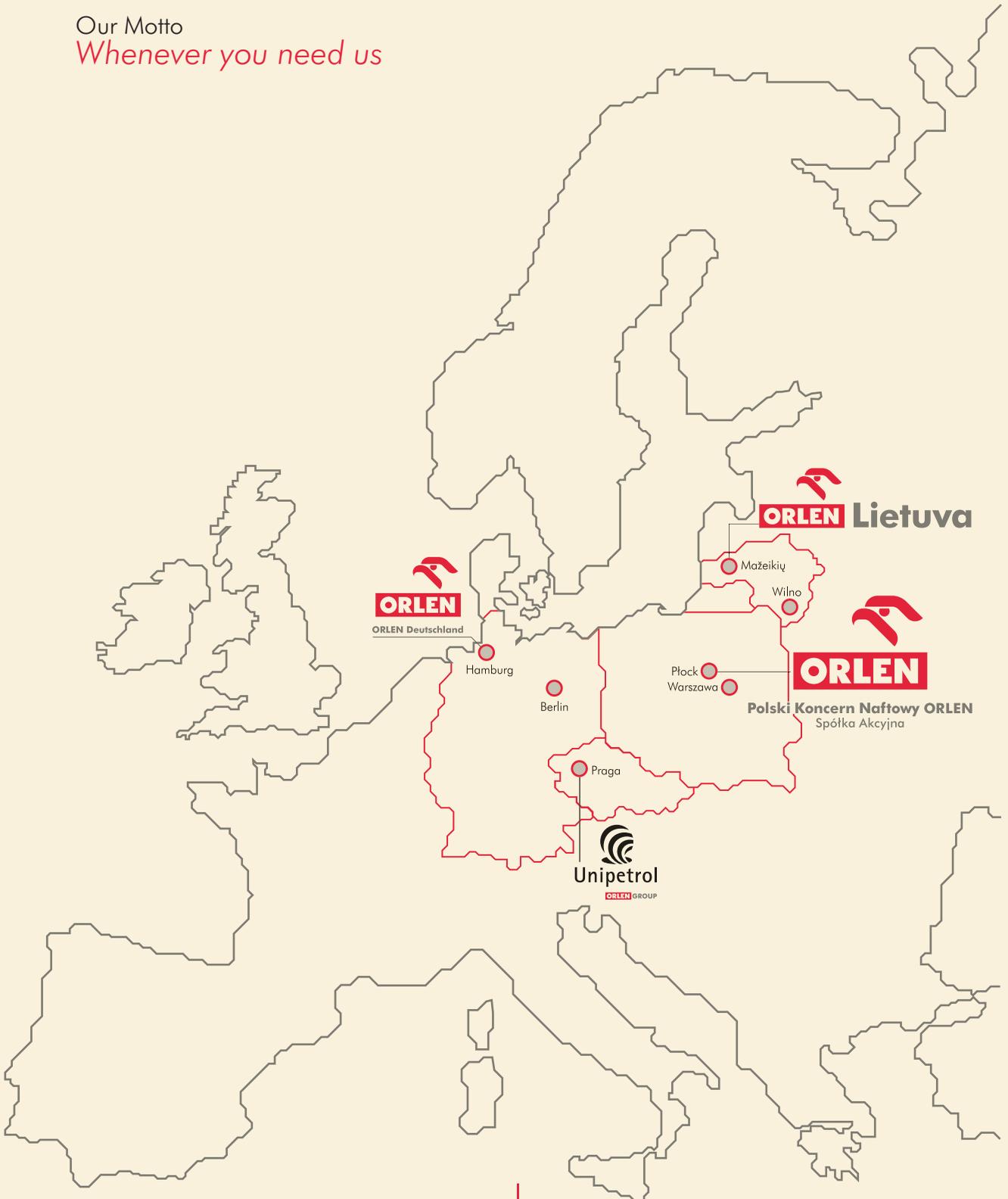


## Mission statement

Aiming to become the regional leader, we ensure long-term value creation for our shareholders by offering our customers products and services of the highest quality.

All our operations adhere to 'best practice' principles of corporate governance and social responsibility, with a focus on care for our employees and the natural environment.

Our Motto  
*Whenever you need us*



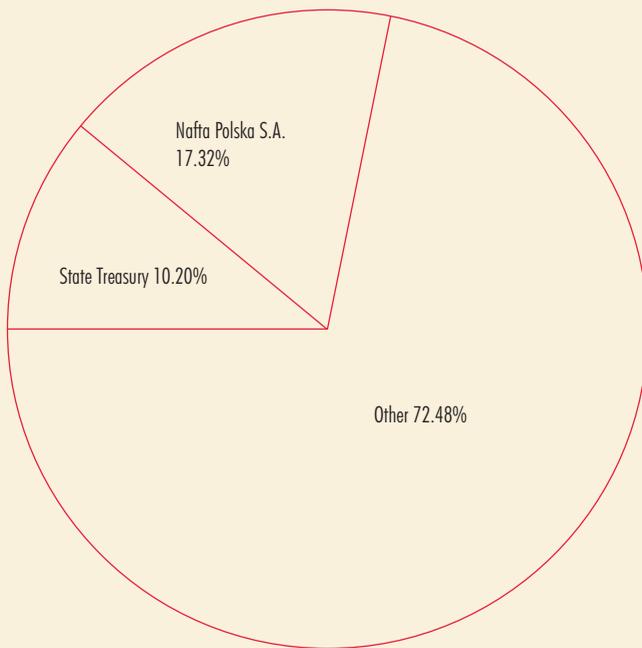


## 1.1. About PKN ORLEN

PKN ORLEN is one of the largest oil refining companies in Central and Eastern Europe. We process crude oil into unleaded petrol, diesel fuel, furnace oil, aviation fuel, plastics and petrochemical products. The Company manages seven refineries in Poland, the Czech Republic and Lithuania. The Company's integrated refinery and petrochemical complex, located in Płock, is ranked among the most modern and efficient facilities of its kind in Europe. In 2008, total crude oil throughput in the ORLEN Group exceeded 22.8 million tonnes. We have the largest petrol station network in Central Europe, located in Poland, Germany, the Czech Republic and Lithuania. Our petrol stations offer top quality products and services to our customers. As a background for the PKN ORLEN retail network, we have an effective logistics infrastructure consisting of above and underground storage facilities and long-range pipeline networks.

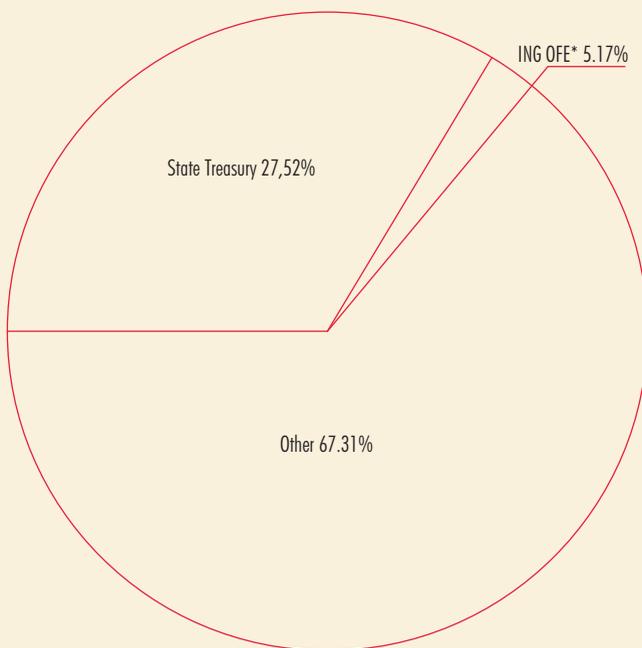
This report only concerns PKN ORLEN, but to visualise the scope of the Group's business, it is worth mentioning that as of December 2008, ORLEN Group consisted of 131 companies, of which 87 were subsidiaries (36 – direct and 51 – indirect). The number of directly affiliated entities was 58, indirect affiliates – 73, and out of 3 joint venture companies, 2 were directly and 1 – indirectly affiliated.

*PKN ORLEN shareholding structure as on 31 December 2008*



The shareholding structure did not change during 2008. The table below presents the changes that have taken place in 2009.

*PKN ORLEN shareholding structure as on 22 July 2009*



\* In its current report, no. 19/2009 of 20 February 2009, PKN ORLEN informed that ING Otwarty Fundusz Emerytalny held, as on 20 February 2009, 22,118,813 shares in PKN ORLEN S.A., representing 5.17% of the Company share capital. PKN ORLEN shares held by the Fundusz entitle it to 22,118,813 votes at the Company's General Meeting, which represents 5.17% of the total number of votes.

PKN ORLEN is a stock company, with its shares listed on the Warsaw Stock Exchange and on the London Stock Exchange, the latter in the form of Global Depository Receipts (GDRs). The Bank of New York Mellon is the depository of the Company's depository receipts. The transaction unit on the London Stock Exchange is 1 GDR, which equates to two shares in the Company. Trading in depository receipts also takes place in the USA, on the OTC market. The shares of PKN ORLEN were first listed in November 1999. They are listed in the continuous quotation system of the Warsaw Stock Exchange basic market and are included in the WIG20 and WIG indices of the largest companies, and the WIG-fuel sector index.

The Company's share capital is PLN 534,636,326.25 divided into 427,709,061 ordinary bearer shares with a par value of PLN 1.25 per share.

**PKN ORLEN in figures**

The table below gathers together some crucial data on PKN ORLEN. The environmental indicators apply to the Production Plant in Płock. Such a cross-sectional look at our Company makes the essential information readily available, at the same time presenting trends in various areas in the period 2006–2008.

**Selected financial data (in '000 PLN)\***

	2006	2007	2008
I. Total revenue on sales	33 501 034	42 703 668	57 226 844
II. Operating income	2 001 006	2 093 194	636 354
III. Profit/(loss) before tax	2 602 229	3 257 469	(2 063 057)
IV. Net profit/(loss)	2 199 876	2 759 859	(1 570 947)
V. Net operating cash flow	1 859 752	847 144	1 292 773
VI. Net investing cash flow	(6 945 423)	(1 423 667)	(1 993 857)
VII. Net financing cash flow	5 109 647	435 476	975 898
VIII. Net increase/(decrease) in cash	23 976	(141 047)	274 814
IX. Net profit/(loss) and diluted profit/(loss) per ordinary share (in PLN)	5.14	6.45	(3.67)
	As on 31 December 2006	As on 31 December 2007	As on 31 December 2008
X. Fixed assets	18 996 554	19 958 199	20 427 025
XI. Current assets	8 474 447	12 011 508	11 572 579
XII. Total assets	27 471 001	31 969 707	31 999 604
XIII. Long-term liabilities	4 249 852	7 289 067	1 216 318
XIV. Short-term liabilities	8 211 563	6 847 058	15 401 410
XV. Equity	15 009 586	17 833 582	15 381 876
XVI. Share capital	1 057 635	1 057 635	1 057 635
XVII. Number of shares	427 709 061	427 709 061	427 709 061
XVIII. Book value and diluted book value per share (in PLN)	35.09	41.70	35.96

**Throughput and output of the Plock Refinery (in '000 tonnes)**

	2006	2007	2008
Crude oil	13 612	13 646	14 218
Petrol	2723	2610	2800
Diesel fuel	3995	4568	5078
Ekoterm	1207	840	840
Aviation fuel JET A-1	402	355	418
LPG	220	190	223

**Environmental impact**

	2006	2007	2008
Water consumption from the Vistula (in m <sup>3</sup> )	22 371 985	23 721 604	22 991 953
Sewage discharge into the Vistula (in m <sup>3</sup> )	10 641 497	12 744 813	12 381 024
COD** load in sewage discharged into the Vistula (kg/y)	953 132	974 684	676 524
Total emissions of all pollutants (in Mg), including:	6 594 619.56	6 270 414.25	6 189 145.40
Sulphur dioxide	30 578.34	20 973.30	20 444.59
Nitrogen monoxide (as per nitrogen dioxide)	7 983.84	7 474.71	6 821.48
Carbon monoxide	307.60	762.38	812.16
Total hydrocarbons	1244.07	1397.44	1384.01
Fuel combustion dust	748.10	574.53	453.34
Carbon dioxide	6 553 571.87	6 238 941.29	6 158 959.11
Other pollutants	185.74	290.60	270.71

\* Selected financial data concerns PKN ORLEN and applies to the year completed on 31 December

\*\* COD – chemical oxygen demand

### Responsible production

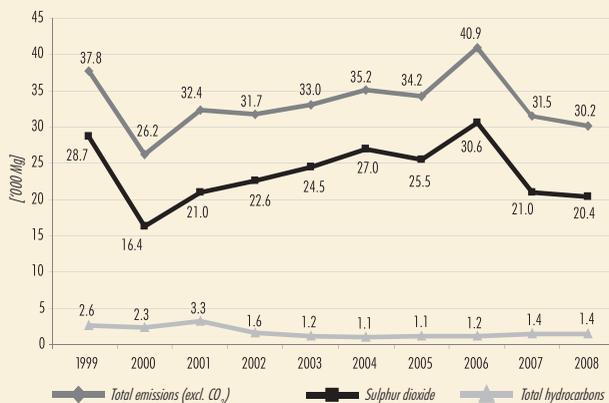
Environmental charges (in PLN) including:	21 266 025.72	17 048 947.56	16 572 326.63
transport for emission (including transport)*	19 154 522.78	15 184 647.46	14 784 628.49
for water consumption	1 037 386.74	1 120 609.14	1 085 832.47
for sewage discharge	1 074 116.20	743 690.96	701 865.67
Investment expenditures for environmental protection (in PLN)	150 486 556.49	122 205 258.30	259 126 877.37

### Our employees

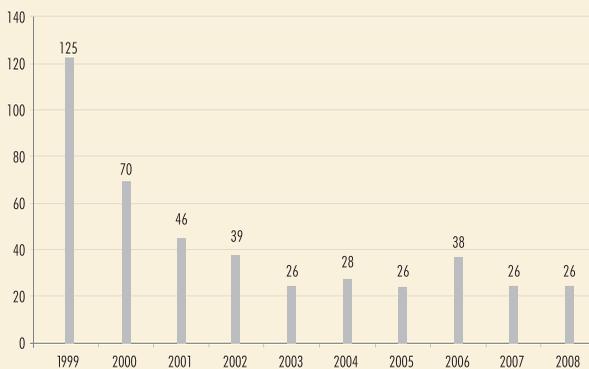
Employment as on 31 December	4780	4748	4725
(Accidents at work (including serious accidents))	38	26 (1)	26
Absence from work following accidents at work	1446	1340	952

\* The amount includes charges for CO<sub>2</sub> trading

Main pollutant emissions from the Production Plant in Plock in 1999–2008

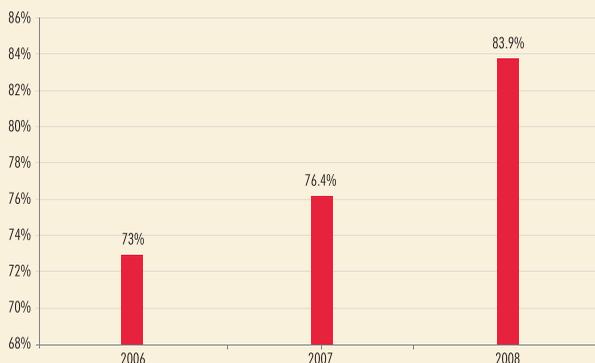


Number of accidents in PKN ORLEN in 1999–2008



ORLEN fuel sales vs. sales by competitors in 2006–2008

Source: POPiHN



### Environmentally conscious company

The table is supplemented with a chart presenting pollutant emission. As a company aware of its environmental impact, we strive to achieve as much environmental neutrality as possible in our production, storage and distribution processes. The environmentally-friendly investment projects we have implemented in recent years have enabled us to significantly reduce pollutant emission while at the same time increasing crude oil throughput.

### Safe company

Our ambition is to make PKN ORLEN a safe workplace, and our target situation is zero accidents. We base our work on the assumption that effective prevention brings a feeling of safety which not only enables undisturbed work but also has an economic dimension.

### Leader

PKN ORLEN is an unquestioned leader in the Polish fuel market. For years, we have been supplying our customers with top quality products and reporting continuous growth in sales. This trend was confirmed by surveys conducted by Polska Organizacja Przemysłu i Handlu Naftowego (POPiHN, the Polish Organisation of the Oil Industry and Trade), whose members are companies from the Polish fuel market.



## 1.2. Our report

This report presents the most important events in PKN ORLEN in 2008. Selected items of information on ORLEN Group are intended to show the scale of business and directions for development.

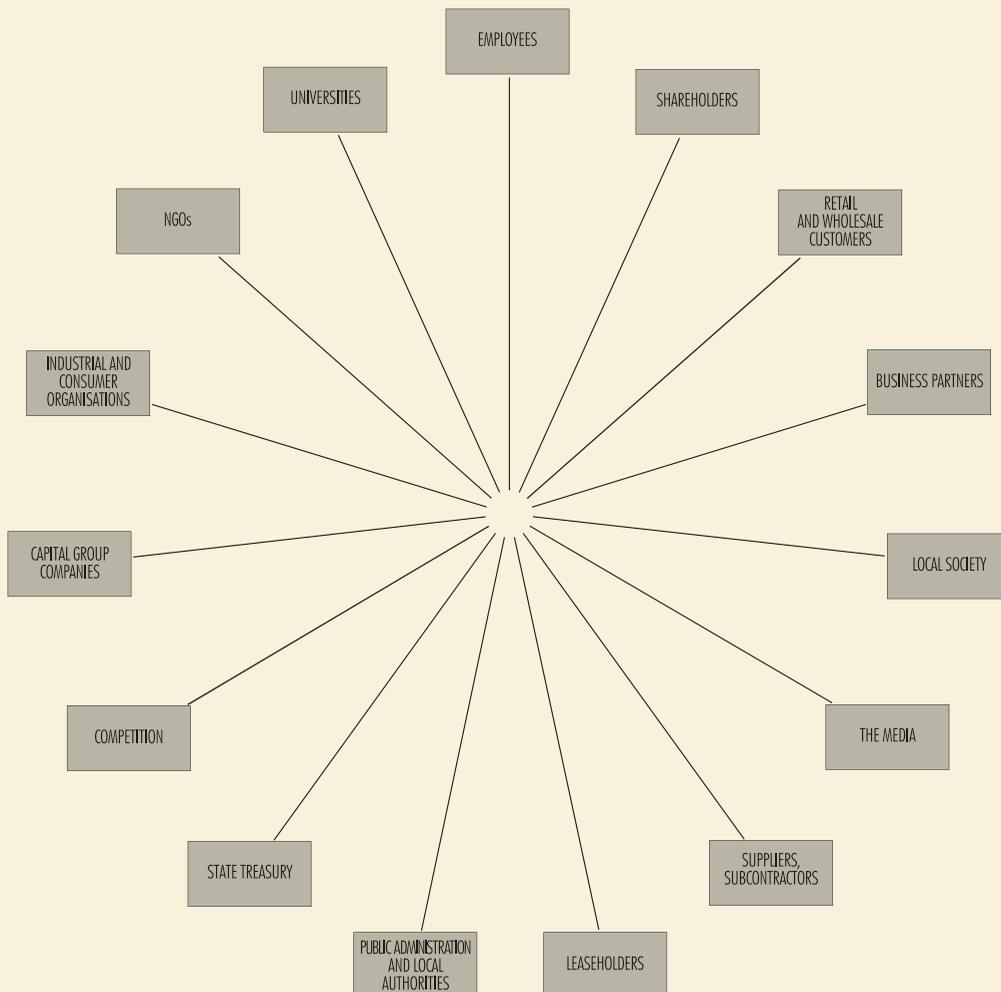
Previous reports, all four of them, were published by PKN ORLEN:

- in 2008 for 2007;
- in 2007 for 2005–2006,
- in 2004 for 2003;
- in 2003 for 2002.

We assume that social reports will be issued by our Company annually. However, the 2008 report does not contain any corrections of information provided in previous reports. Compared to previous reports, we have elaborated the part on environmental protection. In addition, our report contains quite a lot of information on the impact of PKN ORLEN products on our lives and on the environment in the broad meaning of the word.

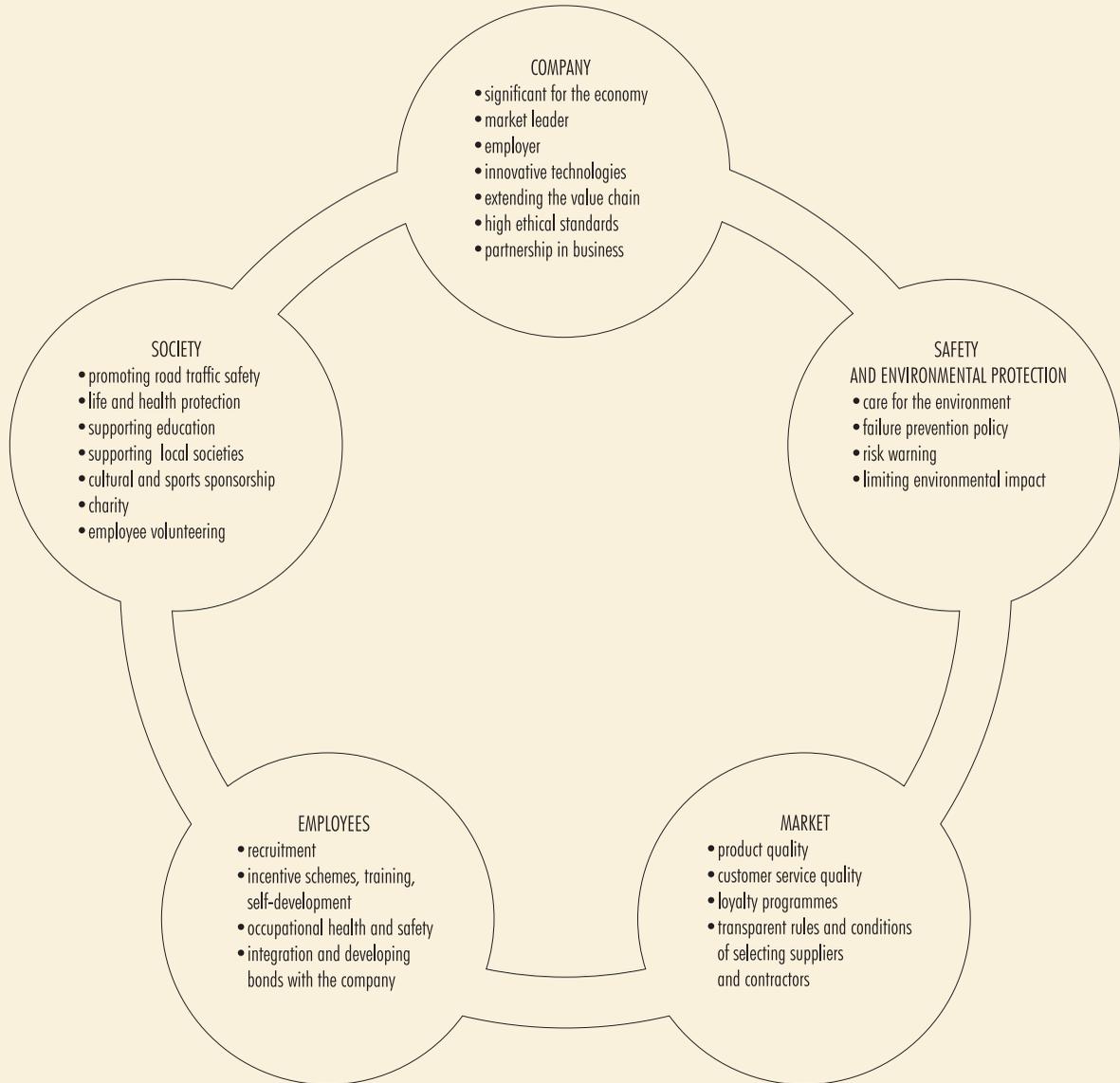
The report was preceded by extensive consultations involving a broad circle of our stakeholders. As one of the effects of workshops organised at PKN ORLEN, participated in by the Company’s employees, we verified the Company stakeholder groups and determined which of them were of key importance.

Stakeholder Map



Another result of the dialogue was that we identified the main issues of interest to our stakeholders and those of the Company activities which are the most important from their point of view. Participants of the workshops developed a very extensive – given the volume and scale of the Company's businesses – list of topics.

*PKN ORLEN's activities of importance to the stakeholders*





**Mirella Panek-Owsiańska**  
**Chair of Corporate Responsibility Forum**

What in your opinion may make interest in social reports grow, which in turn will make compliance with the principles of corporate social responsibility an important company evaluation criterion?

*An increasing number of companies globally issue social reports, also incorporating communication with stakeholders in them. In Poland, compared to West Europe, consumer awareness is still relatively low, but a new generation is coming into adulthood for which sustainable development is of equal importance to company economic results. Also, NGOs are becoming more and more effective, including the watchdogs, and they very carefully analyse any data presented by companies.*

*The future may lie in interactive thematic reports, aimed at various groups of stakeholders, as, for example, environmentalists are interested in different aspects of the functioning of a company than students looking for their first job. Well developed and precise information and indicators as well as the availability of competent persons who can answer the most difficult of questions will undeniably help us reach the key audience.*

*The publication of a report in itself should be only the beginning of dialogue with stakeholders. Another stage could be to gather opinions and suggestions from various groups during open and closed sessions, to use them in sustainable development management and to report on that in the next report.*

*In the age of WWW, Web 2.0 or social network services, an important element of a report is its form. The traditional paper version, though still of some use, is being replaced by interactive electronic versions customised to the needs of people whose main source of information is the Internet. The more interesting and easily available information is, the more likely it is to attract active feedback from stakeholders.*

Thus, the assessed significance of the respective aspects of sustainable development and corporate responsibility had a significant impact on the content of this Report.

The data presented in this Report comes from systems which guarantee the quality and accuracy of the collected information. They include, among others:

1. Real time system supporting production processes and directly connected to industrial automation systems;
2. Data warehouse for the integrated system used in PKN ORLEN, containing data on the progress and parameters of production processes;
3. Specialised model of the integrated system used in PKN ORLEN, supporting the operation of HR processes, employee data and partner data;
4. Audit support system Galileo. This system, apart from gathering information, enables us to manage internal audits and working documents.

Data relating to environmental protection is achieved from constant monitoring of production and technological processes in accordance with the implemented Management Systems. Financial data was taken from individual financial statements for the given year, subject to revision by an independent auditor. The 2008 corporate responsibility report as a whole has not been verified by an external auditor.

This report was prepared in accordance with GRI G3 B-level guidelines. This letter represents a medium level of application (the lowest being C and the top – A) and corresponds to the level of incorporation of GRI G3 Guidelines and GRI Reporting Framework. This level tells the reader how advanced the Company is in terms of the number of indicators and the possibilities of further extension of reporting in the following years.

More information on application levels and GRI G3 Guidelines at: <http://www.globalreporting.org>.



The experience of companies with a long history of social involvement proves that companies, by introducing CSR standards, improve their competitive position. Can we find similar examples in Poland?

**Professor Witold Orłowski**  
**Chief Economic Advisor at PricewaterhouseCoopers**

*As we built an efficient market economy in Poland, Polish companies had to learn to follow the best patterns of building company goodwill. A dozen or so years ago what they did was mostly struggle for survival, and a couple of years ago they had to undergo painful restructuring processes. Today, though, they can and should think in categories of long-term development. And in terms of long-term development, company image, its ability to peacefully coexist with its environment, developing lasting bonds with its employees and sound foundations for development are all of key importance. For companies, the key to success is the ability to reconcile the short- and long-term requirements of their stakeholders.*

*I have been observing the increasing comprehension of this fact in Poland over the last few years. Another effect is the growing involvement among companies in corporate social responsibility activities. One important test for the companies was when they had to establish good relations with their employees during a period of difficult ongoing restructuring processes. Those companies which managed to do that in a responsible, honest and friendly way gained a huge competitive advantage. An advantage which stems from human capital strongly attached to the company on which future development can be based.*

## 1.3. Key events of the 10<sup>th</sup> anniversary of CSR in PKN ORLEN

### 1999

- Start-up of the Soft Asphalt Hydro-Desulphurisation Plant in order to reduce sulphur compound emission from the Combined Heat and Power Plant. At that time, it was the seventh facility of the type (H-Oil technology) in the world, and the first, and so far the only one in Europe. The main purpose of the plant is to produce desulphurised soft asphalt with a sulphur content below 1 weight percent, used as fuel for furnaces in the Combined Heat and Power Plant. Thanks to the application of low sulphur fuel, SO<sub>2</sub> emission from the chimneys of our main steam and energy producer dropped by more than half.
- Construction of Chimney Gas Desulphurisation Unit II (Hydrosulfreen II) – reduced SO<sub>2</sub> emission.

### 2000

- Initiated annual communication audits relating to the level of employee knowledge of issues of significance for the Company, staff needs in this respect and the most popular communication channels among respective employee groups.
- Initiated cooperation with the “Peregrine Falcon Restitution in Poland” Programme Board (since 2002 – Society for Wild Animals FALCON (Stowarzyszenie na Rzecz Dzikich Zwierząt „SOKÓŁ”).

### 2001

- ORLEN Gift from the Heart (Dar Serca) Foundation created.

### 2002

- PKN ORLEN and the city of Płock initiated cross-sector partnerships under the name of: “Forum for Płock”.

### 2003

- Declaration on PKN ORLEN joining Global Compact, an initiative of UN Secretary General Kofi Annan.

### 2004

- Resolution of the Ordinary General Meeting of PKN ORLEN, under which the Company undertook to observe most of the corporate governance principles recommended by the Warsaw Stock Exchange.
- PKN ORLEN, Polskie Górnictwo Naftowe i Gazownictwo S.A. and Stowarzyszenie Naukowo-Techniczne Inżynierów i Techników Przemysłu Naftowego i Gazowniczego (Association of Oil and Gas Industry Engineers and Technicians) established the Foundation for the Ignacy Łukasiewicz Memorial Museum of the Oil and Gas Industry in Bóbrka, Poland.

### 2005

- Key PKN ORLEN Values identified.
- PKN ORLEN S.A. Code of Ethics adopted by PKN Management Board.
- PKN ORLEN, Gmina Płock and Basell ORLEN Polyolefins established the “Grant Fund for Płock”.

### 2006

- Ethics Ombudsman elected.
- Initiated a long-term social programme aimed at improved road traffic safety: “ORLEN.Bezpieczne drogi” (ORLEN.Safe roads).



FUNDACJA  
**ORLEN**  
DAR SERCA



Odpowiedzialność i Traska  
Responsible Care



## 2007

- PKN ORLEN President signed the Global Responsible Care Support Declaration, created on the initiative of the International Chemical Council Association (ICCA). The Responsible Care was joined by PKN ORLEN legal predecessor, Petrochemia Płock S.A., already in 1997.
- PKN ORLEN – leader of the BI-NGO Index, i.e. a survey into the websites of the largest 500 companies in Poland with respect to their social involvement.

## 2008

- The first Fairtrade products available at PKN ORLEN petrol stations.
- PKN ORLEN once more the leader of the BI-NGO Index.
- PKN ORLEN distinguished for the best social report in the opinion of internauts.

### *Awards and distinctions in 2008*

PKN ORLEN has been recognised and won many awards, not only for its business achievements. The Company's annual reports as well as the quality of its relations with investors have been highly valued for years. A growing number of rankings or competitions evaluating the social activity of companies shows that stakeholders are increasingly conscious of this particular area of activity and include it in the assessment of companies. Meanwhile, mature companies are fully aware of the fact that social responsibility may be a source of new possibilities, innovations or competitive advantage.

PKN ORLEN won, for the second time, the Most Valuable Polish Brand Ranking MARQA 2008. The value of ORLEN, as calculated by independent experts, amounted to nearly PLN 2.9 bn, which represents an 11% growth compared to 2007.

The Company was first in the "Lista 2000" ranking published by the *Rzeczpospolita* daily newspaper. The ranking is prepared based on financial statements and questionnaires, taking into account the following information: revenue on sales, net operating result, asset value, depreciation, equity, investments, ROE and employment level. "Lista 2000" has been published since 2002. PKN ORLEN once again joined the lead of the ranking. For 9 years, it has also been the leader in another *Rzeczpospolita* ranking of the top 500 Polish companies, the so-called "Lista 500".

PKN ORLEN was also among the first 100 companies in the "Top 250 Global Energy Companies" ranking by Plattsa. The list comprises the 250 largest energy companies globally. The "TOP 250" ranking was developed based on an in-depth analysis of 2007 financial results, taking into account in particular: the value of assets, income, profit and return on invested capital. PKN ORLEN was 76<sup>th</sup> and the only Polish company in the global ranking.

The Company received another diamond, its eighth, for the Statue of the Leader of Polish Business awarded by the Business Centre Club.



For the seventh time in succession, readers of the *Reader's Digest* monthly awarded ORLEN petrol stations with the title of Trusted Brand. The golden Trusted Brand status means that the brand received the most spontaneous votes. In the survey, the ORLEN brand received support from 47% of voters, compared to its previous result of 45.7%.

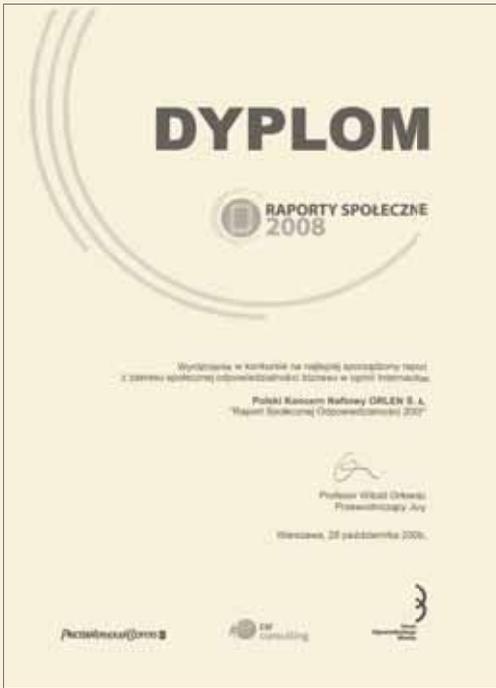
The ORLEN petrol station network came second in the Master of Trade and Mastercard Services competition, the purpose of which was to draw attention to increasing satisfaction levels among customers.

For the third time in succession, PKN ORLEN fleet cards were awarded the Fleet Product of the Year Title in the Polish Fleet Awards 2008 plebiscite organised by *Magazyn Flota* and the Fleet Management Institute Central-Eastern Europe. The winners were selected by internauts and readers of *FLOTA*. PKN ORLEN fuel cards received this prestigious award for the first time in 2006.

The ORLEN brand was recognised as a "High Reputation Brand" in the "Business" category of the Independent Brand Reputation Ranking "Premium Brand". For the third time in succession, PKN ORLEN was awarded the Superbrand Polska title in the consumer brand category. This prestigious distinction, referred to as the Oscar of marketing, has been granted to the strongest consumer brands for 13 years in 80 countries, and in Poland – for 3 years. The ORLEN brand, whose market flagship are the petrol stations, was once again appreciated by the Independent Brand Council composed of marketing, advertisement and branding experts. The result of their work is a reliable list of the strongest Polish brands.

For the third time, PKN ORLEN's annual report was recognised by the jurors of "The Best Annual Report 2007" competition organised by Instytut Rachunkowości i Podatków (IRiP, Polish Accountancy and Tax Institute) in cooperation with the *Dziennik Polska Europa Świat* daily newspaper. The panel of jurors, chaired by Professor Waldemar Frąckowiak, awarded the Company third place in the "Enterprises" category for its annual report developed in accordance with IFRS/IAS standards for annual reports and with the recommendations of IFAC, and corresponding good practice. The jurors evaluated the professionalism, accuracy, transparency and usefulness of the published information. Moreover, PKN ORLEN received a special award granted by the Stowarzyszenie Inwestorów Indywidualnych (Association of Individual Investors).

Bioester, as a new ecological fuel, received the main award in the "Chemical Product" category at the 1<sup>st</sup> International Exhibition of Technologies for Chemical Industries EXPOCHEM 2008 in Katowice, and the "Product of the Year" award in the "Biofuel" category at the 15<sup>th</sup> International Petrol Station Exhibition 2008 in Warsaw. Currently, Bioester is available at appr. 300 BLISKA petrol stations.



PKN ORLEN joined the elite group of Polish philanthropists, coming third in terms of the volume of donated resources. The ranking was developed based on information provided by participants in questionnaires. The organisers verified the data provided by companies against source documents. The procedure was monitored by PricewaterhouseCoopers, an auditing firm. The results of the ranking make it possible to compare the amount of resources donated by Polish companies for social purposes to the results of similar rankings in other European countries.

For the second time, PKN ORLEN was among the leaders of a ranking developed by the Instytut Partnerstwa Biznesu i Organizacji Pozarządowych (Institute for Business and NGO Partnership), the BI-NGO Index. The index is a tool for analysing the efficiency of internet communication in the area of CSR among the 500 largest companies according to a list developed annually by the *Rzeczpospolita* daily. It selects an elite group of companies which stand out from among the rest in terms of the quality of communicating their social involvement. The index evaluates such areas as leadership, company social involvement policy, the quality of CSR strategies and relationship building with social partners.

PKN ORLEN's report on corporate social responsibility was considered one of the two best by stakeholders participating in an on-line vote under the "Social Reports 2008" competition. The organisers of the "Social Reports 2008" competition were: PricewaterhouseCoopers, Forum Odpowiedzialnego Biznesu (Corporate Responsibility Forum) and CSR Consulting Sp. z o. o. The competition is aimed at all enterprises and organisations which appreciate the significance of abiding by the principles of social responsibility and report their CSR activities in accordance with global standards. The purpose of the competition is to draw attention to the importance of social reporting and to distinguish those companies which are able to present their achievements in a reliable and transparent way.

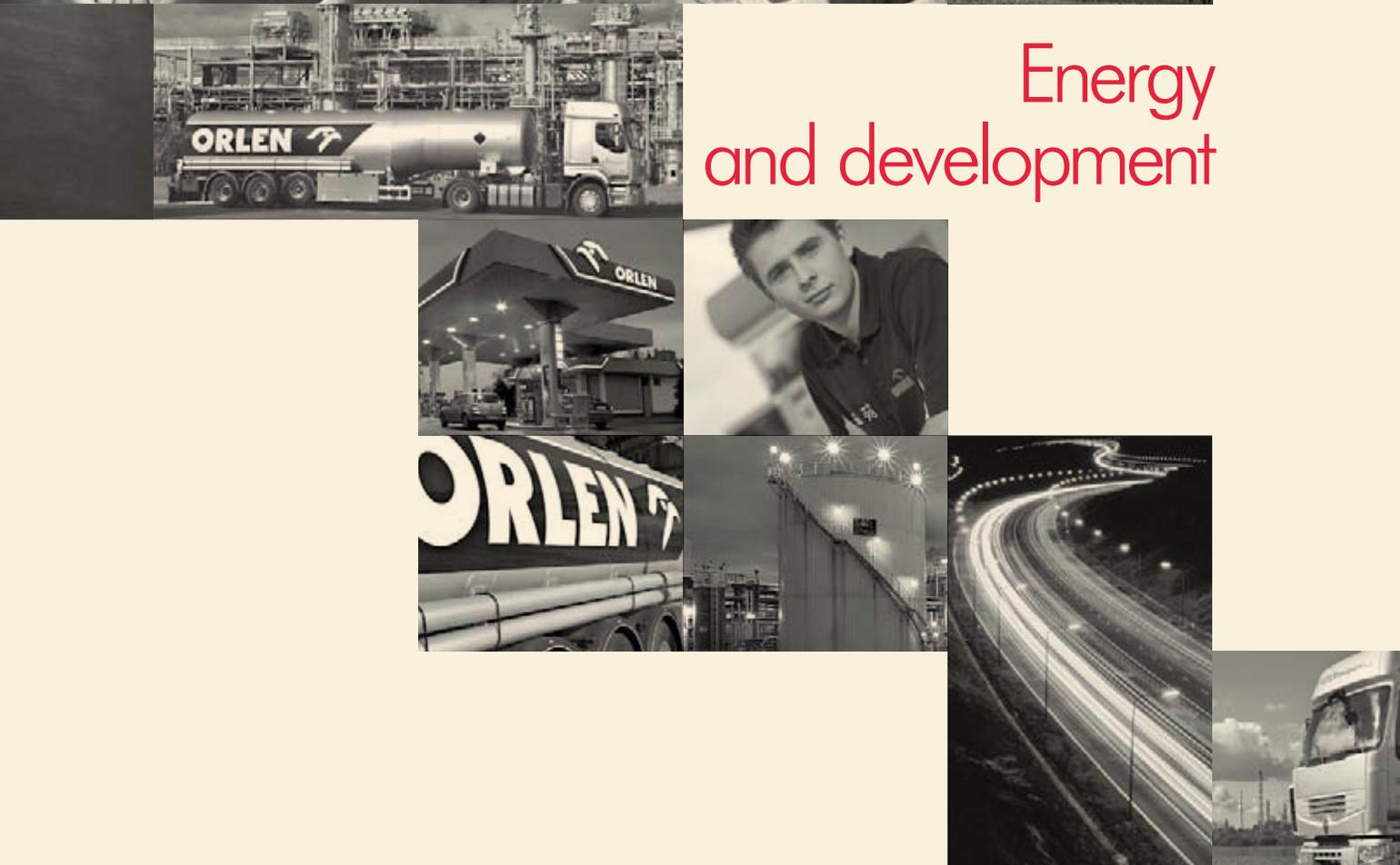
The Company was distinguished by student Career Offices as "Best Employer 2007/2008" in the 3<sup>rd</sup> edition of the Polish "Career with Employer" Ranking. The purpose of the survey was to select the best employers offering work and training. The ranking was highly popular among students, graduates, and the student Career Offices invited to cooperate.

"The best investor relations in Poland" – international survey by *IR Magazine*.





# Energy and development







The scale of PKN ORLEN imposes a responsibility. A company which shapes so many branches of the economy and impacts on so many areas of life should listen very carefully to voices from its environment so as to set the pace better, more effectively, and develop in harmony with the surrounding world. Sustainable development is only possible when a company takes into account all aspects of its business, not only its economic dimension. The value of an organisation not built in accordance with the principles of Corporate Responsibility and in disrespect of the company's environment and its stakeholders will be very short-lasting and may cause more loss than profit. Thus, when planning future business projects such as the development of power engineering or improving the effectiveness of logistics functions, PKN ORLEN takes into account the social and environmental consequences of its decisions. The needs and expectations of stakeholders and the Company's impact on their everyday lives is an important factor which the Company considers when planning its undertakings.

Such an approach creates many opportunities, but also numerous challenges. Openness and care for the environment, either through timely completion of tasks or the high quality of end products, as well as safe production processes, enable us to build our brand and reputation in a responsible and sustainable manner, and, most importantly, over a long-term perspective.

## 2.1. Development strategy

When it comes to strategy development, the entire ORLEN Group should be taken into consideration, as one of the leading crude oil concerns in Central and Eastern Europe. Having overtaken large foreign groups, it has become an important player in the region. Although Poland remains the key market, sales in foreign markets currently generate over 50% of the Group's revenue. ORLEN Group encompasses the vast majority of all processing capacities available in Poland, the Czech Republic and Baltic states. It is also an undeniable leader in the wholesale fuel sales sector in the Baltic states and in the Czech Republic, and active on the German and Slovakian markets. It has also achieved a dominant position in several retail markets in Central Europe, with the largest number of petrol stations among all the concerns in the region.

ORLEN Group is one of the leading petrochemicals manufacturers in Central and Eastern Europe. Together with a world potentate, Basell, it manages a global-scale modern polyolefin manufacturing plant. As the only producer of polyolefin in Poland (the lack of which for many years hindered the development of the entire Polish plastics industry), the Group contributes to the long-term development of plastics production in the country, and through this – to the increased competitiveness of Polish industry internationally.

In November 2008, PKN ORLEN announced its strategy for the period of 2009–2013: ***Gaining position for further dynamic development.***

An impulse to update the strategy adopted in November 2007 saw certain substantial changes in PKN ORLEN's micro and macroeconomic environment over the last year and



the resulting need to adapt the Company to the new situation and its related challenges.

Key elements of PKN ORLEN's development were identified in the process of strategy development. The development will be based on the refinery, retail and petrochemical segments. Additionally, the Company is planning to develop its E&P activities, and to launch into a new field, power engineering, by making optimum use of its existing potential. While focusing on its core business, PKN ORLEN is also planning to divest itself of its chemicals and telecommunication segments and to release the equity invested there. Efficient measures increasing the Company's effectiveness will give the Company a good position for further development.

By investing in modernised refinery assets (the hydrodesulphurisation plants in Plock and Mažeikiai being two of the largest investment projects), we wish not only to optimise the structure of our production and to improve its effectiveness, but also to impose as small a burden on the natural environment as possible (to reduce hazardous gas emission and energy consumption). By developing a world-scale purified terephthalic acid (PTA) plant, we want to gain a strong position on the European market for this future-oriented product, thus contributing to a civilisational leap in the field of plastics production in Poland and Central Europe. Meanwhile, by modernising our retail network through an extended offer of additional services, we want to meet the ever growing expectations of our customers.

Measures aimed at the development of crude oil exploration and production are intended to help achieve a competitive position and build a secure raw material base. By entering this attractive business segment, the company will be able to both stabilize its results and eliminate risks related to the security of supplies of this strategic raw material. Another direction is developing its power engineering business. Considering the available competences and possibilities of synergy, adding power engineering to the value chain seems a natural step towards future sustainable development of the Company. Our investment projects are intended to guarantee full energy security for the Company, at the same time reducing the risk of insufficient electricity production capacities that the entire country might face in the following decades. We want to base our future development in the power engineering sector on energy sources which have the least harmful effect on the environment.



## 2.2. Production process effectiveness

In its Production Plant in Plock, PKN ORLEN has two very modern petrol reforming units – Reforming V and VI – developed in accordance with the latest technology. Their basic task is to increase the octane content of petrol. Reforming V was designed to work in two regimes – fuel and aromatic. The basic product in the case of the fuel regime is reformate with a high octane number. It is used for the blending of high-octane petrol with limited benzene – aromatic hydrocarbon – content, whose content in fuel is limited due to its negative impact on the environment. This unit is also used to recover hydrogen which, purified at the hydrogen recovery unit, is used in hydrogen processes. As a result, the consumption of natural gas, used as raw material for the



The total emission of all pollutants was reduced by 1.3%, given a 4.16% increase in crude oil throughput in 2008. It is worth noticing that sulphur dioxide emissions into the atmosphere dropped by 2.52% solely due to the use of low-sulphur fuel. Thanks to replacing the old burners with low-emission ones on another boiler in the Combined Heat and Power Plant, the amount of nitrogen monoxide was reduced by 8.74%. We are in the course of conceptual work on the construction of an exhaust gas desulphurisation unit and an exhaust gas catalytic denitrogenation unit. In 2008, we entered the second trading period of the Community greenhouse gas trading system, covering the period of 2008–2012. According to verified reports, the units qualified under the system did not exceed their average annual allowances. Sulphur content in petrol went down from 0.0008 weight percent in 2007 to 0.0006 weight percent in 2008, given an increase in the biocomponent (ETBE) content from 3.7% to 6.48%.



production of hydrogen in alternative chemical processes, is reduced.

Thanks to the expansion of the unit the content of other aromatic compounds in fuel will be reduced and aromatics will be redirected to the petrochemical complex units. There, they will be processed using technologies which have limited environmental impact and prevent any possibility of their being released or escaping into the environment. In most cases, products and semi-products in whose composition aromatic compounds are included are capable of being recycled.

PKN ORLEN is also working on incorporating alternative energy sources. Current plans focus on adapting existing units for the purposes of the production of next generation fuels, namely synthetic hydrocarbons. It is worth noting that PKN ORLEN implemented the National Indicator Target for the first time in 2008. A decision of the Polish Council of Ministers of 15 June 2007 determined the volume of biocomponent content in fuel in Poland, in 2008–2013, starting at 3.45% in 2008 and increasing to 7.1% in 2013. PKN ORLEN achieved the target set for 2008 with 3.46% biocomponent content. The Company has used biocomponents for the production of fuel since 2007, which guarantees its environmental value.

PKN ORLEN joined the Solomon Fuel Study for the first time in 2004. It is one of the most renowned studies in the fuel industry, participated by appr. 95% of refineries globally. Currently, analyses cover the entire refinery business. In the 2008 benchmark, the Company took a highly respectable 10<sup>th</sup> place in terms of production maintenance effectiveness – expenditures both on current production maintenance and planned standstills, and 13<sup>th</sup> place in terms of return on investment (from among the 111 refineries participating in the study).

### 2.3. Responsible product

We do our best to make our products qualify as responsible products. Their market in Poland is only developing, with PKN actively participating in the process. Companies like ours have the opportunity to create a domino effect, which in this case would mean new companies joining the movement. It is also important to encourage customers to make the right choices. In PKN ORLEN, we pay attention to several aspects of a product's life cycle. We are concerned about what it is made of, whether ethical standards are observed throughout the respective stages of its life cycle, whether adequate work conditions are ensured and how the promotion or distribution processes are carried out.

The huge amounts of funds allocated to new, carefully selected technology yielded good results. The results are high-tech products such as unleaded petrol 95 Eurosuper and 98 Super Plus, the diesel fuel Ekodiesel ULTRA and town Super, and unleaded petrol VERVA 98 and diesel fuel VERVA ON.



VERVA is the first Polish new generation fuel with sulphur content below 10 mg/kg. The top quality of VERVA 98 petrol was demonstrated by the European Medal awarded by the Urząd Komitetu Integracji Europejskiej (UKIE, European Integration Committee Office), Business Centre Club and the European Social and Economic Committee. The medal is awarded for products whose quality meets the stiffest EU standards. VERVA 98 also meets the criteria of the top 4<sup>th</sup> category of the World-Wide Fuel Charter. Eurosuper 95 is a basic type of fuel offered on the domestic market. Thanks to highly refined components, it has the required octane number with reduced aromatic hydrocarbon, benzene and sulphur content.

The system solutions we introduced were way ahead of the legal regulations. The diesel fuel produced by PKN ORLEN has already complied with EU requirements for the last four years, even though those requirements will only be effective in 2011. Ekodiesel Ultra is a top quality diesel which meets the strictest quality and environmental requirements for diesel fuels. Its most important assets are: trace sulphur content, reduced aromatic hydrocarbon content, higher cetane number, better operating properties in winter and a high microbiological purity level.

Bioester, on the other hand, is a renewable fuel for diesel engines made from vegetable oil (mainly rapeseed oil). It meets all the requirements of the PN-EN 14214 standard which applies both in Poland and in other EU Member States. It is safe for human health and biodegradable.

Ekoterm Plus is a modern and safe source of energy which complies with world-wide standards both in terms of operating parameters and environmental protection requirements. This is yet another of our products distinguished, among other things, by its low sulphur content.

This short review of selected PKN ORLEN products shows how great a role the Company ascribes to innovation. Not only do our products have to be of high quality but also they are supposed to meet, or even exceed, restrictive environmental protection standards.

### Product quality

One aspect to which the Company has always paid the utmost attention is the quality of its products and their impact on the environment. 11 108 samples were taken during a quality control carried out in 2008 at petrol stations. 258 cases of non-compliance with requirements were reported. Since 2007, we have had obligatory requirements for the quality of LPG for the automotive industry. The table on the left presents the results of LPG inspections:

ORLEN petrol guarantees long preservation of nominal engine performance, driving comfort and reduced emission of toxic components of exhaust gases even in cars without catalytic converters. Low sulphur content, compliant with both current and increasingly restricted future limits, ensures the proper operation of catalytic converters. It was experimentally confirmed that a reduced aromatic hydrocarbon content in petrol has a positive effect on the engine, thanks to:

- reduced emission of cancerous benzene in exhaust gases,
- reduced CO<sub>2</sub> emission,
- maintaining the cleanliness of the combustion chamber (which is also linked with reduced emission of hazardous components of exhaust gases).

Results of LPG inspections at PKN ORLEN petrol stations in 2007–2008

	1st q. 2007	2nd q. 2007	3rd q. 2007	4th q. 2007	1st q. 2008	2nd q. 2008	3rd q. 2008	4th q. 2008
Number of discrepancies	146	55	28	45	169	36	4	16
[%] % of discrepancies in analysed samples	43.6%	14.8%	6.7%	10.8%	36.7%	7.9%	1.6%	6.4%



### Marketing

Marketing communication is another important aspect of our product responsibility. We pay a lot of attention to growing demands as well as social awareness among consumers. We fully realise that issues like environmental protection, respect for the surrounding environment or proper care for all stakeholders are increasingly important for Polish consumers. The products and services we offer are communicated in a responsible way, with full respect of good practice in this respect. The customer is at the centre of our attention in all our advertising campaigns. We encourage them to use our services and products in a reliable and responsible manner.

Our efforts to ensure customers that ORLEN products are responsible are supported by our inspection system. Internal audits are carried out in accordance with the requirements of ISO and AQAP standards, and relevant procedures, and are supposed to verify compliance of the Management Systems with current arrangements. They also enable us to check whether they are being effectively implemented and maintained. In 2008, we performed 769 internal audits which showed that the Quality Management System operates in accordance with the relevant standards. They also confirmed compliance with the provisions of current internal documents in force.

## 2.4. Logistics

Logistics is one of the key business functions. Efficiency and effectiveness of projects in this area are of significant importance for the efficient functioning of an enterprise and its perception by customers. This relates not only to transport and timely deliveries, but equally to maintaining legally required levels of fuel reserves and the capacities to store them.

Over the last few years, the logistics function in PKN ORLEN has undergone numerous changes and modifications. The establishment of the Company coincided with the completion of a process of separating logistics functions from sales structures. This enabled us to streamline the execution and cost supervision of product transport and storage, using our own or leased logistics infrastructure. Over the 10 years operation of the logistics area, we have implemented a number of projects aimed at increasing its effectiveness and complying with legal and environmental requirements, such as, among others:

- comprehensive modernisation of a network of owned storage facilities (currently: Fuel Terminals), including the start-up of a recycling unit, the construction and putting into operation of the largest storage facility in the country;
- the construction and start-up of our own product pipeline connected to the new storage facility;
- the start-up of a biocomponent dosing unit and the separation of dedicated logistics companies operating rail and road transport in the ORLEN Group.

Logistics in PKN ORLEN also means responsibility for the creation and maintenance of statutory levels of strategic reserves. At the same time, it means the ability to comply with the requirements of the EU and International Energy Agency legislation with respect to cyclical increases in the levels of crude oil, petrol, average distillates and LPG reserves.





Work organisation and the range of tasks to be implemented across the entire storage network take into account all the ethical and environmental aspects related to the significant impact of this type of business on the social and natural environment, while at the same time ensuring continuous cost optimisation. PKN ORLEN equally emphasises compliance with the above requirements both with respect to its own network of 14 Fuel Terminals and the infrastructure leased from ORLEN Group companies and external entities. Our projects are in compliance with the Integrated Management System. In 2008, we started new investment projects and continued with the ones in progress, such as, among others, the comprehensive modernisation of the Fuel Terminal in Wrocław and the modernisation of the cargo handling pier at the Fuel Terminal in Świnoujście. We are continuing measures aimed at maintaining the top quality of distributed fuel and reducing the size of normative loss in the distribution system.

To demonstrate our growing environmental awareness and efforts to eliminate negative environmental impact, we are raising the share of rail transport in the total volume of finished fuel transport on the territory of Poland. We are also implementing new solutions and projects, such as, among others:

- construction of a product pipeline to the Fuel Terminal in Wrocław, the operation of which will yield long-term environmental and economic benefits thanks to a substantial reduction in road and rail transport in the Lower Silesia region;
- start-up of self-service product collection points at the Fuel Terminals, which will be in line with international distribution standards and will improve the effectiveness of road transport.

In 2008, we completed an investment programme the purpose of which was to adjust all terminals for the purposes of blending esters with diesel fuel. As a result, PKN ORLEN logistics network achieved an optimum level of adjustment to the requirements of biofuel law.

## 2.5. Power engineering in PKN ORLEN

Power engineering, as an important business link in the Company goodwill chain, i.e. various activities aimed at developing goodwill towards the Company, is at the same time an effective solution environmentally. Thanks to the use of the co-generation process, which means that electricity and heat are generated simultaneously, we make substantial savings in fuel, and consequently – a lower emission of pollutants, in particular CO<sub>2</sub>. Many recipients seem not to be aware of the differences in system and technological production processes, instead, what matters for them are continuous and uninterrupted supplies, and, increasingly in recent years, the environmental friendliness of energy sources. PKN ORLEN, by expanding into the power engineering industry, will be able to fully respond to customer demands. Power engineering is one of the new elements of the Company strategy.

PKN ORLEN's Combined Heat and Power Plant is the largest industrial plant of the kind in Poland, in terms of its heat and power capacity. Its basic fuel is heavy furnace oil, the so-called soft asphalt, whose share in the total amount of



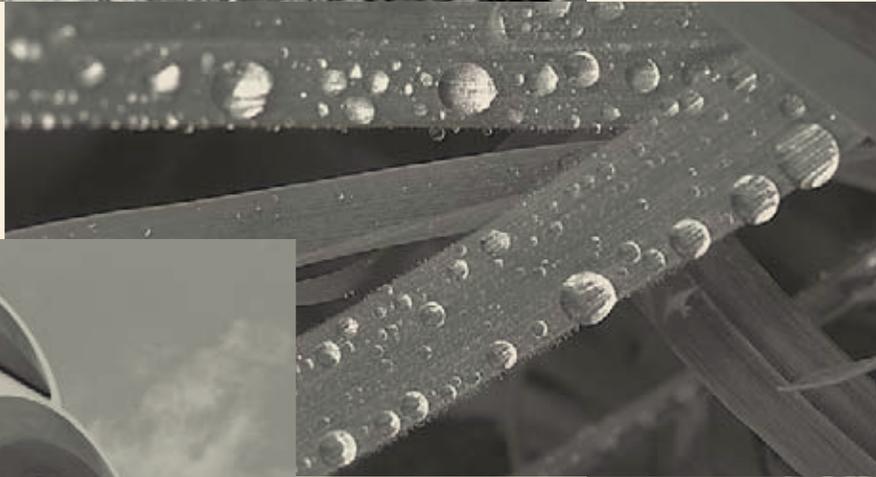


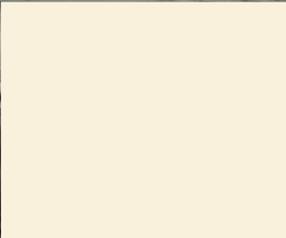
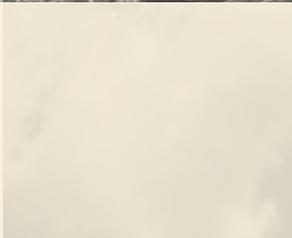
combusted fuel exceeds 95%. The supplementing fuel is post-refinery gas. Basic production devices include: 8 steam boilers of 2024 MWt total thermal capacity and 6 turbine sets of 345 MWe electrical capacity. The turbines are supplemented with reduction and reduction-cooling stations.

The CHP co-generates electricity and heat in the form of processing the steam and hot water necessary for the purposes of crude oil processing at the Company's production units. In addition, it supplies electricity and heat to external recipients located within the premises of the Production Plant in Płock, mainly companies not connected to PKN ORLEN's organisational structures. Moreover, it is the only source of heat for the municipal heating network and has over 70% share in heat supplies to the city of Płock. This business is performed in compliance with power engineering laws, based on six licenses granted by the Urząd Regulacji Energetyki (Polish Energy Regulatory Office) for the production, distribution and trade in electricity, and for the production, transport and distribution of heat. PKN ORLEN's Combined Heat and Power Plant has been modernised and is the most state-of-the-art facility of its kind in Poland, fully computerised and operative, compliant with all national and EU environmental protection and process safety standards, and it generates power media at optimum costs.

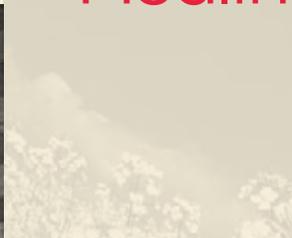
In order to reduce pollutant emissions into the atmosphere and adjust the emission levels to meet Polish and EU environmental protection standards, the steam boilers in the Plant were fitted with oil-gas burners with low NOx emission, distributed control systems (DCS) and devices for the constant monitoring of burning processes. The Soft Asphalt Hydrodesulphurisation Unit operating within the Production Plant in Płock since 1999 has been supplying the CHP with desulphurised liquid fuel, thanks to which sulphur dioxide emissions have been reduced by over 50%.

We are working on a detailed modernisation programme with a view to adjusting the Plant boilers to the values determined in draft EU directives which are planned to come into force after 2015. The programme implementation is scheduled for 2012–2016. One very effective way to reduce the negative effect of power engineering on the natural environment is the simultaneous generation of electricity and heat within the same process, namely co-generation. The process is characterised by a high total annual efficiency of energy conversion, which in the case of PKN ORLEN CHP exceeds 84%, compared to separate generation of electricity and heat. Thus, co-generation of electricity and heat results in substantial primary fuel savings, which in turn leads to lower pollutant emissions into the atmosphere, in particular reduced CO<sub>2</sub> emission in the production of electricity.





# Health and natural environment







**Arkadiusz Kamiński**  
**Environmental Protection Office Director**

Traditionally, environmental protection belongs to a group of the most important topics presented in corporate responsibility reports. In your opinion, which environmental issues are of particular interest to PKN ORLEN stakeholders?

*The environmental issues permanently inscribed in the business strategy of our Company attract the attention of a broad group of our stakeholders. Due to growing environmental awareness in the society, demands relating to the safe and environmentally compliant operation of our production, storage and distribution facilities are much higher now. Those issues are of interest for local societies in the vicinity of our facilities.*

*Another important group of environmental issues causing interest and a particularly positive reception among stakeholders are environmental initiatives not linked directly with the profile of our business. By this, I mean voluntary implementation of environmental programmes and cooperation with scientific institutes and NGOs.*

Environmental protection is of vital importance for the quality of our lives and for the life of future generations. The social requirements concerning pro-environmental measures are growing by the day. By joining the European Union, Poland accepted its legal acquis in the field of environmental protection. The need to comply with environmental protection standards is the duty of every company operating in our country. It is particularly important in the case of companies whose operations may significantly affect the quality of the natural environment, such as power engineering, chemical and certain processing companies. A company's approach to those issues says a lot about its maturity and responsibility.

In PKN ORLEN, environmental issues have been the subject of particular attention for many years. We are aware of the impact our operations have on the health and safety of the surrounding environment. The Company's goal is to make its manufacturing, storage and distribution processes as neutral as possible.

### 3.1. Responsible production

#### **Environmental Policy**

PKN ORLEN has announced systematic adjustment of process planning and implementation methods to the requirements of permanent and sustainable development through an integrated approach to contamination prevention and environmental protection processes. The Company's strategy is subordinated to this objective, which is translated into existing and future development programmes and other activities carried out on the basis of the implemented Environmental Management System according to the requirements of the PN-EN ISO 14001: 2005 standard. We undertake to extend the system to other units of the Company domestically and to build an integrated Management System.

Continuous improvements in the Environmental Management System and its integration with Quality Management Systems support the establishment of a single effective Management System. It is supposed to guarantee a gradual reduction of negative environmental impact in all areas of the Company's business. Our goal is to achieve the maximum possible ecological neutrality of the production plant in Płock and other organisational units of the Company domestically on their direct environment. We also want to minimise environmental impact caused by the use of our products.



Volume and type of water taken up by PKN ORLEN in 2007–2008 (in m<sup>3</sup>)

Parameter	Year		Increase/ /Drop [%]
	2007	2008	
Water uptake from the Vistula	23 721 604 m <sup>3</sup>	22 991 953 m <sup>3</sup>	-3.07
Water uptake from deep water wells	545 000 m <sup>3</sup>	513 000 m <sup>3</sup>	-5.87
Volume of reused water	2 832 795 m <sup>3</sup>	2 643 956 m <sup>3</sup>	-6.67
Drainage from the desalting of blocks for industrial and fire water	1 804 504 m <sup>3</sup>	1 261 677 m <sup>3</sup>	-30.08

We have declared that our efforts will focus on the following environmental targets:

- to ensure integrated prevention and monitoring of pollutant emission to the atmosphere, water and soil, and of waste generation so as to ensure a high level of environmental protection as a whole, while at the same time complying with the principles of sustainable development;
- to achieve the status of full compliance with current legislation, environmental standards and other requirements;
- to apply the best available technologies (BAT) in new and modernised facilities;
- to take preventive measures with respect to major industrial failures;
- to ensure acoustic protection for the land and buildings around the Production Plant in Płock to which such protection applies;
- to optimise environmental parameters of fuel through the application of low-sulphur components and biofuel;
- to minimise the risk of the spread of pollutants in soil and water, and their impact on human life and health;
- to provide all interested parties with access to information relating to the Company's impact on the environment;
- to increase environmental awareness among the personnel;
- to continue the Responsible Care programme.

PKN ORLEN Environmental Policy is subject to revision, in order to update and adjust it to the goals set in the "National Environmental Policy adopted for the period 2009–2012 with a perspective until 2016".

### Water management

One example of measures taken with a view to implementing the Environmental Policy is water management in the Production Plant in Płock. Water is a technological medium used for the production of steam in the CHP and a cooling medium. It is also used for fire fighting and fire prevention. The Vistula is a natural source of water for the Plant. PKN ORLEN has a separate water permit for the uptake of surface water and ground water in the entire Production Plant in Płock.

The effect of surface water uptake reduction by 3.1% is lower water charges.

Water management is conducted in such a way that an increasing number of production facilities and increased crude oil throughput does not translate into increased water uptake from the Vistula. The chief reasons behind such a positive outcome are the following:

- consistent modernisation of production facilities in order to reduce the quantity of energy consumption;
- reusing some part of purified industrial and fire fighting sewage in the industrial water network as a result of sewage management modernisation and improvement;
- increased effectiveness of water blocks in the refinery and petrochemical part, and a modernised water treatment system.

Water consumption for production purposes in the Płock Plant in 2008 was 22,556,000 m<sup>3</sup>, compared to 23,243,000 m<sup>3</sup> in 2007.

**Gas and dust emissions**

Another environmental issue is direct and indirect greenhouse gas emissions. PKN ORLEN, by a decision of the Polish Council of Ministers (Regulation of the Council of Ministers of 1 July 2008 on the adoption of the National Plan for the Allocation of CO<sub>2</sub> Emission Allowances in 2008–2012 under the Community Emissions Trading Scheme, Polish Journal of Laws Dz. U. no. 202, item 1248 of 14 November 2008) received CO<sub>2</sub> emission allowances for the period 2008–2012. Those allowances will be used to calculate the actual and auditor revised emissions in the period. The Company has a permit to participate in the Community Emissions Trading Scheme for emissions from:

- the CHP and refinery units – valid until 31 Dec 2014;
- the petrochemical cracking unit – Olefins II – valid until 31 Dec 2017.

GHG emission is generated from processes covered by the CO<sub>2</sub> emissions trading scheme:

- fuel combustion in fuel combustion units (combined heat and power plant);
- combustion in refinery unit devices, in particular furnaces, flares, stationary combustion engines;
- refinery processes (hydrogen production, catalyst regeneration, decoking of furnace chambers (pipes).

According to the guidelines, fuel combusting facilities may only use measured fuel streams whose emission characteristics are known. Fuel consumption is measured with the help of measuring systems used to measure the size of fuel consumption and subject to adjustment and control. Fuel consumption in PKN ORLEN is constantly balanced based on measuring circuits installed at fuel feeders. In 2008, we reported a 21% drop in fuel combustion dust emissions into the atmosphere. This is due to a lower ash content in fuel combusted in the Plant's process boilers and furnaces compared to the year before. Meanwhile, reduced nitrogen monoxide emission (as per nitrogen dioxide) is mainly due to the modernisation of burners and maintaining oxygen regimes. A slight drop in SO<sub>2</sub> emission is due to lower sulphur content in fuel.

Pollutant emission was constantly measured at 3 emitters at the CHP. Besides, in 2008, we performed 92 periodic checks of pollutant emission at emitters at the Production Plant in Plock, including 54 emitters subject to mandatory measuring.

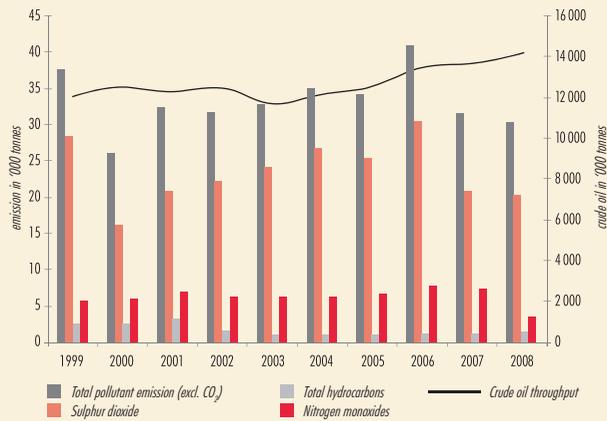
**Effects of actions**

Pollutant emissions into the atmosphere are measured at three automatic monitoring stations located outside the Production Plant in Plock. The analysis of measuring results in 2008 shows that emissions of all measured substances remained within the environmental standards determined in the Regulation of the Polish Minister of Environment of 3 March 2008 (Polish Journal of Laws Dz. U. No. 47, item 281).

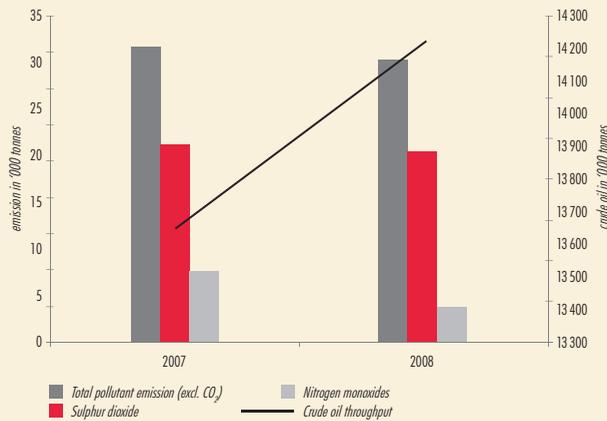
At most stations, average annual SO<sub>2</sub> and NO<sub>2</sub> concentrations in 2008 were lower than in 2007 while benzene and hydrogen sulphide concentrations remained at a similar level over the last two years. In 2008, we reported a 30.6% drop in COD (chemical oxygen demand) load discharged into the Vistula, which was due to a 2.9% reduction in sewage discharge and the implementation of a new reference methodology of COD marking, which enabled more precise

**Monitoring of emissions from the Production Plant in Plock**

Monitoring emissions from the Production Plant in Plock vs. crude oil throughput in 1999–2008



**Emissions into the atmosphere**





identification of the parameter. Reduced volume of sewage discharge was linked with lower inflow to the storm sewage treatment plant, which in turn was due to lower precipitation in 2008 compared to the year before.

Such environmental benefits translated into economic effects such as, among other things, reduced sewage discharge costs.

### **Industrial sewage and waste**

The destination of sewage is the Central Sewage Treatment Plant (CST). The Vistula is the receiver of purified sewage. It is discharged via four sewage systems leading to the CST area. The industrial sewage system (I) is characterised by a large amount of oil products and suspended solids. Sewage from the 1<sup>st</sup> industrial sewage system is treated mechanically and biologically (II<sup>o</sup> of biological treatment). In emergency cases, when pollutant concentration in sewage exceeds admissible values, such sewage may be directed to 1<sup>o</sup> biological treatment devices to have its quality improved. This depends on sewage quality measurements at check points. Sewage is monitored. The industrial sewage system (II) also covers sewage which, apart from suspended soils and oil products, contains water soluble chemicals. Sewage from the 2<sup>nd</sup> system is treated mechanically and biologically.

Storm, drainage and post-cooling water from all refinery and petrochemical units is discharged to the refinery and petrochemical storm sewage system.

Storm water from the refinery part is contaminated with oil products. Storm sewage from the petrochemical part is mainly contaminated with phenol.

The Central Sewage Treatment Plant (CST) is located within the boundaries of the Plant. Its purpose is to treat sewage from the entire Plant and other operators located within the Plant to meet the parameters specified in the water management conditions permit. All sewage is treated in a 4-stage cycle. There are also 21 local pre-treatment plants linked with respective units. They play an important role in reducing the pollution load in sewage delivered to the CST. They are mainly mechanical pre-treatment facilities, and the total amount of pre-treated sewage is appr. 11.306 m<sup>3</sup>/d.

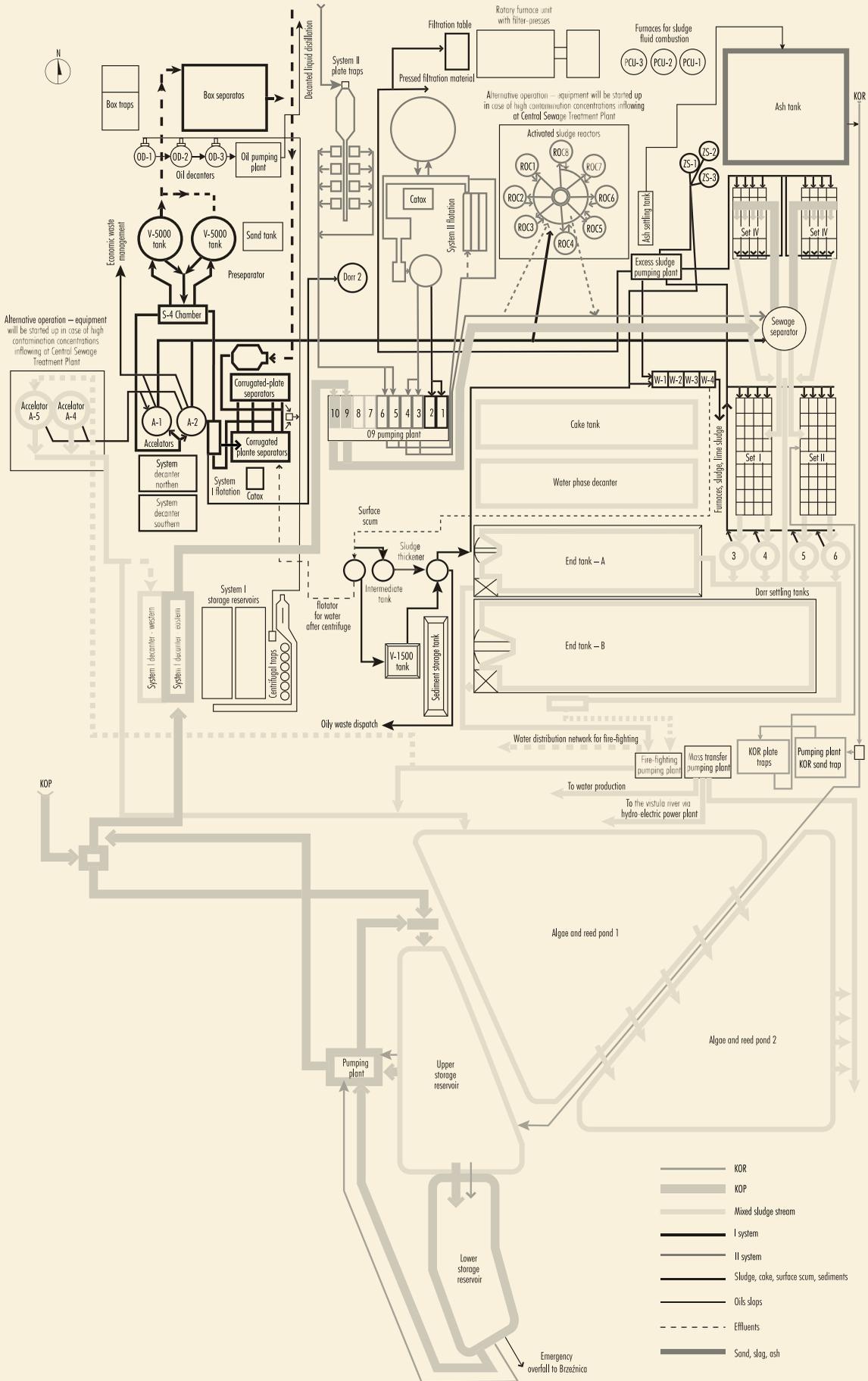
In 1996, we started implementing a closed water and sewage circuit with purified sewage used as industrial water. This required addition of 3<sup>rd</sup> and 4<sup>th</sup> degree sewage treatment to the sewage treatment line and construction of an "inhibitor node", where treated sewage is inhibited and sanitized with chlorinated water. Sewage water is used as industrial water for cleaning, washing and fire fighting purposes as well as in water cooling systems. The new technologies yielded environmental and economic benefits. The volume of water taken up from the Vistula, and the sewage dumped into it, has significantly dropped.

However, the closed water circuit, apart from advantages, led to certain problems and restrictions. In 2002, we resigned from increasing the amount of directed reversed sewage to cooling systems, as it resulted in excessive salinity of the water in the Water Blocks. Thus, in order to be able to continue using recycled water, we will have to reduce salt consumption in the water and sewage system.

In 2008, we reported a 1.9 k Mg drop in the amount of generated sewage as compared to 2007. The difference is



The scheme also takes into account thermal transformation of waste, which is carried out by ORLEN Eko, an ORLEN Group company\*



\* The scheme also takes into account thermal transformation of waste, which is carried out by ORLEN Eko, an ORLEN Group company



Amount of waste generated at the Production Plant in Plock 2007–2008 (in '000 Mg) according to data for the Polish Central Statistical Office

Waste	Volume ['000 Mg]	
	2007	2008
Total generated waste, including:	13.8	11.9
– hazardous waste	4.9	4.3
– other waste (excl. municipal waste)	8.9	7.6

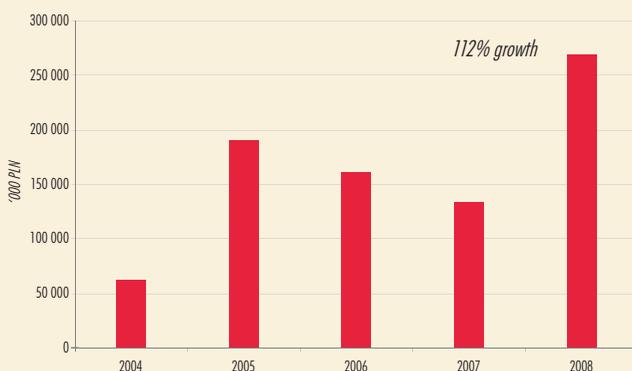
Waste utilisation methods in 2007–2008 (in '000 Mg)

Waste	Volume ['000 Mg]	
	2007	2008
Recycled	12.5	10.7
Total neutralised waste, including:	0.7	0.5
– thermal	0.4	0.3
– stored	0.0	0.2
– other	0.3	0.0
Stored waste	0.6	0.7

Controls imposed on the Production Plant in Plock by the Masovia Regional Environmental Protection Inspectorate in 2007–2008

Type of inspections	2007	2008
Comprehensive	1	–
Problem-related (incl. with respect to major failures)	8 (1)	8 (2)
Problem and investment project related	2	–
Investment project related	4	4
TOTAL	15	12
Post-inspection dispositions	5	2

Investment expenditure at the Production Plant in Plock 2004–2008 (in '000 PLN)



mainly due to less waste generated from concrete and debris. The amount of recycled waste remains stable at approx. 90% ratio to generated waste.

### Environmental safety of production

No accidental release of hazardous substances happened at the Production Plant in Plock which could affect human life, soil, vegetation, water reservoirs or ground water. The proper operation of the Plant was repeatedly checked by the Mazowieckie Regional Environmental Protection Inspectorate, which performed 12 inspections in 2008, of which 4 were investment projects inspections, 6 – problem-related inspections and 2 – inspections with respect to major failures. The results of the inspections did not reveal any parameters in excess of the limits determined in relevant permits and decisions, and no penalties were imposed. Two inspections were performed with respect to major industrial failure prevention.

### Investment projects

Industrial activities significantly affect both the natural environment and human life. This is why they should be as neutral as possible. To achieve that goal, a company needs to be consistent and incur certain expenses. In 2008, expenditure on environmental protection related investment projects at the Production Plant in Plock went up by 112% compared to 2007 and amounted to PLN 259.12 mn.

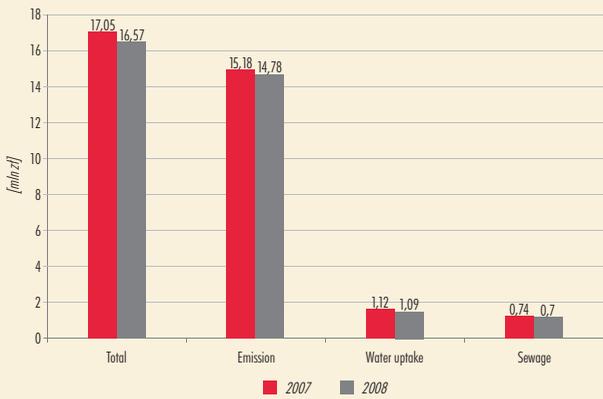
Environmental investment projects generated 21% of total investment expenditure at the Production Plant in Plock. A number of investment projects aimed at limiting the Plant's impact on natural components were executed, such as:

- construction of HON VII Unit and accompanying infrastructure;
- construction of Claus II Unit and accompanying infrastructure;
- reconstruction of technological fillings at ventilator coolers;
- reconstruction of the fuel system at the CHP;
- muting the noise from air ventilators at the CHP boilers;
- modernisation of electrical engines at cooling water pumps at the Refinery Water Blocks;
- replacing electrical engines at the Petrochemical Water Blocks.

Four of the above projects are continued in 2009. Other substantial expenses related to environmental protection in 2008 are:

- reclamation costs: PLN 6,449,122.04;
- external environmental management services PLN 621,767.00 (including, among others emission measuring and lab analyses);
- research and development, and purchase and usage of permits – PLN 889,219.00 (including the costs related to preparing a request for amending the integrated water permit);
- environmental fees for the Production Plant in Plock – PLN 16,572,326.63.

Environmental fees paid by the Production Plant in Plock 2007–2008 (in PLN mn)



### Environmental fees

The units covered by the CO<sub>2</sub> Emission Trading Scheme, i.e. the Refinery, the Combined Heat and Power Plant and the Petrochemical Cracking, were committed to pay PLN 1,513,203.81 in fees for the allowances granted for the second trading period of 2008–2012. Consequently, the CO<sub>2</sub> emission fee was deducted from the environmental fee.

Reduced fees for water uptake and sewage discharge in 2008 were due to a 2.9% drop in sewage discharge, a new reference method for COD identification and a 3.1% drop in surface water uptake from the Vistula compared to 2007.

### Protected areas

The operation of the Production Plant in Plock does not affect any protected areas, as it is not located either in any protected areas or within Nature 2000 zones. Despite the character of PKN ORLEN's production, the Company can boast unusual "tenants". Within the premises of the Plock Plant live the most reproductive pair of peregrine falcons in Poland, which hatched 21 chicks between 2002 and 2008. The peregrine falcon is listed in the Polish Red Book as CR – critically endangered. The falcons hatched in 2009 and were given names selected in a competition held among PKN ORLEN employees. Currently, the chimneys of the Production Plant are inhabited by Oleńka and Petronela, and their companions – Rafek and Naftek.





### **Peregrine Falcon**

A male peregrine falcon was first observed near PKN ORLEN production facilities in Płock and in their vicinity in 1996. As the bird was seen in the following years, too, in 1999, the Company joined a programme for the restitution of the peregrine falcon population in Poland by settling the bird in a favourable habitat. We began cooperation with the "Peregrine Falcon Restitution in Poland" Programme Board (in 2002 – Society for Wild Animals FALCON, Stowarzyszenie na Rzecz Dzikich Zwierząt "SOKÓŁ"). This is one of very few programmes of its kind in Poland.

There are three basic methods of reintroducing a peregrine falcon:

- adoption, meaning that captive-bred falcons of a similar age as wild nestlings are placed in the nest of a wild bird;
- foreign adoption, where falcons are released into the wild using the existing nests of other predatory birds, if no natural wild falcon nests are available;
- the "test-flight – artificial nest" is the most commonly used method in Poland and it involves putting a bird in a cage with a special roof, the structure of which is similar to the place where the bird will be released.

Reintroduced birds are ringed. The colour of the ring depends on where the bird is released: from mountains – red, from urban areas – yellow, from a forest – green.

In 1999, two nest boxes were fixed on the high chimneys of the CHP and Claus Unit at the Production Plant in Płock. Since then, we have often seen birds in their vicinity, and finally, in February 2001, a couple of falcons settled down for good in the nest box on a CHP chimney at PKN ORLEN's premises in Płock. Chicks hatched for the first time in May 2002. In 2002–2008, 21 nestlings have been born. Thus, we can say with certainty that we have at the Production Plant in Płock the most permanent and most reproductive pair in Poland.

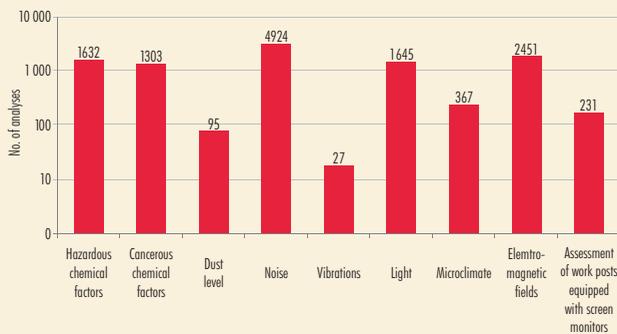
The falcons are regularly monitored at our premises, in particular their nest boxes are checked, video recordings and photos are taken and nestlings are ringed. We do all this in collaboration with the Society for Wild Animals FALCON.

For more information visit [www.peregrinus.pl](http://www.peregrinus.pl)

Strategic objectives were determined in the Occupational Health and Safety Policy. They include:

- Constant improvement of the levels of occupational health and safety in the Company, in accordance with current legislation and standards;
- Constant improvement of risk recognition methods and prevention of accidents at work, occupational diseases and non-casualty incidents;
- Implementing ergonomic solutions to reduce the arduousness of work;
- Raising employee qualifications and promoting their involvement in improving working conditions;
- Informing personnel and public opinion of Company policy in terms of occupational safety and health protection, and of the results of the policy;
- Constant improvement of the Occupational Health and Safety Management System and integration of the System with the Quality and Environment Management System in order to create a single effective Management System.

Factors analysed and number of analyses performed at work posts in 2008



Accident rate in PKN ORLEN in 2007–2008

	Mean employment	No. of accidents				Sick leave*	Ratio		
		Total	Fatal	Serious	Mass		Frequency	Accident	TRR
2007	4834	26	0	1	0	1340	5.4	51.5	3.17
2008	4744	26	0	0	0	952	5.5	36.6	3.19

\* Sick absence following accidents at work

### 3.2. Occupational health and safety

The chemical industry is widely believed to cause particularly negative effects in the case of accidents or irregularities in processes. On the other hand, oil industry products play a vital role in modern life. This is why confidence in safety is of particular importance for this industry. The issues of occupational health and safety are of particular significance for PKN ORLEN, and they are a part of an extensive programme for ensuring the safety of our stakeholders.

We reported a total of 26 accidents at work at PKN ORLEN in 2008. No serious, mass or fatal accidents were reported. Sick leave following accidents at work amounted to 952 days, which corresponds to a 36.6 serious accident rate (number of days of inability to work per accident). The frequency rate was 5.5 (number of accidents per 1,000 employees) and the TRR rate (number of accidents per 1 million man-hours) – 3.19. In 2007, we reported 26 accidents at work, including one serious accident. The respective rates were: serious accident – 51.5; frequency – 5.4; TRR – 3.17.

The TRR rate is calculated using the following formula:

$$TRR = \frac{\text{number of accidents} \times 1000000}{\text{number of man-hours}}$$

being the product of the number of accidents multiplied by a million divided by the number of man-hours worked at the Company in 2008, was and amounts to 3.19.

In 2008, as in previous years, most accidents involved employees tripping or slipping because of not being sufficiently careful, attentive and focussed. There were also several road accidents most of which involved employees from organisational units outside Plock.

Most of the reported injuries were sprains – 27% and wounds – 23%. Other injuries included fractures, bruises etc. Most accidents took place in the course of walking or climbing up or down (58% of all accidents at work). A total of 15 such accidents were reported, the most typical direct cause of which were: slipping, tripping and falling. Most casualties were employees with 21 to 25 years seniority (6 casualties were reported in this seniority group, which represents 23% of the total number of accidents at work). Similar results were reported in the following age groups: 26–30 and over 30 years (5+5). As in previous years, many of the accidents were caused by improper behaviour (58% of all recorded causes of accidents at work). The structure of indirect causes of accidents is comparable to the structure of indirect causes in the country.

No repeat events typical of the chemical industry were reported. A drop in the serious accident ratio was reported, despite the number of accidents being the same as in 2007. 16 no-casualty incidents were reported on the premises of the Production Plant in Plock. Analyses were performed in order to avoid similar incidents in the future.

PKN ORLEN pays a lot of attention to ensuring safe and hygienic work conditions, both for the Company's own employees and external contractors. There is an OHS service at the Company, whose purpose is to supervise employee compliance with current regulations and to provide support in this respect. In the industry which we represent, loss



Figures on occupational diseases and accidents at PKN ORLEN in 2008

Category	PKN ORLEN		
	Total	Production Plant in Plock	Fuel Terminals and units outside Plock
Accidents at work	26	16	10
Sick absence (calendar days starting from the date of sick leave)	952	611	341
Frequency ratio (no. of accidents per 1,000 employees)	5.5	4.4	9.2
Serious accident ratio (days of sick absence per accident)	36.6	38.2	34.1
Occupational diseases	0		
TRR ratio	3.19		

The TRR ratio shows a correlation with the frequency ratio. Due to more precise data, this ratio better presents the accident status of the Company, which is comparable to other world scale refinery and petrochemical corporations.

*Our target is zero occupational accidents*

of control over technological processes could cause huge damage to employees, the natural environment and property. The objective of PKN ORLEN is to become a leader in the oil sector with respect to its Occupational Health and Safety Management System.

Anxious to ensure safety, we pay particular attention to the identification and minimisation of risks at their source, and to occupational risk assessment. We register potential hazards and analyse non-casualty incidents, which for us is a precious source of information for extending preventive measures. Any employee notifying us of an incident may propose solutions to remove or reduce the related risk.

Occupational health and safety issues are provided for in formal agreements concluded with Trade Unions. In order to ensure social control over the creation and observance of the conditions of safety and health protection, PKN ORLEN has an Occupational Health and Safety Commission. It was appointed following consultations with the Company's Trade Unions. 50% of the Commission members are employee representatives. The Company has a social labour inspection supervised by the Trade Unions.

We consider the constant education and raising of awareness among our employees and external companies operating at our premises to be a priority. For this purpose, we have prepared special multimedia materials and training films. All our initiatives are aimed at further improvement of occupational safety and human health and protection of life.

One credible proof of the effectiveness of the above-mentioned measures is the fact that none of PKN ORLEN's employees suffered a serious, mass or fatal accident in 2008.

Providing employees with safe working conditions and constant improvement of the prevention system is one of PKN ORLEN's priorities for the years to come.

Good practice and procedures, staff participation in the development of new solutions as well as OHS education and ongoing awareness raising among employees enabled the Company to eliminate fatal accidents from among its employees. Unfortunately, there were 2 fatal accidents involving contractors of renovation works at one of the Company's units in 2008. In order to avoid similar accidents in the future, we added an "Occupational safety" clause to renovation and investment work contracts in 2009, which introduces comprehensive and innovative solutions, and supports the monitoring of accidents at PKN ORLEN sites involving external companies.



### 3.3. Responsible office

When working on new projects, we try to create solutions which will not only contribute to the economic success of the Company but also yield measurable environmental effects. We do not limit ourselves to production and product utilisation related activities. We appreciate and make use of the possibilities of limiting the environmental impact and at the same time of reducing costs in administrative processes. The most common measures are efforts to reduce paper use and the consumption of electricity and other media.

In 2008, we completed the SOWA project, which streamlined the operation of financial and accounting processes through the introduction of electronic invoices and other accounting documents. Its added value is the elimination of multiple printing or photocopying of several hundred thousand documents a year, as all approving of or insight into documents is done via a special, dedicated application.

Another initiative with a similar goal was the introduction of so-called scattered print. As a result, we significantly reduced paper use thanks to the general availability of scanners and means of digital distribution of documents, such as electronic mail. Another source of savings were billings of the number of copies printed by respective employees.

Yet another project aimed at reducing paper consumption was the "Manager and Employee Self Service" project, which replaced paper forms with electronic communication. Currently, employee issues, such as holiday leave requests, business trips or bonus requests, are fully processed via a dedicated application.

Additionally, the latest technological solutions support energy consumption optimisation. An initiative whose goal was to introduce virtual hardware environments, enabled the efficient use of the existing IT environment resources (calculating capacity and disk space), at the same time reducing electricity consumption and heat production by servers. This was possible due to disconnecting over one hundred physical servers and replacing them with a highly efficient and flexible virtual environment.

The Company, striving to create optimum working conditions for its employees, makes it possible for personnel to work from home, where appropriate, by providing safe, remote access to the Company's network resources (electronic mail, file servers and intranet). Provided that an employee's duties make this method of work feasible, they may work wherever they are connected to the Internet. Work from home is economically and environmentally beneficial, as it reduces the need to use means of transport to physically get to work.





# Company and people





## 4.1. Employees – current, former, future

Employees constitute the most important group of stakeholders. The Employer takes particular care of those who build the Company's goodwill and often spend long years with the Company. The process covers a broad spectrum of issues related to employee functioning within the Company. The most important of them, such as the recruitment process, development possibilities and contacts with the Company after retirement, are presented in greater detail. It should be emphasised that all policies and procedures in PKN ORLEN are compliant with a Code of Ethics and therefore with various aspects of human rights. Superiors are responsible for acquainting employees with those policies and procedures. Nothing was reported in the Company that entails a significant risk of forced or compulsory work. No juvenile persons are employed in the Company.

In 2008, PKN ORLEN was awarded the title of Best Employer 2007/2008 in the Polish "Career with Employer" ranking. Besides, PKN ORLEN received two more distinctions as employer: the title of "Attractive Employer" in the Polish Employer Ranking KOMPAS and a distinction in the Universum Graduate Survey 2007, which authorises us to use the "Ideal Employer" logo.

### Recruitment policy

Our recruitment requirements, including the desired candidate competence models, are adjusted to the dynamically changing market environment. Due to the huge diversity and specific character of respective business segments, there is no single ideal candidate profile. Apart from professional skills, we strongly emphasise those skills which create a corporate culture based on PKN ORLEN's core values. We take on people who are good at working as part of a team, determined, development-oriented, innovative and who aim for high quality in their work. PKN ORLEN's recruitment policy is based on employee selection procedures with clear and open criteria, free of any traits of discrimination. We address our recruitment offer, among others, to the surrounding population, through advertisements published, for example, in the local media, and we are intensifying our efforts with respect to graduate training in cooperation with local employment offices. We also cooperate with high schools and universities in the local market in organising student training. One tool which efficiently supports the recruitment process is the Talent Link application, which enables business areas to notify people of their recruitment requirements, and supports the Recruitment and Development Department staff at all stages of their work. Thanks to Talent Link, employers and candidates may search job ads, file applications (online) and modify and supplement their profiles. It is worth mentioning that 74% of senior managerial staff were recruited from the local market at the Company's main locations.

The Company cooperates with universities from across the country and accepts students from various courses to student, graduate and group apprenticeship programmes. In 2008, apprenticeship programmes were participated in by 315 students who acquired knowledge and experience under the supervision of skilled specialists. A Company employee who is appointed as the supervisor of a trainee gives the trainee tasks to do, evaluates their performance and supports and advises the trainee. One of the methods of



**Ilona Morgulska**  
HR Specialist at the Executive Director Office

It is the third time you have participated in the development of PKN ORLEN's social responsibility report. Do you observe any changes as to the scope of HR issues presented to our stakeholders?

*Definitely, yes, we are becoming more and more open, and we have more and more things to say to our stakeholders. First of all, PKN ORLEN has changed and it is now an international corporation, which means new challenges for us all. Activities executed in the field of human resources enable our employees to systematically develop their skills and achieve their professional ambitions.*

*This year, we are celebrating the 10<sup>th</sup> anniversary of PKN ORLEN. I think this is a perfect occasion to recapitulate what we have done so far. We can be proud of our achievements we – the employees of an international corporation. The source of the success is due to the high qualifications and reliability of our Company's personnel.*

*Total number of persons employed in PKN ORLEN in 2008 under employment contracts*

Location	No. of persons
Plock	3922
Warsaw	281
Other	842
Total	5045

*Fluctuation (ratio of terminations in a given group to total number of employees)*

Employees					
< 31	31–40	41–50	51–60	> 60	Total
729	1500	1281	1432	103	5045
Terminations					
< 31	31–40	41–50	51–60	> 60	Total
56	96	104	116	19	391

*Fluctuation by age groups*

< 31	31–40	41–50	51–60	> 60	Total
0.011	0.019	0.021	0.023	0.004	0.078

Employees	
Female	Male
1160	3885
Terminations	
Female	Male
173	218

*Fluctuation by gender*

Female	Male
0.034	0.043

Employees		
Plock	Warsaw	Regions
3922	281	842
Terminations		
Plock	Warsaw	Regions
188	53	150

*Fluctuation by regions*

Plock	Warsaw	Regions
0.037	0.011	0.030

*Employees by categories*

Gender					
Female	Male				
1160	3885				
Age					
< 31	31–40	41–50	51–60	> 60	Total
729	1500	1281	1432	103	5045

accurately assessing the skills and professional potential of a young person with the relevant qualifications is to enable them to undergo on-the-job training. In 2008, 36 people were accepted to serve apprenticeships at PKN ORLEN, of which 4 people were offered work under order contracts and 2 – under employment contracts. The other people are continuing their apprenticeships. Apprenticeship programmes are organised in collaboration with labour offices across the country and focus on high school and university graduates.

One programme to which we pay considerable attention in PKN ORLEN, and which we regularly adjust to participant requirements and business tasks, is the Adaptation Programme. Its main purpose is to provide support to new employees who are changing their field of operation, to help them adapt to their new obligations quickly and painlessly. The programme enables employees to familiarise themselves with the organisation, its structure, goals, corporate culture, operating principles, and the rules of HR and other systems. Moreover, an employee has a chance to get to know our working methods and find out what is expected of them. The programme enables us to create a friendly working environment for our new employees in which they feel safe and comfortable.

The total number of people employed in PKN ORLEN in 2008 under employment contracts was 5,045 employees. The total number of employment terminations in the Company in 2008 was 391. The tables below present certain aspects of employee fluctuation and other trends.



### Training system

PKN ORLEN employees participate in a number of training programmes which are aimed at increasing their skills and supporting continuity of employment. The goal of the Company's training policy last year was to support business areas in implementing strategic tasks and goals through the provision of required knowledge and practical skills. Our offer includes personal skills, managerial skills and specialist training. Employees may apply for grants to pay for post-graduate, PhD or foreign language courses. Production staff participate in all compulsory certified courses and training sessions which are required for their respective jobs.

Open and closed training sessions as well as participation in local and international conferences offer a chance to broaden knowledge and acquire new skills. They are also an opportunity to learn about good practice applied in other companies and about the most recent world trends in various areas. Moreover, our employees may participate in Company-level training and development projects. In 2008, we organised training sessions under the Skills Development Programme, whose main purpose was to diagnose professional potential and develop the participants' skills. A total of 123 people were trained. We also launched the 2<sup>nd</sup> edition of the Project Management Academy applying the Project Management Institute's (PMI) methodology, participated in by 26 people.

At PKN ORLEN we also strive to ensure a secure future for those who end their work with the Company through participation in three types of protective programmes:

- Parachute – active job search techniques;
- Entrepreneurship – starting a business;
- Optional training sessions – selected by the employee.

From 2005 to date, we have trained 1,221 people under a special Training Package dedicated to people who decided to join the Voluntary Leave Programme. The most popular were the optional training sessions selected by employees themselves. There were 349 participants in such training sessions in 2008.

All PKN ORLEN employees are included in an internal compulsory training system, which means they are obliged to participate in training, e.g. in the field of occupational health and safety, confidential information protection or information and communication safety. For example, in 2008 we trained a total of 1,187 people in OHS, which corresponds to 14,448 training hours. Given the significance of their subject matter, training sessions are regularly repeated. Their topics also include human rights issues, such as personal safety or adequate working conditions.

In 2008 closed and open training sessions were participated in by 6,760 employees.

PKN ORLEN does not collect training data broken down into the number of training hours per employee according to the employment structure.

### Employee care

PKN ORLEN offers its employees various social benefits, such as holiday grants and co-financing of leisure activities (sports activities, prevention and rehabilitation therapies, integration events, trips, mass sports events, celebrations),



*Selected social benefits for the employees in 2008*

Our activities	No. of persons participating in programmes
Health prevention programmes implemented by the Military Medical Institute in Warsaw	1918
Influenza vaccination programme	710
Financial aid from the Company's Social Benefits Funds	29
Assistance in moving a sick person/casualty to a specialist hospital	189

The "Catch the Hare" photo competition for employees of companies implementing the Responsible Care programme enjoys unabated popularity. Below are the winning photos taken by PKN ORLEN employees from the 2008 edition of the competition.



non-repayable aid in cash and in kind, repayable housing loans and holiday gifts for children. Last year, the Company granted appr. 38,000 of various social benefits.

Among those measures, employee health care is of particular importance. The Company provides complex health services to its employees, including participation in specialist programmes and support in difficult conditions.

**Salaries**

The lowest salary ratio (calculated against average salary growth rate) to the statutory minimum salary in 2008 was 345%.

**After retiring from PKN ORLEN...**

Retirement does not mean an end to contacts with the Company. The Company organises farewell parties for its retiring employees. People with particularly long service are invited to meetings participated in by the Company's top officials.

We also celebrate 70<sup>th</sup>, 75<sup>th</sup>, 80<sup>th</sup>, 85<sup>th</sup> ... birthday anniversaries. Those celebrating their birthday receive greetings, flowers, cash equivalents and company gifts. We organise meetings, trips, dances for our pensioners. The Company cooperates with the Senior Club Councils in Płock, Warsaw, Białystok, Gdańsk, Słupsk, Szczecin, Poznań, Rzeszów, Kraków, Katowice and Łódź, and pensioner and former employee social organisations, and supports their activities.

Our former employees benefit from health prevention programmes organised by the Military Medical Institute.

**Employee integration**

PKN ORLEN offers a number of activities to its employees whose purpose is employee integration and strengthening links with the Company through involving employees in common activities. The objective is to build non-professional societies and develop interests.

For several years, the Company has enabled its employees to participate in attractive sports events. In 2008, they could present their abilities in the following five disciplines: football, jogging, table tennis, cycling and swimming. Winners of the respective competitions represented the Company at the European Corporate Games in Athens, where they won 8 medals: 4 gold, 2 silver and 2 bronze. We also held the 4<sup>th</sup> amateur car rally "Drive with Verva", which above all promotes traffic safety and fair play. The 2008 rally was participated in by almost 500 employees.

In 2008, we continued the ORLEN PASJA (passion) project, whose main goal is to support and develop the interests and passions of employees, but also to integrate them. The programme enables employees to apply for financial support, for example for the purposes of participating in prestigious sports competitions, cultural and scientific events such as quizzes, festivals, photo exhibitions and so on. Grants are given to joint employee initiatives and attractive events organised by employees for employees. Funds are allocated by a special committee. Last year, PKN ORLEN supported 104 people participating in 18 various projects. They included sports competitions, photo exhibitions and integrational events.



One permanent item in the Company's event agenda is the Chemistry Days, a celebration which highlights the Company's belonging to the oil industry. Early in June, we hold numerous cultural and sports events. Many of them are aimed at children. The celebrations are open to PKN ORLEN employees and the citizens of Płock. Fifteen outstanding employees received the title of "Distinguished PKN ORLEN employee". The event was named "The Best of the Best", because this highly-esteemed title is awarded to just such people.

The Chemistry Days are also an opportunity to realise joint projects for the benefit of the citizens of Płock in cooperation with Płock Town Hall. We organised a family picnic with various attractions for our employees and for the inhabitants of Płock. The topics of those attractions included chemistry – of course, and other fields of science. There was ecology, sport, art events, attractions for children. A permanent item in the agenda is integration picnics for PKN ORLEN employees. We held 12 meetings across Poland in 2008. Their agendas were prepared taking into account the round-the-clock work system, so that everybody could participate in them. Picnics included artistic performances, games, competitions and many other things.



Last year we had 8 special celebrations at the Production Plant in Płock – on the occasion of the opening of a new unit, but also Jubilee celebrations. Employees of the units which celebrated their anniversaries were honoured and the most deserving ones – rewarded.

In order to support good relations and say thank you for employee involvement and work, each year, the PKN ORLEN Management Board have a Christmas party with the employees. Those employees who cannot participate in the party are sent Christmas greetings and gifts of sweets from the Management Board.

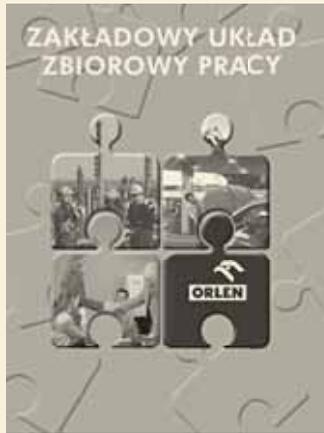
### **Notifying of changes**

An important duty of an employer is to notify their employees of planned and pending changes, in particular with respect to restructuring and reorganisation processes. The rule at PKN ORLEN is that any planned changes are communicated to the Trade Unions much earlier than is required by law. Where an establishment or its part is to be overtaken by a new owner under Article 23<sup>1</sup> of the Polish Labour Code, the additional notice period is 15 days. The case is similar with collective redundancies.

In the case of a lesser-scale restructuring process (laying off employees for reasons referred to in the Act on special terms of terminating employment relationships with employees for reasons not relating to employees, involving not fewer than 15 and not more than 29 employees in a 30 day period), the notice period is 12 days prior to the commencement of negotiations with the Trade Unions. Negotiations take 7 or more days.

A reorganisation process means that employees are laid off for reasons specified in the Act on special terms of terminating employment relationships with employees for reasons not relating to employees. This applies to not more than 14 employees laid off within 30 days. Trade Unions must be notified 7 days prior to the commencement of such a process.





Employees are notified upon completion of negotiations with the Trade Unions. These rules are set out in an agreement between PKN ORLEN and the Trade Unions. They are also provided for in the Collective Labour Agreement (CLA) signed on 24 November 2008 (effective since 1 January 2009). This document, extremely important for PKN ORLEN and negotiated over a number of years, is a crucial element of HR management strategies. Its main purpose is to implement a lawful concept of employment relationship management. The CLA regulates a number of areas of particular importance for employees. These include: rules of employing and promoting employees, and terminating employment contracts, salaries and other employee benefits, employee evaluation, professional development and training, obligations of the parties to an employment relationship, holiday entitlement, working hours, work conditions, social benefits. The agreement also regulates issues relating to the functioning of trade unions and social dialogue in PKN ORLEN. It also provides other HR management tools which support the Company's business strategy, mutual obligations of the parties in the execution of the Agreement and issues relating to trade unions and social dialogue in PKN ORLEN. The purpose of CLA adoption was to introduce a lawful concept of employment relationship management.

It is extremely important that both the negotiations and implementation of the CLA is supported by a comprehensive communication process involving, among other things, all the internal media.



## 4.2. Corporate Culture

### Code of ethics

Since 2005, the employees have applied the Code of Ethics developed in the course of discussions and consultations in all areas of the Company. The Code is based on specific values and it determines the principles that should guide the Company and its employees in their relations with the internal and external environment. Its provisions are taken into account in operating regulations applied in the Company's management.

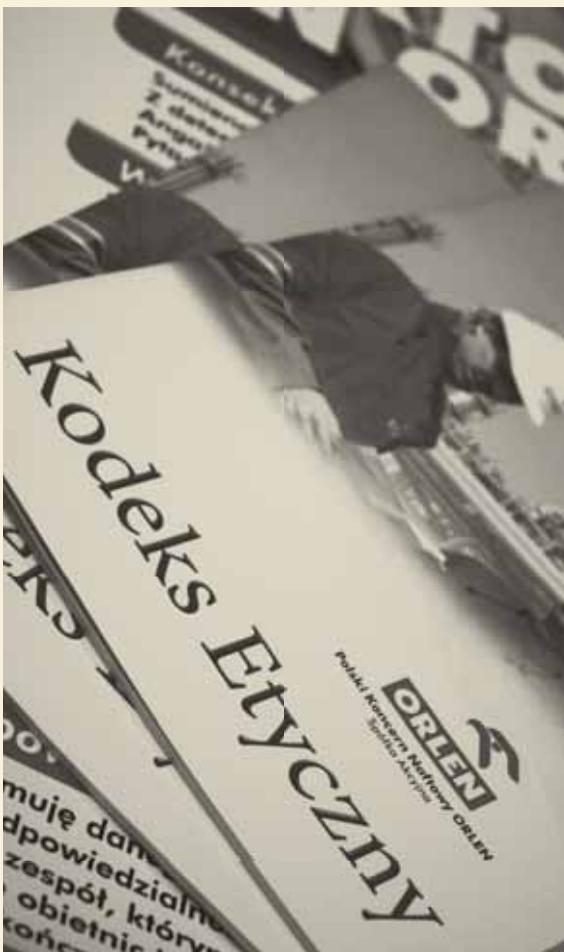
A constant process realised since the implementation of the Code are measures aimed at disseminating the document among old and new employees. In 2008, we held 18 group meetings in the form of training sessions and workshops, during which appr. 540 people were trained (6 workshops were participated by appr. 170 new employees). Participants of all educational activities are reminded of the strong relationship between the Code and the Human Rights Charter.

The general principles of the Code of Ethics and its chapter devoted to relations within the Company emphasise the need to observe the law and good habits, and the principle of respecting the dignity of each human being. In the Code, the Company declares its respect for the national origin, race, religion and political orientation of its employees, customers and business partners as well as equal and fair treatment of all irrespective of the above or of the position held by a person, his or her seniority in the Company, membership of trade unions or appearance. PKN ORLEN did not report a single case of breach of the above principles in 2008.

### Ethics Ombudsman

The democratically elected Ethics Ombudsman plays a special role in PKN ORLEN, his or her task being to ensure that all stakeholders have a possibility to freely report on any breach of the principles of PKN ORLEN's Code of Ethics. Employees may report to him or her any irregularities, thus developing a feeling that they have a say in respecting core values. The Ethics Ombudsman is obliged to ensure the confidentiality of employees who complain. His or her role is to explain their relevance and, if need be, take or initiate remedial measures. The Ethics Ombudsman keeps the Management Board informed of any ethical problems notified by employees. It is always done in such a way as to guarantee confidentiality and prevent the identification of people making complaints or submitting motions. In special circumstances, where the welfare of the Company is at stake, the Ethics Ombudsman reports directly to a competent Member of the Management Board. He or she also presents to the Management Board annual reports of their activity to promote a corporate culture based on ethics and respect of PKN ORLEN values. The Ombudsman's tasks also include promoting ethical values during meetings and training sessions, and via the corporate *ORLEN ekspres* newsletter, where he or she has a regular column.

The Ethics Ombudsman monitors the functioning of the Code of Ethics based on the issues reported to them and submits a consolidated report to the Management Board. Respondents mainly point to the organisation's weak links related to situations and events happening in their everyday work. Another effect of growing employee awareness





### **PKN ORLEN Core Values**

#### **Consistent pursuit of goals**

- I perform my duties diligently
- I am determined to achieve my targets
- I am involved in my work
- I ask when I have doubts

#### **Cooperation**

- I cooperate with others
- I communicate in a clear way with others
- I build trust as I cooperate with others
- Team success is the most important

#### **Honesty**

- I am honest to myself and others
- I express my opinion openly
- I observe the principles of the Code of Ethics
- I respect the property of the Company

#### **Professionalism**

- I want to be an expert in my field
- I strive to achieve the utmost quality
- I treat customers and employees with respect, no matter what their position is
- I develop my skills

#### **Responsibility**

- I keep my word
- I am responsible for my actions and for the team I manage
- I don't give empty promises
- I always finish tasks I have started

#### **Initiative**

- I identify with my work and the company
- I eagerly accept new tasks
- I take risks consciously
- I care about costs
- I react to changes in a flexible and creative manner

of standards imposed by the Code of Ethics is the fact that they comment on an increasingly broad range of problems, including moral ones, and they are getting involved in a discussion on situations posing moral dilemmas. The monitoring performed in 2006–2008 showed that the number of complaints on unprofessionalism significantly dropped at that time. Respondents mainly focused on problems relating to a lack of responsibility affecting the Company image and relations within the Company. The Ethics Ombudsman investigated each reported issue or took adequate remedial measures. The Ombudsman resolved the majority of them – as many as 60% of cases which required specific actions and solutions, to the satisfaction of those directly involved. Taking into account the long-term character of attitude change in the reported moral cases (23%), educational and communication measures were taken through corporate media which on the one hand condemned disobedience of the Code of Ethics and on the other promoted proper behaviour (47 articles and programmes in *ORLEN ekspres* and *ORLEN Studio*). For the remaining 17% cases, remedial measures are being implemented whose long-term effects are to be structured solutions on the level of the entire organisation (such as operational HR solutions in accordance with the Collective Labour Agreement implemented in 2009).

### **Promoting ethical issues**

Each year, PKN ORLEN implements projects aimed at promoting both the provisions of the Code of Ethics and the Company's core values. Every 2–3 years, surveys are performed to verify the effectiveness of those projects and to monitor the level of employee knowledge of issues important both for the Company and for its employees.

In 2008, the traditional communication audit covered, apart from PKN ORLEN itself, over 2,500 employees of 20 Capital Group Companies. An anonymous questionnaire included questions on internal communication within companies, integration and communication in the ORLEN Group and interpersonal relations. The survey revealed the information requirements of company employees, their most highly regarded communication channels and the level of knowledge of issues significant for their respective companies. The survey also helped determine what kind of information on PKN ORLEN and the ORLEN Group employees of respective companies expect and in what way they would like to receive such information, and what kind of integration activities they expect. This is similar to the case with the survey conducted at PKN ORLEN, some questions related to various aspects of corporate culture, in particular – ethics.

The most important effect of the surveys were: a gradual improvement in the level of communication and application of the most effective measures corresponding to the needs and expectations of employees. Moreover, the audit gave an insight into interpersonal relations in respective companies and employee expectations in this respect.

We regularly have evaluation questionnaires after integration meetings, sports events and picnics from which we learn about the opinions and preferences of employees which we then take into account when organising similar events in the following years.

In 2008, corporate principles and values were promoted via a radio campaign, continued from previous years, and



**Renata Krawczyńska-Adamkowska**  
Editor-in-Chief of ORLEN Ekspres

*ORLEN Ekspres has been hugely popular with PKN ORLEN staff for years. What topics are Readers interested in and what is their influence on the content of the newsletter?*

*Communication audits show that Orlen Ekspres is a highly valued and eagerly anticipated source of information for employees. Over 90% of staff declare that they read the newsletter. I am very pleased about that. In a company the size of ORLEN, which employs several thousand people and has departments all over the country, communicating with employees is very important and not so easy. This is why we feel the responsibility of the editorial staff and try to satisfy the needs of our readers.*

*Our employees are most interested in issues that directly concern them. This is true for all companies. Everybody wants to know what possibilities of professional development they have, how they can plan their career and, of course, how their salary will change. They are also concerned about where the company they are helping to create is going, about its plans for development and its future on the market. The next area of interest is other people: new managers in the Company, new employees, or simply their colleagues from other departments.*

*The same as editors of any other corporate newsletter, we would like employees to have as much influence on its character and content as possible. Then the newsletter "lives" and remains close to them.*



a series of films broadcast online. The Corporate bi-weekly, *ORLEN Ekspres*, published a series of satirical cartoons about the adventures of a group of employees doing their everyday chores at work and spending their time together after work. This was an original and clever way of promoting core values.

### **Internal communication**

Reliable, high-quality internal communication channels in PKN ORLEN supply employees with up-to-date, top quality information and are an important factor in involvement building among employees. From among the three main communication channels, the corporate radio station, ORLEN Studio, has a large loyal audience of nearly 5,000 listeners. The corporate bi-weekly *ORLEN Ekspres* has been popular for years, its readers amounting to over 90% of staff. In 2008, the newsletter won the Bronze Column award in the "Column of the Year" competition organised by the Corporate Press Association.

Employees willingly use the intranet, which is an effective means of communication. It also enables quick searches for information from various areas of the Company's activities. Other ways to disseminate information among all employee groups are meetings or information boards.

PKN ORLEN pays great attention to dialogue with employee representatives in the Trade Unions. An opportunity for such dialogue is the various events in the Company. One example is the Chemistry Days, a holiday for all employees, traditionally celebrated on the first weekend of June. Each time, the draft agenda of events is presented to and discussed with our social partners. Any suggestions made by the Trade Unions are analysed by the Company's Management Board. The Management Board's decision to amend the agenda after consultations with the Trade Unions is reported back to the Trade Unions. Each year, agendas are prepared initially for employees and bearing employees in mind. Apart from an open programme for the inhabitants of Płock, the Company has organised integration picnics for employees and their families for the last four years.

Corporate culture and its attendant dialogue with employees through all corporate media constitute an important element of the strategy of building goodwill towards PKN ORLEN.

### **Corporate Governance**

PKN ORLEN's Management Board takes all reasonable efforts to make sure that all Company business is done in accordance with the principles of corporate governance. As a public company whose securities are issued on the Warsaw Stock Exchange, PKN ORLEN observes all the principles recommended by the Code of Good Practice for Companies listed on the WSE. It also takes a number of measures to streamline communication with its environment, e.g. through modern communication technologies with representatives of the capital market. We organise live online transmissions, with simultaneous translation into English, of press conferences organised after each important event in the Company, such as the publication of quarterly reports, the announcement of strategy, or General Meetings of PKN ORLEN Shareholders. Recordings of such transmissions, in the form of multimedia files, are available on our website: [www.ornen.pl](http://www.ornen.pl).



**Dariusz Grębosz**  
**Director of the Investor Relations Office at PKN ORLEN**

Last year, you mentioned in your report that a growing number of investors are paying attention to the social aspects of company activities. This November, the Warsaw Stock Exchange will start listing its first index of responsible companies – the RESPECT Index. Do you think that in a situation of global crisis, when many companies are forced to limit their business, investors will be less interested in responsible companies?

*“A financial crisis is accompanied by falling confidence in financial institutions and in issuers whose promises of the rate of development turned out to be wrong. In such a situation, responsible companies are a precious asset for investors. Investors return more bravely to the market precisely by investing in companies declaring to abide by the principles of CSR. Such companies should always be valued higher compared to other issuers in times of uncertainty and market imbalance. Investing in the shares of such companies is considered to be more safe, i.e. involving less risk.”*

In 2008, the Company applied all the principles of corporate governance laid down in the Code of Good Practice for Companies Listed on the WSE, adopted by the Supervisory Board of the Warsaw Stock Exchange on 4 July 2007.

### **Supervisory Board**

**The Supervisory Board continuously supervises the Company’s activities in all areas of its business, and in particular it has the competences determined in the Polish Code of Commercial Companies and the Company’s Statutes.**

Members of PKN ORLEN’s Supervisory Board are appointed and dismissed in accordance with the Company’s Statutes by the General Meeting of Shareholders. The Supervisory Board consists of six to nine members appointed for a joint term of 3 years. In 2008, four of the nine Members of the Supervisory Board fulfilled the criteria of being independent from the Company.

The Supervisory Board acts as a body, however, it may delegate certain supervisory tasks to its individual members. The authorities of the Supervisory Board include, among others, to represent the Company in agreements with the Management Board members, including with respect to their employment and remuneration.

There are four committees within the framework of the Supervisory Board:

- Audit Committee;
- Corporate Governance Committee;
- Strategy & Development Committee;
- Appointment & Remuneration Committee.

The Audit Committee comprises at least two independent members and at least one member qualified and experienced in accounting or financial matters.

In 2008, the Supervisory Board had 8 male and 1 female member. The age structure of the Supervisory Board members was the following:

- 30-50 years – 7 persons;
- over 50 years – 2 persons.

Details of the skills and professional experience of the Supervisory Board members are available on the PKN ORLEN website.

### **History of corporate governance implementation at PKN ORLEN**

#### **December 2002**

Less than four months after amending the provisions of the WSE Regulations relating to corporate governance, PKN ORLEN issued a statement on its intention to implement the changes proposed by the WSE with respect to the principles of corporate governance.

#### **June 2003**

The Company announced that it was applying the principles of good and loyal corporate governance through its own corporate law, at a level corresponding to the expectations of the market and its participants, taking into account the reasonable interests of the Company and its shareholders.

#### **June 2004**

A General Meeting of PKN ORLEN adopted a resolution pursuant to which the Company undertook to observe most



**Jacek Socha**  
Vice President of PricewaterhouseCoopers

World stock exchanges have kept responsible company indices for years – the WSE has recently decided to introduce the RESPECT Index, too, which, based on the London and New York stock exchanges, is supposed to list responsible companies. What do you think is the reason for so much interest in CSR indices across the world and why do companies care so much about being included in such indices?

*The world of business is a dynamically changing reality, with its complexity and multidimensionality evolving as new ideas emerge. When the issue of corporate governance was raised, it became obvious that doing business only for profit, without respect for stakeholders and the natural environment is very short-sighted and may lead to social exclusion and rejection of a given company.*

*Today one may say for certain that corporate responsibility is a creative development of the concept of corporate governance – it enables companies to go beyond mere money making to their broader environment. The last twenty years of the development of business worldwide have shown that the idea of corporate responsibility and sustainable development has become a permanent element of the market, rather than a passing fad. In Poland, there is still much to be done before CSR can be perceived as an integral element of business, rather than something additional to it. The fact that the Warsaw Stock Exchange has introduced the RESPECT Index shows that in the near future corporate governance measures will become increasingly strategic and require a conscious and coherent approach. Thus, the listing of Polish companies in this index will be proof of the growing responsibility and maturity of our market.*

corporate governance principles. On this basis, the Company published a statement on its acceptance of all the general principles laid down in the “Good Practice in Public Companies in 2002” paper and the 39 best practice principles relating to general assemblies, supervisory boards, management boards and relations with third parties and external institutions.

#### **October 2004**

In October 2004, the composition of the PKN ORLEN Management Board changed. The new Management Board decided that one of its main tasks would be to make the Company adopt all the corporate governance principles as soon as possible. The Management Board position was reflected in the Letter from the President of the Management Board included in the 2004 annual report, in which the Management Board expressed its readiness to promptly implement all the corporate governance principles recommended by the WSE.

#### **January 2005**

On 21 January 2005, based on resolutions adopted by the Management Board and Supervisory Board, a statement was prepared in which PKN ORLEN undertook to observe all the corporate governance principles recommended by the WSE. An updated statement was submitted for acceptance to the Ordinary General Meeting of PKN ORLEN Shareholders on 29 June 2005.

#### **June 2005**

An Ordinary General Meeting of Shareholders approved all but one principle (principle no. 20 relating to the autonomy of supervisory board members) of corporate governance. A relevant statement by PKN ORLEN was published on 30 June 2006.

#### **June 2006**

On 28 June 2006, the Company published, in accordance with the requirements of WSE Regulations, an annual statement approved by an Ordinary General Meeting of PKN ORLEN Shareholders. The Company declared, as it had done the year before, that it applied all the corporate governance principles with the exception of principle no. 20 relating to the autonomy of at least half of supervisory board members, which principle was once again rejected by the General Meeting.

#### **May 2007**

On 31 May 2007, the Company published, in accordance with the requirements of WSE Regulations, an annual statement approved by an Ordinary General Meeting of PKN ORLEN Shareholders. The Company declared, as it had done the year before, that it applied all the corporate governance principles with the exception of principle no. 20 relating to the autonomy of at least half of the supervisory board members, which principle was once again rejected by the General Meeting.

#### **April 2008**

On 23 April 2008, the Company published, in accordance with the provisions of WSE Regulations amended on 1 January 2008, a report on the application of the corporate governance principles in PKN ORLEN in 2007. The report was published together with the Company’s 2007 annual financial statement.



#### April 2009

On 30 April 2009, the Company published, in accordance with the provisions of WSE Regulations amended on 1 January 2008, a report on the application of the corporate governance principles in PKN ORLEN in 2008. The report was published as an appendix to the Management Board 2008 report.

#### *Relations with the capital market*

Relations with Company shareholders, potential investors in its securities and stock exchange analysts are a priority for the Management Board. The President, Vice President and Members of the Management Board are the main persons contacting the capital market. In order to provide all interested persons with equal access to information, all information communicated outside as the Company's official position is prepared in Polish and English. All officially communicated information and data is displayed on the Company website.

The Company regularly and actively participates in meetings with investors and analysts both in Poland and abroad. During those meetings, PKN ORLEN representatives present information on the Company. It is also an opportunity to receive feedback from shareholders, investors and stock exchange analysts. In this way, knowing the information needs of its stakeholders, the Company may develop and improve its relations with the capital market.

PKN ORLEN strives to expand and diversify its investor base. To do that, the Company actively promotes its activity among potential shareholders and in new financial centres across the world.

Bearing in mind the development of new forms and improvement of the quality of communication with the capital market, we introduced the so-called "trading statement", that consists of estimated operational data for each passing quarter and forecasts of EBIT trends taking into account the impact of macroeconomic factors and significant one-time events on EBIT. Such estimates are published several weeks before the date of publishing quarterly reports. "Trading statements" facilitate the reliable building of the Company's financial results consensus on the capital market before they are published. Since the statements were introduced, the quality of analyst forecasts has improved significantly (average forecast deviation from the data finally published by the Company has reduced). The statement establishes new standards in the field of investor relations. Its positive reception demonstrates how much PKN ORLEN values proper and well-timed communication with the market relating to topics which are of crucial importance to investors.



### 4.3. Ethical and reputation risk management

#### *Risk analysis*

Functioning in a global environment PKN ORLEN is affected by various factors, mainly macroeconomic ones, such as oil prices or refinery and petrochemical margins fluctuations across the world, exchange rate changes, and regional and global economic growth.



There are also certain factors typical of the industry in which the Company operates:

- fuel consumption volume (affects revenues and, via this – generated profits);
- competition (especially competitive imported fuel);
- security of crude oil supplies.

Considering the specific (strategic) character of our business, and the nature of the industry in which we operate, PKN ORLEN's situation is also determined by trends in the institutional and regulatory environment (e.g. environmental standards or compulsory fuel reserves).

Aware of the fact that in the long term, the above factors may pose a threat to the proper, sustainable development of the Company and that their intensification is currently taking place in a situation of global slowdown, we are taking numerous measures to ensure stable growth for PKN ORLEN and to change some of those risks into significant opportunities. In order to achieve this we intend to:

- ensure raw material security through the development of the production segment;
- consistently increase the operational effectiveness of the business;
- strengthen our competitive position on the current markets and develop new markets for the future;
- take efforts to further improve the quality of our products and services.

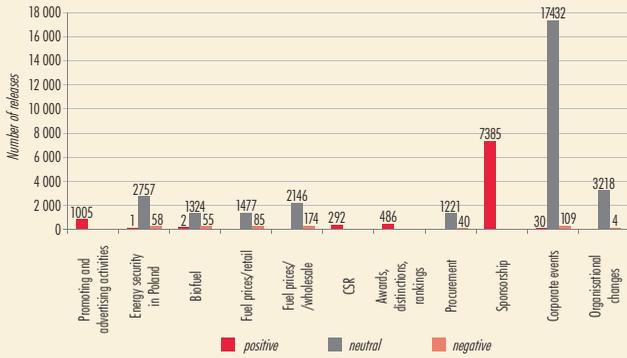
Risk is inherent in business. Each business involves risks which sometimes may be very serious and not easily predicted. This is why PKN ORLEN has implemented a risk management system which guarantees that business decisions are taken in full awareness of current risks. The company is well prepared to respond to materialised risks so as to minimise their possible impact on the continuity and possibilities of achieving the business goals we have set.

Risk management is based on procedures which enable identification of respective risks, risk allocation to respective owners, risk analysis in the Company's key areas and recommending preventive measures. To support the system, we have internal reviews (both with respect to internal procedures and the external environment) relating to the Company's most important business areas from the point of view of its current operations. By integrating the risk management system, we will be able to implement a uniform approach to risk management, which will translate into a uniform approach to the strategic planning of business operations and internal inspections. The risk management system responds to the needs of a broad circle of the Company's stakeholders who want to better understand the wide range of risks facing the Company, so as to be certain that those risks are properly managed.

#### **External communication**

The quality of communication with the outside environment is extremely important here. Communicating reliable information in a precise and unambiguous way significantly helps reduce risk. PKN ORLEN pays great attention to transparent and pro-active communication with all groups of stakeholders. The Press Office plays a special role in conducting dialogue with external partners. It is responsible for contacts with the media, which for PKN ORLEN are not merely another stakeholder group but also an important representative of social interests.

Evaluation of media releases, broken down into categories, in the period 1 January – 31 December 2009



In 2008, the Press Office issued 186 press releases, through which public opinion was informed of the most important events and decisions concerning the Company and the corporate projects it implemented. Journalists and public opinion were informed of financial results, investment projects, production projects, decisions of General Meetings or the Supervisory Board, sponsorship involvement, charitable activities, projects of the ORLEN Gift from the Heart Foundation or employee volunteering. A standard formula was introduced to notify of initiated and completed tender procedures in categories of particular image sensitivity, such as purchasing biofuel or advisory services. Moreover, in 2008, the Press Office gave over 1,500 individual answers to journalists on various issues of interest to them.

The result of the Press Office's work in 2008 was a measurable growth in media interest in the Company's activities. The number of media releases relating to PKN ORLEN almost quadrupled compared to the previous year and amounted to 39,301\*, compared to 10,845 in 2007. Positive and neutral news represented over 98.7% of all releases.

Moreover, the Company's press services organised 9 press conferences and briefings.

The ratio of negative releases on PKN ORLEN in the reported period was only 1.3%. The vast majority of negative media releases last year belonged to the "energy security" category (58 releases) and "personal changes in the Company" (113 releases). Interrupted oil supplies via the Druzhba (Friendship) Pipeline to the Czech Republic, record fuel prices (259 releases) and changes in the composition of the Management Board were the main reasons for negative comments in the media. It should be emphasised that the vast majority of negative releases were caused by factors outside the control of PKN ORLEN and not related to its direct operations. Meanwhile, the number of arguable releases or required corrections significantly dropped. This usually meant that the Company's position was already presented in a text. Approximately 20 corrections and disagreements were published over the year.

Moreover, the Company gave 16 answers to enquiries from the Office for Competition and Consumer Protection (all under explanatory procedure). There was also one answer to a question from the Municipal Consumer Ombudsman in Gorzów Wielkopolski and one from the Mayor of the City of Rzeszów. In 2008, one antitrust procedure against PKN ORLEN was instituted (with two more pending for several years).

#### 4.4. Customer care

Our objective is to make the ORLEN brand bring to mind not only modern, technologically involved products; we want our petrol stations to mean friendly stopover and rest places. We want them to be modern places offering top quality customer care, services and fuel. There is a vast network of our petrol stations in the best locations, offering loyalty programmes and car fleet services. They are customer-oriented and they

\* All data quoted after: Instytut Monitorowania Mediów (Media Monitoring Institute): Evaluation of media releases monitored for PKN ORLEN, Warsaw 2009



guarantee a pleasant atmosphere and high standards, and professionalism of staff, expressed in their concern for the minutest of details.

PKN ORLEN strives to meet the needs of a broad range of customers. At our BLISKA petrol stations, drivers are offered high quality fuel at good prices and well-trying service standards.

Our target is the satisfaction and well-being of drivers, and we want to provide them with comfort, quality and above all a pleasant atmosphere for resting during a trip. We base our relations with petrol station customers on trust and partnership. Our petrol station staff are comprehensively trained and open to people, which makes them reliable and trustworthy.

For our loyal customers, we have created the VITAY loyalty programme, based on a clear understanding of their needs and expectations. It is easily available and easy to use, and the rules for collecting points are simple, which encourages our customers to participate in it. The most loyal of our customers are rewarded with a special prestigious offer under the Super VITAY loyalty programme. We also have the FLOTA programme addressed to wholesale customers. The Company addresses the offer to the entire business, irrespective of the industry and size of an enterprise, and ensures a partnership-oriented approach and advanced modern technological solutions. FLOTA cards guarantee safety and comfort, and convenient forms of payment for fuel and services, and a feeling of good money management through greater control of a company's fuel expenses (reduced costs of accounting, controlling).

PKN ORLEN actively creates new trends. At a Stop Cafe, customers may drink coffee which not only tastes very good but also bears the Fairtrade logo. This means that our suppliers apply the principles of fair trade, the objective of which is, among other things, to eliminate farmer exploitation. Customers may also be certain that the coffee they drink was not produced through child labour. We also support the World Land Trust organisation, which fights to reduce the logging of South American rainforests. The manufacturer of our coffee cooperates with the Belgian Corporate Fund Programme (CFP), whose objective is to implement projects to fight poverty in developing countries. This initiative is a joint effort of numerous companies and NGOs. By offering our coffee, we encourage other companies to promote Fairtrade products, and our customers – to pay attention to the labelling of the goods they buy. Since the bags in which customers put their shopping are equally important, PKN ORLEN petrol stations have three kinds of ecological and fully biodegradable bags.

It is worth noting that at 12 ORLEN stations customers may tank up with AdBlue directly from distributors, which reduces the hazardous content of the fuel applied in the newest generation diesel engines. AdBlue is non-toxic, colourless, safe and environmentally friendly. AdBlue sold at ORLEN stations complies with the DIN 70070 standard and ISO, and CEFIC standards, which guarantees safe and trouble-free operation of the SCR system in cars. It is worth noting that most European producers of trucks and buses have opted for SCR technology in their latest models in order to minimise emissions of hazardous substances. The SCR system complies with EURO IV and EURO V EU standards.





### Responsibility towards customers

Responsibility determines our activities in all areas of the Company. PKN ORLEN's product offer was briefly presented earlier in the text. It clearly shows that environmental and quality aspects, and the consequent care for the health and safety of our customers and the quality of the environment are constantly at the centre of our attention. We are equally diligent in the case of complaints which we deal with, thinking about the utmost quality of our products and customer service. 100 of the 553 complaints made in 2008 in the retail sales area were accepted. Customers complained of:

- the quality of fuel – 57%;
- other reasons – 15%;
- behaviour of petrol station staff – 11%;
- services – 10%;
- the quantity of fuel – 3%;
- card products – 3%;
- technical condition of devices – 1%.

In our strategy, we assume that our basic task is to meet the needs and expectations of customers as best as possible, also with respect to product quality. PKN ORLEN has implemented, maintains and improves its management system according to the following standards:

- Quality Management System according to PN-EN ISO 9001:2001;
- Quality Management System according to AQAP 2120:2003 (supplies to NATO);
- Environmental Management System according to PN-EN ISO 14001:2005;
- Food Safety Management System HACCP according to Codex Alimentarius;
- Occupational Health and Safety Management System according to PN-N-18001:2004.

In order to ensure compliance with the applied standards: ISO, AQAP, PN-N and PN-I, we have a rigorous procedure for the application of the management systems.

The achievement of those goals is regularly verified and no irregularities were reported in 2008. As a result, customers are more confident in PKN ORLEN as a Company that guarantees the utmost quality, pro-environmental properties of its products and timely deliveries of products manufactured and sold. We regularly check the level of customer satisfaction. Their opinion shows us which aspects of the functioning of petrol stations we should particularly focus on, what things are the most important for customers, what reservations they have and what they assess positively. For us, this is a form of dialogue with the customers of PKN ORLEN petrol stations.

In the "ORLEN Brand Barometer" project, we ask our retail customers about:

- their general satisfaction level with our petrol stations (all products and services offered by the petrol stations). ORLEN stations received 4.3 points and BLISKA stations – 3.9 points on a scale of 1 to 5;
- fulfilment of expectations. Here, the respective results were 4.2 points for ORLEN and 4.1 points for BLISKA;
- satisfaction at being a customer of our petrol stations. ORLEN stations were assessed at 4.3 points on average, and BLISKA - at 4.2 points.

Customers also evaluate price levels, product and service quality, and confidence in our petrol stations.

The goal of the Company is to manufacture and sell products of guaranteed and ever better quality, which is why we have determined the following quality management criteria:

- constant monitoring of current and expected development directions in the field of exploitation and pro-environmental properties of refinery and petrochemical products in order to take measures taking into account the current and future needs of customers;
- application of a process approach for the purposes of constant improvement of economic effectiveness in order to gain funds to finance technological progress and introduce new technologies;
- constant modernisation of the existing manufacturing facilities through purchasing the latest licenses, to make sure that the quality of our products meets international standards;
- constant application of corrective measures in order to detect and remove organisational or technological irregularities and their causes, and to take preventive measures based on data analysis;
- constantly changing the corporate culture through improving employee qualifications and raising their awareness and understanding of customers.



In a survey called “Fuel quality perception at petrol stations” we ask them to:

- assess the quality of fuel offered at ORLEN stations. In 2008, the result was 4 out of a maximum five points;
- describe customers’ experiences with poor quality fuel, the main indicator being the ratio of drivers who bought poor quality fuel from the ORLEN network – in 2008, the problem was mentioned by 10% of respondents;
- assess the level of satisfaction with enriched fuel – the average assessment by our consumers was 4.3.

Our customers are also asked for an overall assessment:

- in 2008, ORLEN stations were assessed at 8 points and BLISKA at 7.5 points on a scale of 1 to 10;
- the VITAY loyalty programme received 7.1 points. Customers considered the respective elements of the loyalty programme, namely the quantity and selection of rewards, their quality, rewards catalogue, the number of points required to receive a reward and the procedure of ordering and picking up rewards;
- car wash at petrol stations – 7.9.

It is worth noting that surveys result in proposed changes to be implemented by PKN ORLEN in order to improve customer satisfaction level.

The purpose of another programme, “Mystery Customer”, is to regularly verify customer service quality at all PKN ORLEN petrol stations. In this way, we develop a service standard indicator which expresses percentage compliance of customer service and the services offered. Petrol station infrastructure and facilities are also evaluated.

At the turn of 2008 and 2009, we implemented an innovative research project named: “ORLEN Brand Reputation Index”, which covered a broad group of our stakeholders: consumers, local societies, employees, suppliers, opinion leaders, media representatives, market regulators. The purpose was to develop a synthetic Reputation Index for PKN ORLEN which would show the level of acceptance of the Company’s strategy. The index takes into consideration various aspects like social involvement, environmental sensitivity, business ethics, brand loyalty and effectiveness in business. PKN ORLEN and its benchmarks were assessed by the aforementioned stakeholders in each dimension. An index value was calculated for each of them. The Company took second place among leading fuel companies and it outscored its strongest competitor in the field of social involvement.

Marketing communication in PKN ORLEN is regulated by internal standards. One of the important elements of those standards is to use true and reliable information in communication with customers. The quality of the Company’s marketing communication is demonstrated by the fact that no inconsistencies with regulations and voluntary codes regulating marketing communication issues, including advertising, promotion and sponsoring, were reported in 2008.

We combine respect for the law with respect for those whom the Company serves. We engage in activities serving our environment and we encourage others to do the same. Participants of the VITAY loyalty programme have a chance to support the ORLEN Gift from the Heart Foundation, which takes care of over 280 adoption homes across Poland. Each participant of the programme may exchange their points for dinners for schoolchildren in need, rehabilitation activities, school accessories or monthly grants for children from adoption homes.

Gifts donated by PKN ORLEN customers to adoption homes in 2008

Type of support	XII 2007–XII 2008	
	Qty	Total value in PLN
Dinners	6 927	27 708,00
Hours of activities	229	9 160,00
Sets of school accessories	236	5 440,00
Monthly grants	61	12 200,00
Total		54 508,00

### Contribution to the development of energy policy

PKN ORLEN's participation in public life also means its lobbying policy in Poland and in Europe, which is done in a legal, conscious and public way. The Company bases its activities on direct lobbying, through active involvement of its own experts and indirectly, through organisations to which it belongs. The main principles of PKN ORLEN's lobbying policy include: the principle of lobbying ethics, the principle of sustainable development, the principle of coordination, the principle of dialogue and the principle of adjustment. The last principle involves minimisation of the risk of a dispute with the regulator of a market in which PKN ORLEN operates. The idea of this principle is to create conscious and legally admissible dialogue with respective regulators in order to receive from them binding and transparent interpretations of law in the process of establishing and executing laws.

In 2008, PKN ORLEN actively participated in the development of domestic energy policy from now until 2030, among others in the field of fuel supplies security or increased usage of renewable energy sources. It is also worth noting that Company experts participated in 2008 in the development of the Directive 2009/29/EC of the European Parliament and of the Council of 23 April 2009 amending Directive 2003/87/EC so as to improve and extend the greenhouse gas emission allowance trading scheme of the Community, and a directive on industrial emissions, which is a challenge comparable to the climate-energy package. Participating in the works of industry associations, such as EUROPIA (*European Petroleum Industry Association*) and CONCAWE (*Conservation of Clean Air and Water in Europe*) or the Energy Working Group of the BUSINESSEUROPE Association, PKN ORLEN took an active part in the development of EU policies and legal regulations with respect to the oil, chemical and energy industries. The result of the Company's close cooperation with national associations, such as Polska Organizacja Przemysłu i Handlu Naftowego (Polish Organisation of Oil Industry and Trade), and in particular Polska Konfederacja Pracodawców Prywatnych Lewiatan (Polish Confederation of Private Employers Lewiatan) were evaluations of the impact of key EU draft legislation on the Polish oil industry, financed under a project of the Office of the European Integration Committee (UKIE) - PL0012 "Strengthening Poland's active participation in the process of establishing EU legislation".

### 4.5. Relations with suppliers

Subsuppliers and subcontractors constitute a large group of our stakeholders. Due to growing purchasing demands, we have developed a purchase policy. One of the key documents regulating those issues are purchase instructions. We select customers on the basis of those instructions, in a clear and transparent way. The Purchase Office personnel "teach" suppliers about PKN ORLEN's purchase procedures by explaining the respective stages of the supplier selection procedure, notifying of consecutive measures, presenting an anticipated schedule of the works of the Evaluation Team and discussing general and substantive requirements posed to Tenderers.

Bearing in mind the significance of contacts with the local society, we have selected a group of "local suppliers", that



is suppliers of goods or services whose headquarters are located in the Płock district. PKN ORLEN orders services from local suppliers, thus supporting the business market closest to itself. Local suppliers are very important for the Company, mainly because of their good knowledge of the local market, the vicinity, their flexibility and familiarity with PKN ORLEN and cost optimisation.

We have also developed good practice determining above all our mission and primary objectives, i.e. identification with the Company's assumptions and strategy, building partnerships with reliable suppliers, maintaining a friendly working environment, abiding by the strictest professional standards, professional ethics and the Code of Ethics of PKN ORLEN. Moreover, the Company has signed an agreement on good practice with the Advertising Agencies Association (SAR, Stowarzyszenie Agencji Reklamowych) concerning the purchase of marketing services.

We organise annual satisfaction surveys in order to ensure the best evaluation and cooperation with suppliers. Based on regularly repeated surveys, we can, for example, determine whether cooperation with respective suppliers is developing or deteriorating, whether it is stable, and so on.

PKN ORLEN cooperates with reliable suppliers across the world and performs comprehensive periodic reviews of such cooperation. No agreements with suppliers have been identified that would require the application of the human rights clause. No penalties have been recorded for breach of the law or regulations relating to the delivery and usage of products and services.





# Development and society





List of organisations participated in by PKN ORLEN in 2008:

1. Business Centre Club
2. CEFIC
3. CONCAWE (CONservation of Clean Air and Water in Europe)
4. EUROPIA (European Petroleum Industry Association)
5. Forum Odpowiedzialnego Biznesu (Corporate Responsibility Forum)
6. Fundacja Klubu 500 (500 Club Foundation)
7. Izba Energetyki Przemysłowej i Odbiorców Energii (Chamber of Industrial Power Engineering and Energy Recipients)
8. Izba Gospodarcza Transportu Lądowego (Chamber of Inland Transportation)
9. Institute of Professional Representatives EPI
10. Polska Izba Przemysłu Chemicznego (Polish Chamber of the Chemical Industry)
11. Responsible Care Programme
12. Polska Izba Inżynierów Budownictwa (Polish Chamber of Construction Engineers)
13. Polska Konfederacja Pracodawców Prywatnych Lewiatan (Polish Confederation of Private Employers Lewiatan)
14. Polska Organizacja Przemysłu i Handlu Naftowego (Polish Organisation of Oil Industry and Trade)
15. Polska Platforma Technologiczna Biopaliw i Biokomponentów (Polish Technological Platform of Biofuels and Biocomponents)
16. Polska Platforma Technologiczna Wodoru i Ogniw Paliwowych (Polish Technological Platform of Hydrogen and Fuel Cells)
17. Polski Komitet Normalizacyjny - KT 222 Komitet Techniczny ds. Przetworów Naftowych i Cieczy Eksploatacyjnych (Polish Committee for Standardisation – KT 222 Technical Committee for Oil Products and Operational Liquids)
18. Polski Instytut Relacji Inwestorskich (Polish Institute for Investor Relations)
19. Polskie Forum ISO 9000 (Polish ISO 9000 Forum)
20. Polskie Stowarzyszenie Zarządzania Kadrami (Polish Association for Human Resource Management)
21. Polsko-Niemiecka Izba Przemysłowo-Handlowa (Polish-German Chamber of Commerce)
22. Polskie Stowarzyszenie Wytwórców Produktów Markowych ProMarka (Polish Association of Brand Product Manufacturers ProMarka)
23. Stowarzyszenia Audytorów Wewnętrznych IIA Polska (Internal Auditor Association IIA Polska)
24. Stowarzyszenie Emitentów Giełdowych (Association of Stock Exchange Issuers)
25. Stowarzyszenie Księgowych w Polsce (Association of Accountants in Poland)
26. Stowarzyszenie "Partnerstwo dla Bezpieczeństwa Drogowego" ("Road Traffic Safety Partnership" Association)
27. Stowarzyszenie Naukowo-Techniczne Inżynierów i Techników Przemysłu Naftowego i Gazowniczego (Association of Oil and Gas Industry Engineers and Technicians)
28. Stowarzyszenie Płockich Naftowców (Association of Oil Industry Workers in Płock)
29. Stowarzyszenie Polskich Wynalazców i Racjonalizatorów (Association of Polish Inventors and Rationalisers)

## 5.1. Contributing to the development of the industry

PKN ORLEN significantly affects its environment, often setting the right models of action in the field of sustainable development:

- the ORLEN brand stands for the top quality products on the market;
- by investing in modern, high-quality assets, we contribute to a new perception of proper development, not only focused on increased value for shareholders, but also in harmony with the natural environment;
- by adding new future-oriented products to the value chain, we contribute to sustainable economic development in the region, based on growing productivity and innovation.

PKN ORLEN participates in a number of industry conferences in Poland (such as: Oil and Gas, Responsible Energy), economic (e.g.: the Economic Forum in Krynica), and in special events (e.g.: Energy Security of Poland). Company representatives are also members of international discussion and cooperation forums (such as: CERA Week, Annual Central and Eastern European Refining and Petrochemicals).

### Membership in external organisations

In 2008, PKN ORLEN continued its involvement in numerous organisations and associations. Such involvement is another form of dialogue with stakeholders and an important forum for the exchange of opinions, gaining experience and knowledge sharing. As a learning organisation, the Company appreciates the purposefulness of monitoring economic and legislative processes in Poland and abroad. Being an important player on the Polish and European economic scene, we actively participate, via our representatives, in various organisations and associations, and in consulting proposed legal and economic solutions.

In 2008, Company representatives actively participated in the works of 35 different organisations.

### Activity in key industry organisations – EUROPIA and CONCAWE

Through its direct involvement and active participation in European oil industry associations, PKN ORLEN is an effective actor on the European scene. Particularly worth emphasising is the Company's involvement in the work of EUROPIA, an association which brings together all major oil corporations on the European market representing over 90% of crude oil processing capacities in the European Economic Area (EEA). Together with other European oil companies, PKN ORLEN participates in the mission of constructively contributing to the development of policies whose purpose is to ensure the safe and sustainable manufacturing, supplying and applying of oil products by providing knowledge to support competent experts from EU institutions and state administration, and public opinion. The same objective is also served by the scientific and technical research in which we participate together with other members of CONCAWE, an association whose members are nearly all oil companies from the EEA. The work of CONCAWE is a source of objective information on the impact of the European oil industry on the natural environment. It helps oil companies to technically prepare for

30. Stowarzyszenie Współpracy Przemysłu Naftowego i Samochodowego CEC Polska (Association for Oil and Automotive Industry Cooperation CEC Polska)
31. The Conference Board
32. The European Petrochemical Association
33. World Economic Forum
34. World Refining Association
35. World Petroleum Council – Polish National Committee



**Kamil Wyszowski**  
**Coordinator of the UN Global Compact Initiative in Poland**

It is 10 years since the UN Secretary General, Kofi Annan, announced the Global Contact initiative. How do you assess its impact on the development of corporate responsibility in Poland?

*The purpose of the Global Contact initiative was to integrate the business environment around socially responsible activities and to develop global standards in the field of CSR. And it worked. Within the framework of the UN, the largest global initiative was established by representatives of the private sector, who, despite competing with each other on the market, showed that they are prepared to cooperate for higher ideas, like protection of human rights or the natural environment. The phenomenon of the Global Compact initiative is that cooperation above divisions and differences has become a value which is worth fighting for and which makes social initiatives work, which would not be possible without large coalitions. In my opinion, the launch of the Global Compact initiative in Poland was one of the impulses which helped lay solid foundations for cooperation in the private sector and develop high standards of CSR policy implementation in enterprises. At the moment, the threshold is relatively high. The question of how many companies actually meet those standards remains open. The latest analysis by UNDP, "Baseline study on CSR practices in the new EU Member States and candidate countries", clearly shows that many areas still require considerable improvements.*

the execution of projects like limiting the negative impact of chemicals on people and the natural environment through the implementation of REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals), or participate in preventing climatic changes, or launch engine fuels derived from vegetable oil.

PKN ORLEN's presence on the market also means participation in initiatives supporting sustainable development. We participate in and support projects whose purpose is the responsible functioning of business in different areas.

### **Global Compact**

In December 2003, PKN ORLEN joined the Global Compact initiative of UN Secretary General Kofi Annan. The Company declared its respect for the then nine and now ten principles in the field of human rights, labour, environmental protection and anti-corruption. We present only a few of our initiatives implementing the GC principles on the <http://unglobalcompact.org/> website. Our participation in the initiative confirms the openness and transparency of the Company. It is also a public commitment and verification of the practical application of our stated principles. The most recently announced good practice is related to the activities implemented by PKN ORLEN under the Responsible Care programme.

### **Responsible Care Programme**

The Responsible Care programme is the chemical industry's global initiative under which chemical companies work together to continuously improve their safety, health and environmental performance, and openly communicate their activities. The programme is implemented by National Chemical Associations in 53 countries across the world, whose member companies generate more than 87% of world chemical production.

It has been implemented in Poland since 1992 under the supervision of the Polish Chamber of the Chemical Industry (Polska Izba Przemysłu Chemicznego). It is called "Responsible Care". Currently, it comprises 38 manufacturing, distributing and recycling companies. The entities implementing the Programme each year announce the execution of certain tasks aimed at improving their activity in the field of the so-called HSE triad (Health, Safety and Environment). They draw up the necessary reports and submit them to the Programme Secretariat. Based on such information, the Polish Chamber of the Chemical Industry – Employers' Union each year publishes an Environmental Report. This element of the Programme has made the chemical industry one of Poland's precursors of an open information policy in the field of environmental protection.

PKN ORLEN, back then under the name of Petrochemia Płock S.A., joined the Programme in August 1997, signing the *Declaration of support for the Responsible Care Programme*. The Company consciously and voluntarily undertook to reduce its negative impact on surrounding nature and to improve safety and health protection levels for its employees and the local society. As the Programme includes all the elements of the Environmental Management System plus additional process safety and employee health protection elements, it has become an integral part of the System. Implementation of the RC Programme has become one of the objectives of

1997	Declaration of Support for the Programme signed and first goals determined
	Petrochemia Plock S.A. granted the right to use the Programme Logo
	Agreement on the Programme Secretariat signed
1998	Programme included as one of the objectives of Environmental Policy
1999	"Responsible Care" certificate awarded
2000	Audit confirmed the award of the Programme Certificate
2007	Resolution of the Management Board No. 3184/07 on PKN ORLEN membership in an external organisation – Polish Chamber of the Chemical Industry/Chemeko – Responsible Care Programme
	Declaration of Support for the Responsible Care Global Charter signed
	10 <sup>th</sup> anniversary of Responsible Care

the Environmental Policy adopted by Petrochemia Plock S.A. in 1998 and updated in 2001 and 2006.

In 2007, the Company celebrated its 10<sup>th</sup> anniversary of participation in the Programme. During that time, a total of 92 tasks were carried out. In 2007, the President of PKN ORLEN's Management Board signed the Declaration of Support for the Responsible Care Global Charter. It was developed on the initiative of the International Council of Chemical Associations (ICCA). It is a sort of self-regulation for the chemical industry aimed at ensuring respect for environmental protection and the health and safety of people across the world. It also determines the possibilities of coping with the challenges of sustainable development, as well as proper management of chemicals, and it obliges companies to increase the transparency of the chemical industry. The Charter was praised by UN Secretary General Kofi Annan, who referred to it as "an inspiring model of self-regulation that other industry sectors should consider following".

### REACH

EU legislation obliges manufacturers, importers and downstream users to ensure that the substances they manufacture, import, trade or apply do not affect human health or the natural environment negatively. Such a requirement is regulated by the Regulation of the European Parliament and of the Council concerning the registration, evaluation, authorizations and restriction of chemicals (REACH). REACH entered into force on 1 June 2007, and its provisions will be gradually introduced until 2018. The Regulation sets out specific obligations and commitments for manufacturers, importers and downstream users of substances on their own, in preparations or in articles.

### Advertising Agencies Association (SAR)

In 2006, PKN ORLEN and the Advertising Agencies Association signed an understanding concerning good practice applied by the Company and SAR in the process of selecting an advertising agency or media house. The Company voluntarily observes industry codes in its marketing activities. The advertisements or promoting campaigns that we commission are analysed for the application of admissible forms of advertisement and promotion, among others with respect to women, children or national minorities. We consistently provide our customers with environmental information. One purpose of this is to provide customers with comprehensive information, and additionally, it has an educational function. Another step in this direction is increasing usage of ecological packaging. Our information materials contain important environmental and social data, going beyond what is required by law.

## 5.2 Relations with the environment

For years, PKN ORLEN has been a highly valued partner not only in business. We are active in various fields. And our activities cover a vast area, due to the size and reach of the Company. We actively support initiatives related to the development of culture and preservation of cultural heritage,



**Piotr Małachowski**  
**Discus thrower, Olympic and world silver medallist**

How do you feel when you compete in the colours of manufacturer of VERVA, a colours fuel which gives drivers energy and a feeling of strength?

*I am happy that PKN ORLEN has decided to accompany me on my, sometimes tough, career paths. I have gained a reliable partner, which, through its sponsoring strategy, skilfully combines its marketing targets with the needs of beneficiaries. For me as a sportsman, it is important that thanks to my sponsor, I can focus on what is most important – training and fighting for sporting trophies.*

*As a member of the National Team, I appreciate the fact that the largest Polish company actively supports the development of Polish sport, both professional and amateur. I think that if sportspeople could count on similar support from other Polish companies, talented sportspeople would have a much easier road to the top.*

environmental protection and sports – both professional and amateur. In 2008, we continued our cooperation with prestigious cultural institutions, such as the National Philharmonic or National Museum in Warsaw.

The brand image is also created by the ORLEN Rally Team, which represents both the Company and the country in the most important rally events organised in Poland and internationally.

We pay particular attention to developing good relations with the societies among which we operate. The Company philosophy of a good citizen is constantly present in our activities. For obvious reasons, most of our local activities focus on Płock.

#### **Local activities**

We want the inhabitants of Płock to perceive our Company not only as a promoter of economic development of the town, but also as a valuable employer, good neighbour and an important member of society. PKN ORLEN is one of the leaders on the Polish labour market and the largest employer in the Mazowsze region. Our investment projects, renovation works, maintenance and servicing needs in the production plant in Płock contracted to local companies mean new jobs for local people. The company spurs the development of Płock not only through support and financing of various local initiatives, but also through taxes and other charges paid to the town. In 2007, the Company paid to Płock District the total of PLN 102,327,423 in taxes, and in 2008 – PLN 104,733,823.

One important joint project of the municipal authorities of Płock and PKN ORLEN is the Industrial and Technology Park in Płock (Płocki Park Przemysłowo-Technologiczny). Its objective is to build a coherent and functional model in which research and knowledge would support the development of modern technologies which, if effectively used by the industry, would result in the creation of new jobs. The local authorities and the officials of PKN ORLEN decided to jointly implement the project because of its innovative character, its impact on the development of science and knowledge, its business benefits, and the prospect of creating new attractive jobs in Płock.

Website address: [www.pppt.pl](http://www.pppt.pl).

#### **Health and safety**

The Company greatly cares about those issues. Our activities focus mainly on issues related to health and protection of life, including in particular safety, in the broadest meaning of the word.

Thus it is no coincidence that the Company has been a partner of the Regional Hospital in Płock for many years. Thanks to the Company's generosity, the hospital has for example acquired new computer tomography and magnetic resonance scanners, and other important equipment. The Company received a medal of merit on the 35<sup>th</sup> anniversary of the Regional Hospital in Płock. Another joint project, the creation of new intensive care posts, is currently taking shape. All this is a gift to the inhabitants of Płock who, thanks to ORLEN's involvement, can count on ever better and more effective medical help and care.



**Stanisław Kwiatkowski**  
**Chief Director of the Regional Hospital in Płock**

The Regional Hospital in Płock, PKN ORLEN and the ORLEN Gift from the Heart Foundation have worked together for many years to improve the quality of medical services in Płock. What are the results of the cooperation so far?

*I am very pleased that the Regional Hospital, as the largest healthcare institution in Płock, can count on the support of PKN ORLEN, the largest company in the region, in improving the quality of medical services. Good quality of health care means modern diagnostic equipment, but also efforts to improve access to medical services. I am pleased to say that PKN ORLEN and the ORLEN Gift from the Heart Foundation have supported the Regional Hospital in both fields for many years. Let me remind you of the most important projects performed with the support of PKN ORLEN and the ORLEN Gift from the Heart Foundation.*

*With their support, we created a magnetic resonance room in 2005. Magnetic resonance enabled us to diagnose injuries and cancerous diseases using modern technologies. Magnetic resonance imaging is particularly important in diagnosing spine injuries whose early detection is decisive in preventing disability.*

*Another joint project was equipping the Anaesthesiology and Intensive Care Unit with a monitoring system which is necessary for intensive treatment of patients.*

*The ORLEN Gift from the Heart Foundation has initiated a programme "Saving the lives of seriously burned patients", which is currently being implemented. The objective of the project is modern specialist treatment of seriously burned patients in the early stages of their condition, before they are moved to a specialist burn treatment clinic. The programme involves the creation of six intensive care posts to treat burned patients and training medical staff in specialist clinics. Our efforts to improve access to medical services have resulted in the creation of a health programme for the inhabitants of Płock and the surrounding region: "Image diagnosing of spine diseases". The programme, financed by the ORLEN Gift from the Heart Foundation, is currently in progress. As you can see, our cooperation is progressing well, probably because we have the same objective in mind.*

Another important programme consists of financial and in kind support to fire services. The specific character of our production means that safety of the working environment and of the surroundings is the highest goal for Company officials. An important link in the safety chain are professional and volunteer fire services which the Company co-finances or provides with equipment under its charity activities. It is also important to remember Płock and Mazowsze police forces which the ORLEN Gift from the Heart Foundation supports with in kind and financial donations. Together with Płock police officers, the Foundation takes measures to increase safety in the town and organises educational activities addressed mainly to children.

### Education

Education is one of the Company's priorities. The Company has cooperated with the Warsaw University of Technology and the School of Social and Technical Sciences in Płock for many years. Traditionally, at the inauguration of the academic year, prizes are handed out to winners of the Competition for the Prize of the President of PKN ORLEN SA. The best diploma and research and development projects by University students and academics are rewarded. Some research results are used in practice. In 2007, the President of the Management Board handed out prizes to students and scientists worth a total of PLN 39,500, and in 2008 – PLN 40,500.

### National heritage

We are developing dynamically, we are an increasingly energetic, modern and effective Company. Maybe it is because we rush to embrace modernity so much that we often look back. As a result of this we have constantly been involved in protecting cultural treasures. In 2006–2008, the Company spent PLN 1.4 mln on renovation and construction works at the Post-Benedictine Abbey in Płock. It has been a great pleasure to watch one of the oldest and most beautiful corners of the town and region, and a popular tourist attraction, recover its former splendour. The Abbey buildings, the oldest of which were constructed in the 12<sup>th</sup> century, have been listed as monuments since 1958. Supporting the efforts of the Płock Diocese to restore the former grandeur of the Abbey is another proof of the Company's involvement in the life of the Płock community.

Apart from this, we ensure that the history of our industry is not forgotten. In Bóbrka, there is the oldest crude oil mine in the world, established in 1854. The premises of the mine now host the Ignacy Łukasiewicz Memorial Museum of the Oil and Gas Industry. The authentic exhibits and documents displayed there present the history of the oil industry from its beginnings to the present day. The Museum was created by people with a passion, and is unique in the world. It was opened to visitors in 1972, on the 150<sup>th</sup> birthday anniversary of I. Łukasiewicz. In 2004, PKN ORLEN, Polskie Górnictwo Naftowe i Gazownictwo S.A. and Stowarzyszenie Naukowo-Techniczne Inżynierów i Techników Przemysłu Naftowego i Gazowniczego established a Foundation for the Ignacy Łukasiewicz Memorial Museum of the Oil and Gas Industry. It is a very interesting museum and a wonderful place for history hobbyists. Its original and excellently displayed exhibits



What makes the Płock Foundation and its programmes, including grant projects, different from other undertakings of this kind?

**Iwona Tandecka**  
**President of the Management Board of the Grant Fund for Płock**

*What makes the Grant Fund for Płock different? First of all the fact that it was the first private and public partnership project in Poland developed in the course of mutual consultation, which to the present day constantly unites business and local authorities in their joint efforts to support the third sector. Thanks to Donor support, we have allocated over 3 million PLN to co-finance over 200 projects in six editions of grant competitions since 2003. Those projects included, for example, a sign-language course, renovation of 17<sup>th</sup> century old prints from one of Poland's oldest libraries (the Zielinski Memorial Library), printing of special maps to teach blind students spatial orientation or creation of a communication and information club for the unemployed. Thanks to grant funds, the most talented students from Płock can study for human science competitions under the supervision of university teachers, disabled children can participate in rehabilitation for free, and young athletes can go to sports camps.*

*We support local NGOs by organising training sessions and assisting in project promotion. To improve communication, we have created a forum on our website, where visitors can exchange their opinions, post ads or talk about their work.*

*The Foundation is also unique because of the high involvement and creativity of its beneficiaries on the one hand, and the exemplary cooperation between business partners and the local government on the other hand. Our partnership is promoted as an example of good practice during numerous conferences and meetings in Poland and abroad.*

make the Museum a perfect place to learn about oil and gas production history in Poland. For more information, visit [www.bobrka.pl](http://www.bobrka.pl).

### **Grant funds**

In 2002, PKN ORLEN joined the Multi-Sector Partnership Programme participated in by the United Nations Development Programme (UNDP). The role of the UNDP was to advise and coordinate cooperation between representatives of the public, private and non-government sector, and to ensure inclusion of sustainable development principles in the development of the town's strategy.

The "Forum for Płock" project, an innovation in Poland, used the formula of public and private partnership. The Company's involvement in the "Forum for Płock" project reflected above all PKN ORLEN's new vision incorporating the development of positive relations with the local society, supporting the natural environment and including care of the Company's employees in the long term plans for the Company's development. Another step was the establishment of the Grant Fund for Płock in 2003, which is a mechanism for the co-financing of Płock social organisations' activities supporting the town's sustainable development strategies. It supported citizen initiatives, activated entities with limited operating funds, strengthened social involvement and promoted innovative projects. Pro-social local activities are continued by the Grant Fund for Płock established in 2005, PKN ORLEN being one of its donors. It supports, among other things, initiatives to increase the level of education among Płock inhabitants, prevent social and economic exclusion, increase safety or improve the level of health protection and promotion. For more information, visit [www.fundusz.ump.pl](http://www.fundusz.ump.pl).

The partnership model from Płock was used by PKN ORLEN in Ostrów Wielkopolski. Since 2004, the Company has supported the Town of Ostrów Wielkopolski in projects addressed to the local society, implemented under the "Grant Fund for Ostrów Wielkopolski" project. PKN ORLEN has also cooperated with the Association of the Good Neighbourhood Grant Fund for Ostrów Wielkopolski since 2006.

For more information on the activities of the Association, visit [www.funduszgrantowy.pl](http://www.funduszgrantowy.pl).

The Company's involvement in those projects is a completely new element of partnership between business and a local society which combines the activities and financial resources of local governments with the Company's support, and projects with long-term development plans.

## **Corporate Social Responsibility**

### **ORLEN.Safe Roads**

In 2008, we held the 3<sup>rd</sup> edition of the "ORLEN.Safe Roads" programme. This year, the motto of the programme was "Parents set an example for children". The objective of PKN ORLEN is to activate local communities and industry to promote safety.



Professor, corporate foundations are among the best recognised charity organisations. Do you think this means that companies now pay more attention to their social activities?

**Professor Jan Krzysztof Kurzydłowski**  
**Chair of the ORLEN Gift from the Heart Foundation Council**

*How can I answer such a question other than by saying yes? Undoubtedly, businesses pay more attention now to their social activities. On the other hand, when it comes to the causes for such interest in social activities, we have more possibilities now. I could cynically say that being socially active is a kind of self promotion, the costs of which could be almost directly included among marketing expenses. However, I prefer to think that these kinds of activities are caused by the companies understanding the need to implement a strategy of sustainable development. Sustainable development which forces companies to care not only about economic effects but also the natural environment and the social fabric in which a given company operates. One recent example of such an approach are the efforts to reduce greenhouse gas, including carbon dioxide emissions to the atmosphere. On the opposite pole of social activities, many companies, including chemical industry operators, perform praiseworthy acts of charity. PKN ORLEN is among those companies, and, for the sake of transparency, and in order to avoid accusations of infringing corporate governance, the Company supports a broad group of beneficiaries through its charity foundation – the ORLEN Gift from the Heart Foundation. This Foundation has for many years given invaluable help to many people in need, including children from adoption homes. I am proud to offer my modest contribution to PKN ORLEN’s admirable social activity as Chair of the Foundation Council.*

The “ORLEN.SafeRoads” campaign received several awards and distinctions, among others from the Polish Ministry of Education and Corporate Responsibility Forum.

In 2008, 16 winners received awards with a total value of PLN 500,000. In accordance with the programme regulations, there were three categories of awards: local, regional and national initiatives. The Jury also awarded special prizes to two initiatives particularly relevant to the leading motif of the competition: “Parents set an example for children”. The winners decided to spend their awards on further development of projects actually supporting road traffic safety in Poland.

**The ORLEN Gift from the Heart Foundation**

The ORLEN Gift from the Heart Foundation (FODS) set up by the Company in 2001 was granted the status of a public benefit organisation in 2007. Its objectives include:

- health protection and promotion (including projects addressed to the disabled);
- social assistance, including families and people in difficult conditions;
- promoting science and education;
- supporting the development of local communities and societies;
- supporting activities aimed at maintaining national traditions and patriotism, and developing national, civic and cultural awareness.

The main programmes of the Foundation include:

- national scholarship programme for school and university students. In 2009, we prepared a new scholarship programme for children and young students from Płock schools. Students of junior high and high schools from Płock are entitled to apply for scholarships;
- promoting foster care in the form of adoption homes. The Foundation takes care of 280 homes in Poland with approx. 2,000 children by providing them with funds for health and social purposes and a scholarship programme for children, and by organising summer holidays for children and their custodians;
- promoting child road safety by supporting projects implemented by schools, kindergartens, the police and other organisations which take care of child road safety;
- health and protection of life, in particular among children. The Foundation supports healthcare establishments in Płock. In 2009, the ORLEN Gift from the Heart Foundation and PKN ORLEN organised free of charge magnetic resonance imaging to diagnose spinal diseases for the inhabitants of Płock and the Płock district.

It should be mentioned here that in 2008, representatives of PKN ORLEN did not receive remuneration for their membership in the Supervisory Boards of subordinate, co-controlled and associated companies of the ORLEN Group, with the exception of UNIPETROL a.s., in which case such remuneration was donated to the ORLEN Gift from the Heart Foundation.

For more information on the ORLEN Gift from the Heart Foundation visit [www.orlendarserca.pl](http://www.orlendarserca.pl)



### Voluntary work

Employee Volunteering constitutes an important element of PKN ORLEN's corporate culture. The programme is addressed to all employees who want to help others with the support of the Company. The programme integrates employees around positive and valuable undertakings, and encourages them to initiate and perform joint charity activities. The programme coordinators have managed to gather a large group of people who get involved in projects initiated by PKN ORLEN or by themselves.

The Employee Volunteering programme involves various environmental, charity and social activities. One of the Company's numerous charity projects is the most beautiful corporate Christmas card competition, which the Company has organised for several years. The competition is addressed to children from adoption homes supported by the ORLEN Gift from the Heart Foundation. A jury consisting of the Company's top officials selects one of the cards submitted by contestants to be the corporate Christmas card sent with Christmas greetings to PKN ORLEN's customers, contractors and business partners. The author of the winning card, apart from satisfaction with the fact that his or her card is the winter image of the Company, receives a special prize.

In 2008, we implemented the "Make dreams come true" project for the second time. Several dozen of the works submitted to the competition were exhibited at an unusual auction participated in by all the Company's employees. An employee, to become the owner of the card of his or her choice, had to make the dream of its author come true. Children from adoption homes had very different dreams – some of them wanted only dolls or teddy bears, others asked for jewellery, computers, DVD players or school accessories. Employees could make those dreams come true individually or in groups. Each employee who decided to be Santa Claus for a moment and fulfilled the dreams of the contestants received a special "Volunteer Certificate" and a framed card. All the presents were given to the children at a meeting with Santa Claus which the volunteers organised for all the contestants.

The "Make dreams come true" project attracts an increasingly large number of participants – in 2008 the number of employees who fulfilled children's dreams nearly doubled compared to 2007.





You coordinate the Employee Volunteering programme at PKN ORLEN. Why do you think the number of employees involved in the programme grows by the year?

**Wioletta Gorczyca**  
**Specialist at PKN ORLEN Corporate Communication Office**

*The most important things about the Employee Volunteering programme at PKN ORLEN are effective communication and open relations with employees – both with new volunteers and those who have been part of the project since the beginning. Years of experience and constant development of the volunteering programme show that our employees have great potential which they use in social activities. The idea behind our volunteering programme is to have employees involved out of their own willingness to help and their internal motivation to participate in charitable activity. Each employee makes their personal choice to join the volunteer group. The most important thing about the process is individual meetings with employees – to talk about their initiatives and expectations. Our employees inspire us to search for and implement new charity projects. The Company's volunteers, encouraged by the joy and satisfaction of helping, and the success of the initiatives in which they participated look forward to new projects. For our volunteers, the greatest value and motivation to continue is, above all, the disinterested joy they feel when they see the results of their help. Our involvement in charity work is undeniably due first of all to our individual consciousness, but also to the fact that our employees identify with the values and culture of the Company where we work.*

## Certificates held by PKN ORLEN to confirm compliance with applicable standards

- Quality Management System Certificate – ISO 9001:2000,
- Environmental Management System Certificate – ISO 14001:2004,
- Occupational Health and Safety Management System Certificate – PN-N-18001:2004,
- Quality Management System Certificate – AQAP 2120:2003,
- Information Safety Management System Certificate – PN-I-07799-2:2005.

## Index of website addresses quoted in the Report

[www.orken.pl](http://www.orken.pl)

(Polski Koncern Naftowy ORLEN)

[www.raportroczny.orken.pl](http://www.raportroczny.orken.pl)

(PKN ORLEN 2008 Annual Report)

[www.orkendarserca.pl](http://www.orkendarserca.pl)

(Gift of the Heart Foundation)

[www.fundusz.ump.pl](http://www.fundusz.ump.pl)

(Grant Fund for Plock)

[www.ostrow-wielkopolski.um.gov.pl](http://www.ostrow-wielkopolski.um.gov.pl)

(Good Neighbourhood Grant Fund Association for Ostrów Wielkopolski)

[www.orkenbezpiecznedrogi.pl](http://www.orkenbezpiecznedrogi.pl)

(ORLEN.Safe Roads (Safe Driver Foundation))

[www.bobrka.pl](http://www.bobrka.pl)

(Foundation for the Ignacy Łukasiewicz Memorial Museum of the Oil and Gas Industry in Bóbrka)

[www.pppt.pl](http://www.pppt.pl)

(Industry and Technological Park in Plock)

[www.globalreporting.org](http://www.globalreporting.org)

(Global Reporting Initiative)

[www.peregrinus.pl](http://www.peregrinus.pl)

(Society for Wild Animals FALCON)

[www.unglobalcompact.org](http://www.unglobalcompact.org)

(United Nations Global Compact)

## GRI Indicator Index

Indicator	Page
<b>Profile</b>	
Strategy and Analysis	
1.1	5
1.2	5, 23, 59
Organisational profile	
2.1	9
2.2	25
2.3	9
2.4	9
2.5	9
2.6	10
2.7	9, 23
2.8	10-12
2.9	13
2.10	17-19
<b>Report Parameters</b>	
Report profile	
3.1	13
3.2	13
3.3	13
3.4	80
Report Scope and Boundary	
3.5	14
3.6	13
3.7	9
3.8	9
3.9	15
3.10	13
3.11	13
GRI Content Index	
3.12	78-79
Assurance	
3.13	15
<b>Assurance, commitment and involvement</b>	
Governance	
4.1	56
4.2	56
4.3	56
4.4	53-55, 58
4.5	56
4.6	56
4.7	56
4.8	8, 34, 53
4.9	56
4.10	56
Commitments to External Initiatives	
4.11	55
4.12	16-17, 69
4.13	69
Stakeholders' involvement	
4.14	13
4.15	13
4.16	54-55, 65
4.17	14, 54-55, 62

Indicator	Page
<b>Economic Performance indicators</b>	
EC1	11
EC5	50
EC6	65
EC8	64, 72-74
EC9	72-74
<b>Environmental Performance Indicators</b>	
EN5	29, 50
EN6	24-25, 29
EN7	29
EN8	11, 34
EN11	39
EN12	39
EN15	39
EN16	35
EN18	29
EN20	11-12, 35
EN21	11
EN22	38
EN23	38
EN24	38
EN26	24-25, 43
EN29	27-28
EN30	12, 38
<b>Social Performance Indicators</b>	
Labour Practices and Decent Work	
LA1	48
LA2	48
LA3	50
LA6	42
LA7	12, 41
LA10	49
LA13	48, 56
Human Rights Performance Indicators	
HR1	65
HR3	49
Society Performance Indicators	
SO5	64
Product Responsibility Performance Indicators	
PR2	26
PR7	64

## Contact data:

### **Polski Koncern Naftowy ORLEN Spółka Akcyjna**

ul. Chemików 7, 09-411 Płock

switchboard:

tel.: 24 365 00 00,

fax: 24 365 40 40

[www.orlen.pl](http://www.orlen.pl)

### **Warsaw Office**

Warsaw Trade Tower, ul. Chłodna 51, 00-867 Warszawa

switchboard:

tel.: 22 695 35 50,

fax: 22 695 35 17

### **Corporate Social Responsibility Team**

#### **Barbara Tęcza, Head of Corporate Social Responsibility Team**

tel. 22 695 35 92

fax 22 695 34 70

e-mail: [barbara.tecza@orlen.pl](mailto:barbara.tecza@orlen.pl)

#### **Marek Krawczyk**

tel. 22 695 35 62

fax 22 695 34 70

e-mail: [marek.krawczyk@orlen.pl](mailto:marek.krawczyk@orlen.pl)

### **Ethics Ombudsman**

#### **Ewa Bielicka-Piesyk**

tel. 24 365 33 02

fax 24 365 53 12

e-mail: [rzecznik.etyki@orlen.pl](mailto:rzecznik.etyki@orlen.pl)

### **Press Spokesman**

#### **Dawid Piekarz**

tel. 22 695 34 57

fax 22 695 35 27

e-mail: [dawid.piekarz@orlen.pl](mailto:dawid.piekarz@orlen.pl)

### **Press Office in Płock**

#### **Beata Karpińska**

tel. 24 365 41 50

fax 24 365 50 15

e-mail: [media@orlen.pl](mailto:media@orlen.pl)



[www.orken.pl](http://www.orken.pl)