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Corporate Social Responsibility, Occupational Safety and Sustainability in the
Construction Sector. Case BI Group



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Abstract

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The key of employee satisfaction and progress in the construction and real estate industry lies in creating a safe, comfortable and sustainable environment for the employees. Therefore, the research discusses three main areas: occupational safety and well-being, CSR practices and sustainable development as well as points out the necessity of the analysis.

The research focused on analyzing the situation in the Kazakhstani construction sector particularly in BI Group LLP and find out employee attitude concerning existing problems as well as requirements for further development.

The theoretical background consists of two parts. The first part covers the situation in Kazakhstan while the second part is about BI Group JSC, a leading construction company in Kazakhstan. The theoretical background includes a literature review as well as the latest changes in law and the policies of Kazakhstan affecting the construction market.

To achieve the objective of the study, quantitative data was collected from employees and it was presented in the empirical part. The data was collected with an online questionnaire which was sent with the help of the HR manager of the division.

The research findings section shows the results achieved by the author. It shows that some areas need further development while others fully satisfy the employees.

Preface

The research “Corporate Social Responsibility, Occupational Safety and Sustainability in the Construction Sector. Case BI Group” is a bachelor’s thesis written to complete the Degree Program in International Business at Kajaani University of Applied Sciences. The thesis writing process started in January 2020 and ended in May 2020.

The thesis subject had been chosen on the basis of a company where I had a 4-month internship.

The subject was agreed with my school supervisor Jan Mitts. Remove this empty space I would like to thank Jan Mitts, lecturer at Kajaani University of Applied Sciences for guiding me through the whole process and for the constant support. I would also like to thank Talgat Urtambayev, Head of Partner Program at BI Group for being constantly in contact and providing the required materials for the research. I am very thankful to HR managers of BI group Construction, Engineering and Development Holding for helping me to manage the practical part of the thesis and who sent the questionnaire to all employees through the outlook system.

To conclude, I would like to use a chance and express my gratitude to my parents who have been supporting me through the whole process of studies and thesis and provided financial and emotional support.

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List of abbreviations

SCR: Corporate social responsibility

UN: United Nations

SDG: Sustainable Development Goals

ROK: Republic of Kazakhstan

GDP: Gross domestic product

UNDP: United Nations Development Program

WCED: Western Cape Education Department

ECI: Economic Complexity index

HD: Human Development

MDGs: Millennium Development Goals

GRI: Global Reporting Initiative

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1 Introduction

The key to employee satisfaction and wellbeing in the construction sector lies in occupational safety and corporate social responsibility which are parts of sustainable development. Taking care of employees is an indispensable part of the strategy due to the high level of risks and after-effects in the construction and real estate industries. The consequences of low occupational safety level could result in negative impact on workers, low asset creating, job interest and? engagement and company's reputation outlined by stakeholders. Moreover, CSR is an unreplaceable element which ensures sustainable growth of the company. (Cooney,2016)

1.1 Statement of the problem

Corporate Social Responsibility and sustainability are global trends for local and international companies that benefits the society and the company. BI Group is one of the first companies who introduced these terms in Kazakhstan and constantly evolves the strategy. Therefore, there is a growing demand for a research in this field as it could be a basis for future development. The study aims to find out employee attitude concerning corporate social responsibility, occupational safety and sustainability issues as well as receive recommendations for future improvements that will help to eradicate existing problems.

1.2 Purpose of the study

The author intends to achieve the following goals:

First, it is important to note the role of the supervisor at the company who took part in choosing the topic to make sure it is worth for the company's development. The construction industry is considered to be the most dangerous and profitable area in Kazakhstan. According to Forbes Kazakhstan, BI Group is among the 50 large companies of the country. The purpose of the research is to identify the attitudes of employees towards 3 areas which are: corporate social responsibility, occupational safety and sustainability. In addition, the

aim is to know more about their wants and demands as well as recommendations for future improvements.

Second, the research area was chosen on the basis of personal interest and the past internship experience of the author. Therefore, the aim of the study is to be beneficial both for the personal experience of the author as well as for the company

1.3 Obstacles of the research

The purpose of this section is to describe the challenges faced by author in the process of writing the research.

The value of this study would be significantly higher if a calculation of the economic and social effect of sustainability in Kazakhstan had been made. However, sustainability data in Kazakhstan is not published in an adequate amount and, therefore, make it impossible to make calculations, which is the most significant limitation of this work. In addition, due to the permanent business of the company employees or their unwillingness to participate in the study, only 2 interviews were conducted with a representative of the BI Group in Astana.

2 Theoretical background

Theoretical background or documentary analysis is the data collected from different sources of information. The theoretical background consists of two main chapters which are literature review and the case study of BI Group.

2.1 Corporate Social Responsibility

Corporate social responsibility is defined in many different ways. In some places it is described as sustainability, corporate responsibility and corporate citizenship. Nevertheless, it comes down to one. (Votaw, 1973), (Zadek, 2001). Corporate social responsibility is the “responsibility of a company for its impact on society”. This explanation is given in the strategy of the European Commission and this definition is used by many companies in the world. (European Commission, 2019).

Global companies perceive corporate social responsibility as a driver of innovation and a challenge to the existing business model. (Macgregor, Fontrodona, 2008). Today, these companies try to reflect the principles of social responsibility in their business strategies. The annual reports that they publish fully integrate the principles of social responsibility, which serves as the best readout of management reporting. (Glan, 2006)

It is important to understand the concept of corporate social responsibility. First, corporate social responsibility has many forms of realization such as welfare but are not totally considered as charity. (Dorozhkina, Krutnikov, Arakelyan, Fedorova, 2016).

Charity projects are usually implemented 1-2 times a year. They are not related to the business of the company. In most cases, it is financial help or products provision and, most importantly, the company's employees are not involved.

It is meaningful to mention that, first, CSR is connected with the business of the company or its technologies and is also integrated in the business strategy of the company. In addition, company employees are involved and constantly take part in the project. The company is constantly in dialogue with its stakeholders and with those for whom this project is being implemented.

Second, corporate social responsibility is not a personal initiative of a shareholder or company leader. (Becchetti, Ciciretti, Hasan, 2009). Third, corporate social responsibility is systematic. This means that CSR projects are ongoing one after another. (Plotnokova, Herman, Plotnokova, 2009). Fourth CSR is related to the business of the company. For example: a car company focuses on child safety on the road or environmental innovation. The fifth rule of CSR is that it covers seven areas. These are: corporate governance, civil rights, work relations, honest operating practices, nature, consumer protection, development and support of local communities. (ISO 26000 and OECD guidelines, practical overview of the linkages, 2019)

CSR features include transparency, integration into business processes, and voluntariness. (Nechoda, 2016) Nevertheless, an increasing number of countries are adopting their reporting laws to include corporate social responsibility part. To that reason, nowadays, companies should be prepared for the fact that very soon they will have to report issues of corporate social responsibility.

Using the priority method, decision making mainly depends on the support of the main person of the company, the top manager as well as the presence of confederates. A high and sufficient CSR rating can improve the image of shareholders as people who respect and care about their employees and environment. A conflict can appear between different types of shareholders. High CSR costs may benefit affiliated shareholders, while other unaffiliated shareholders disagree because it could decrease the cost. (Barnea, Rubin, 2006)

Next are the stakeholders. Stakeholders are the group of people who influence the company and the company influences them. Stakeholders include employees, suppliers, business partners, media, local authorities and many others as stakeholders. (Alkhafaji, 1989)

Next are the significant problems that appear in the result of a dialogue with stakeholders, the identification of significant issues leads to a correct development of the strategy on the basis of which a development plan is created and at the end of the report is made. The Global Report Initiative issued a template for sustainable development reports which should include the objectives of the task and their implementation within the framework. (Minna, Jokinen, 2012)

2.1.1 How do people understand corporate social responsibility in Kazakhstan?

According to Baker, the concept of CSR began to take shape in the business environment of Kazakhstan relatively recently and started in foreign companies engaged in the oil business. Although according to 2005 data, a large number of companies, 21% of which are state-owned and 71% are international, had a CSR policy. In fact, the transnational extractive enterprises or oil enterprises simply donated money to the state, without trying to engage in the civil society. (Baker, 2005)

Such an attitude did not present any advantages for either the company's employees or its reputation. In 2006, the President of the ROK N.A. Nazarbayev spoke about the importance of the participation businesses in solving the acute social problems of society together with the state as partners. Large businesses, both foreign and domestic, began to practice CSR systematically or occasionally. (National project in the area of Corporate Social Responsibility in Kazakhstan, 2013).

Later, a SCR competition "Paryz" was established. (Decree of the President of Kazakhstan № 523, 2008)

For companies in Kazakhstan, corporate social responsibility is seen as charity. That is why, separate strategies for social responsibility are not developed. (Smirnova, 2015).

Due to the absence of the strategy, various activities on social responsibility became spontaneous. Moreover, the lack of strategy emphasizes the fact that there is no connection with the business goals of the company. Accordingly, social responsibility is implemented from one department - PR or marketing teams without involving other departments. (Glebova, Tarasova, 2006).

According to an interview conducted in 2015, Rinad Temirbekov, CEO of the institution named Eurasia of Central Asia, the first initiator of the concept of CSR in Business in Kazakhstan, and Kazakh CSR experts Talgat Doskenov, President of the Commission on Social field and Social Partnership, member of the Bureau of the National House of Entrepreneurs of Kazakhstan,

argues that companies practicing CSR receive unambiguous advantages that are not ostensible. (Kabatova, 2016).

First, employees' professional development, decent remuneration in time for work done helps to maintain personnel, to attract the best specialists to the company, and also increases the level of productivity. (Glebova, 2008). Second, Tellis mentioned that company's activities in the field of CSR form its image of socially responsible organization, which leads to its greater popularity among consumers and increases opportunities to attract investment capital. Statistics show that in 2006, in the USA, every 10th dollar, which is equal to \$ 2.3 trillion for the whole year, was invested in a company with high indicators of social responsibility. ("Beyond the bottom line," 2006).

Thirdly, improvement of the company's reputation among consumers and partners leads to its long-term and sustainable development. (Zeynalov Enver Fuad, 2015). Fourth, a company that practices CSR receives tax credits. (Greening small and medium-sized enterprises: Toolkit environmental policy for Eastern countries EU partnerships, 2015). Fifth, an organization with good social investment, investing in the development of local communities, helps reduce social tension. For the state it is a very motivating factor for promoting CSR. (Ying, 2017).

2.1.2 CSR problems in Kazakhstan

One of the biggest problems of implementing CSR in Kazakhstan is an absence of understanding of what is included in Corporate Social responsibility as a concept from both business owners as well as state administration. First, CSR gives too many positive expectations for the society. Second, regional and state bodies send many uncoordinated requests for funding despite a large number of obligatory payments from the company. (Kabatova, 2016)

Local authorities and communities that should participate in decision making in necessary projects do not really have an opportunity for that. The authors of the analytical review (Responsible Business Conduct in Kazakhstan, 2014) recommend changing the decision-making processes.

The idea is that the state will not play the main role while companies as well as local communities will actively participate in it. Additionally, it was highlighted that CSR projects must be well treated in terms of implementation, inspections and reporting.

The analytical CSR report conducted in 2012, proves that one of the obstacles of building a working CSR policy in Kazakhstan is a compulsory social investment. The process is not transparent and increases the number of corruption and bribery. (Pascal, 2012)

2.1.3 CSR researches Kazakhstan

There have been several big CSR researches made in Kazakhstan. One of the first researches were made by intergovernmental organization United Nations and Kazakh research center SANGE. According to SANGE research results, it was confirmed that between 2008 and 2013 63% of the companies were aware of the CSR concept. Moreover, they provided information that all big scale companies in Kazakhstan already have implemented CSR in the strategy compared to small business. Less than half of small businesses follow CSR. (Kassymov, 2017).

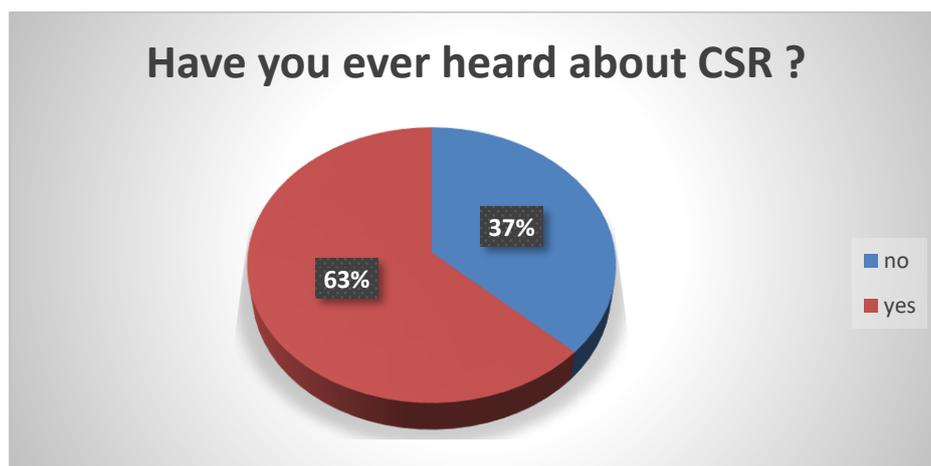


Figure 1: A pie chart about CSR awareness among companies in Kazakhstan.

Adapted from (Kassymov, 2017)



Figure 2 : Development stages of SCR in Kazakhstan. (Corporate Social Responsibility presentation by Rinad Temirbekov, 2012)

The figure above provides information about development stages of corporate social responsibility. It can be clearly seen that CSR journey has been divided into the time frames: the infant stage, stage of formation and the awareness.

The first column describes the attitude to CSR from USSR time till the beginning of the 21st century when first CSR practices came from foreign companies as a result of having partnerships with them.

The formation stage includes the implementation of the first CSR researches, training and increase in awareness.

Starting from 2008, integration of Corporate Social responsibility began, a CSR website and a club came to existence and the first CSR reports have been launched.

2.2 Sustainability

WCED or Brundtland commission defined sustainability as applying an action strategy and operations that respond to the needs of the company or organization and stakeholders at the same time supporting and increasing the amount of natural and human resources which will be necessary in coming years. (McChesney, 1991)

2.2.1 Sustainability in Kazakhstan and in different regions

This part discusses sustainability situation in Kazakhstan and provides information about the regional development.

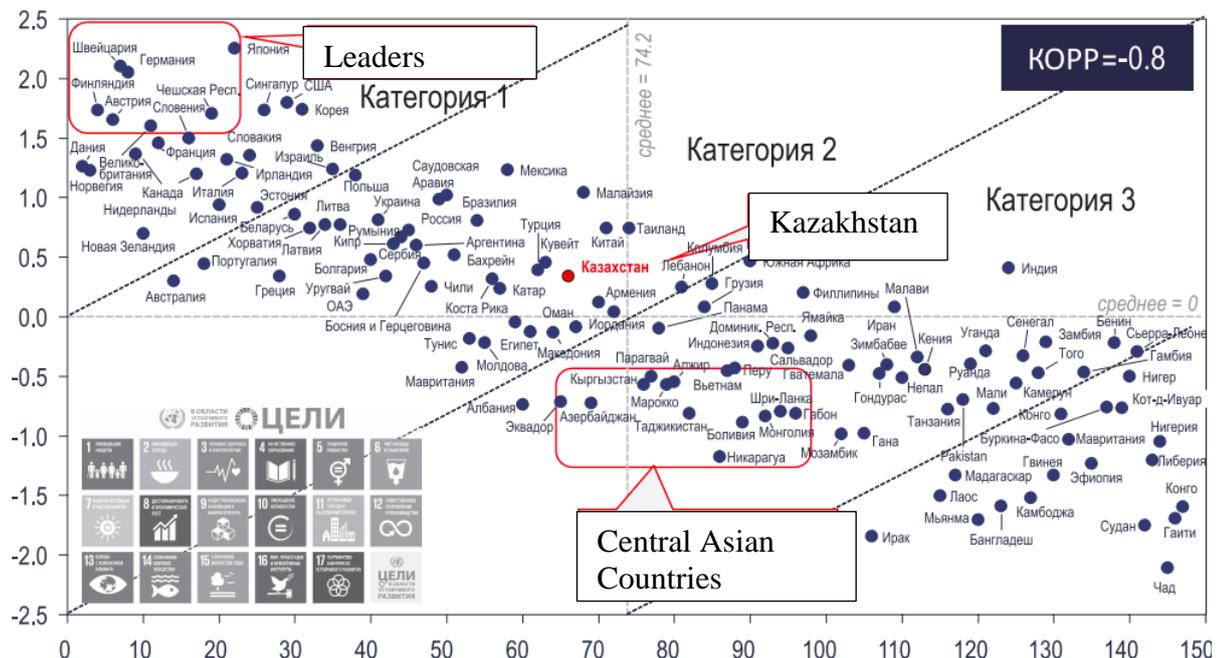


Figure 3: Sustainability level in Kazakhstan compared to other countries. (United Nations Development Program, 2016)

The table shows information about Economic complexity index in the sustainability level in indifferent countries. (Goals of sustainable development and development of Kazakhstan regions based on their production potential, 2016)

The picture illustrates three categories of countries based on their sustainability level. It shows that Switzerland, Finland, Czech Republic, Austria and Germany are leading countries in the sustainability scale while Kazakhstan is at the same level with China, Turkey and Malaysia.

In Kazakhstan sustainability levels in regions are different.

At the moment, there are six sustainability challenges for Kazakhstan that are planned to be achieved.

- High inequality levels between cities and suburbs
- Inconsistent development of technologies and infrastructure
- Inconsistent levels of employment and productivity in different regions
- Different health state of health and access to medicine
- Different education level
- Gender Inequality (National report about human development, 2016)

Normally, the driving force of the human development is considered to be the presence of production opportunities and complex economy; however, the system is altering on the regional level. Sustainability and growth could be delayed and there can be? is? demand for implementing policies to increase the level to national and international standards. (Farra, Bergloff 2013)

United Nations Development Program (UNDP) found that human development does not mean only high level of economy but also an attitude that they have a choice and opportunities. (Human development report, 2016)

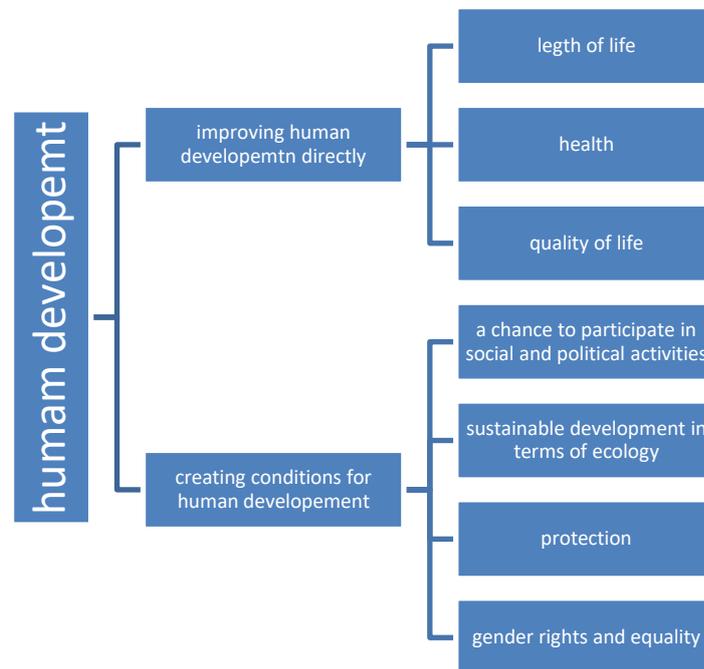


Figure 4: Dimensions of human development (Human Development Report, 2015)

Improving people's life is the best way to increase the quality of life of the population. Hypothetically, the economic growth will naturally and spontaneously improve living conditions. However, increase in income is seen only as part of development and not the final output. (Litvinov, 2015)

Human development (HD) is important since that it allows people to live their best life.

The development of people's abilities and the provision of opportunities should be conducted simultaneously because one cannot exist without another. For instance, educating a person will help him/her gain skills for work, but they will be meaningless if the job is not provided or not available.

Three components ensure HD. First, a human life should last for a long time, people should have good health as well as the presence of creativity in their life and a person must have an access to resources in order to live a full life. Other aspects are important too, especially the assistance of government in creating the right environment for HD. Once the foundation for HD is established, it will increase the possibility of development of other aspects of life.

Moreover, it is important to mention that provision of choices creates the basis of HD. This means that opportunities are given to people, and they are capable to use them. The government cannot guarantee happiness for a person but can make sure that he/she has a freedom of choice. (Human development report, 2016)

Kazakhstani politicians should pay more attention on Sustainable Development and HD on the regional level in order to solve regional sustainability problems. The main purpose of it is to make an impact on a large number of people without leaving some of them without attention. Sustainability goals are a good way to measure the achievements of sustainable development due to some of the goals are included in Millennium Development Goals (MDGs). (The Millennium Development Goals report, 2015)

The figure considers six Sustainability goals that are most applicable to the challenges Kazakhstan faces and has on the territorial levels: good health and well-being, quality education, gender equality, decent work, manufacture, innovation and infrastructure, reduction of inequality.



Figure 5: Results of achieving sustainable development goals in different regions of Kazakhstan. (Sustainable development goals, 2016).

Figure 5 is a map of the Republic of Kazakhstan which shows regions in terms of achievement of human development goals. It is noticeable from the map that colors are divided into 4 categories. The darkest color represents the area where human development goals were achieved the most compared to the brightest color. Despite the fact that in capital cities Nursultan and Almaty the life quality is higher, eastern regions show better results. These cities are shown with blue round circles.

Region	regional inequality	innovation and infrastructure	levels of productivity	interpreneurship levels	health issues	education inequality	gender inequality
Nursultan	85.9	71.4	65.2	74.2	98.4	57.8	64.1
Almaty	64.1	77.7	58.0	66.6	95.3	75.0	57.8
Pavlodar	65.6	58.9	63.4	62.6	62.5	45.3	70.3
Eastern area	50.0	75.9	56.3	60.7	53.1	68.8	31.0
Kostanay	48.4	64.3	49.1	53.9	34.4	57.8	78.1
Aqmola	40.6	69.6	47.3	52.5	31.0	59.4	70.3
Almaty oblisy	53.1	44.6	64.3	54.0	39.1	53.1	64.1
Karaganda	46.9	54.5	58.0	53.1	56.3	71.9	29.0
Northern area	42.2	47.3	50.9	46.8	51.6	50.0	70.3
Aqtobe	46.9	42.9	63.0	51.0	64.1	35.9	48.4
Atyrau	59.4	49.1	58.9	55.8	45.3	32.8	43.8
Zhambyl	53.1	48.2	41.1	47.5	30.0	51.6	65.6
Western area	46.9	29.0	62.5	46.0	57.8	42.2	40.6
Mangystau	57.8	47.3	42.0	49.0	45.3	48.4	22.0
Southern area	43.8	44.6	42.2	42.2	43.8	25.0	40.6
Kyzylorda	40.6	21.4%	30.0	31.0	40.6	43.8	40.6

Figure 6: Results by factors in different regions of Kazakhstan. Ibid.

The figure above provides information about the human development results in different regions of Kazakhstan. Based on author's observation, two biggest cities Nursultan and Almaty show best results. First six columns are responsible for sustainable development goals: regional inequality, innovation and infrastructure development, different levels of productivity, entrepreneurship level, health issues, education inequality, gender inequality.

2.2.2 Sustainability strategies in Kazakhstan:

The government has implemented to the following sustainability strategies.

- Kazakhstan 2030 strategy
- "Kazakhstan-2050" Strategy

- The strategic plan for the development of Kazakhstan until 2025
- The 100 concrete steps - to implement the five institutional reforms
- The program "Ruhani Zhangyru"

2.3 Occupational safety in the construction industry: situation in Kazakhstan

According to Sharimov, construction is one of the most traumatic industries, therefore, when organizing labor protection, the employer should give priority to the development, approval and revision of the safety and labor protection instructions. ("Five most dangerous professions in Kazakhstan named", 2015)

According to the law of the Republic of Kazakhstan SP ROK 2012, the regulatory rules for safety and labor protection in construction sector which includes public, residential and industrial buildings formulate the requirements for labor safety and protection in the process of constructing objects. ("Building standards of the Republic of Kazakhstan," 2011)

2.3.1 Requirements to start working in the construction industry.

In order to have an access to installation works, which are subject to additional safety requirements and labor protection, persons at least 18 years of age who have professional skills and have undergone a medical examination, have trained in safety techniques for these works and who have received appropriate qualifications, are allowed to work. Before having training, these people are not allowed to work. (Standards of the Ministry of National Economy of the Republic of Kazakhstan, 2012)

Moreover, new admitted workers are allowed to workplaces only after they have completed an introductory safety training and safety briefing directly at the workplace.

People have to pass an examination if they are planning to work in hazardous production, including installation of structures at height, refractory, acidproof and insulation work, processes using radioactive substances. It is also mandatory to wear protective clothing and use personal protective equipment to prevent accidents. Worker must be instructed on how to use the

equipment. It is strictly forbidden for third parties to enter construction sites. That's is why the administration are required to issue a certificate of admission in the prescribed form. (Ministry of Industry and Infrastructure Development of the Republic of Kazakhstan, 2018)

It is important to identify harmful areas for people in high risk conditions.

The list of construction places and types of work allowed to perform is created according to a template considering workers profile. The profile and places allowed to work is approved by the head of the organization. The access can be given to a foreman by a person authorized by order of the head of the organization. In case of secured areas, the access is given in case of presence of written permission from the owner of the construction or building.

The document is given for a period of necessary to finish the project.

In case of hazardous or harmful factors not covered by the contract, as well as in case of change of work conditions, a person have to cancel the contract and only after the issuance of a new contract to continue working.

An executive, who issued the access which allows working in a certain area have to control the process to ensure work safety. Places with high risks are considered to be:

- places near electrical installation,
- places with high level of sound, vibration electromagnetic waves, radioactive radiation and lasers.

It also includes zones near construction buildings, places over which the movement of goods are done by cranes. (Standards of the Committee for Construction and Housing and Communal Services of the Ministry of National Economy of the Republic of Kazakhstan, 2015)

Solving safety issues is very expensive for construction companies. (Mike Broadribb, 2019)

In Kazakhstan, cases of gross safety offences at production facilities became more frequent in 2015 and, as a result, the number of fatal accidents increased.

Due to such incidents as the collapse of the road junction bridge in Almaty, had to suspend the construction of seven facilities under construction. Compared to that, last year in Nursultan, the capital of ROK, the Labor Inspectorate of Astana, froze the construction of 46 buildings. In two years, the number of frozen projects was up to 100 despite the fact that in Kazakhstan signed the

International Convention on the Fundamentals of Cooperative Safety and Health. (Convention on the basis associated safety and labor hygiene, 2006)

More than two thousand incidents were identified in the construction sector in Kazakhstan per year, 300 of which are fatal. The employer was guilty in 70 percent of the incidents. (Shishanova, 2015)

Workers fell down from high places, were found under landslides and boned objects, or died from electric shock. Experts say that a large number of injuries are in construction and mining, metallurgical industries, followed by agriculture and then by the oil and gas industry. (Drozhenko, 2017)

It is not surprising that most of the cases are in the construction industry because the job itself has many risks for life. An interesting fact is that there was no serious responsibility for anyone except low fines which government asked to increase. (Shishanova, 2015)

The Department of Internal Affairs of Kazakhstan launched names of the companies with high level of threatening incidents. They are BI Group LLP, Bazis-A LLP, Shar Kurilis LLP and Sembol Contractions. (Shishanova, 2015)

Nowadays, many companies prefer to compensate employees in fee for hazardous working conditions rather than improve safety of work process. According Shishanova (2015), in 2015 Kazakhstani employers paid cash compensation to workers in amount of almost 100 billion tenge.

3 Case study BI group

The case study of the research is BI Group JSC which is one of the biggest companies in the construction market of the Republic of Kazakhstan. The case study chapter consists of six parts.

First, it is important to introduce the company and explain the reason why it was chosen. Then, next chapters discuss the most well-known CSR projects done by BI Group, sustainability and occupation safety situation. Due to quick and productive cooperation with company employees, it became possible to receive the latest safety reports as well as examples of dangerous situations on the project area. Competence development is a part of BI's SCR and sustainability strategy as well as anti-corruption efforts and policies which are described in the last part.

BI Group is concentrated on building accommodation of all levels of luxury, offices, cottages, schools and hospitals, road and bridge construction, production structures as well as building of railway roads.

BI group has more than seven thousand employees in 2020. Based on the comparison between 2017 when the author did an internship and 2020 it can be concluded that the company is expanding year by year as the number of employees increases. Compared to 2017 where only construction development and engineering were present, the holding increased the number of companies up to five.

Due to the structure of the company, one of the research obstacles is making a choice on information as every company of the holding prepared its own reports. BI Group JSC was chosen based on the personal experience of the author who went through the BI intern program. Moreover, BI group is the best example of a local construction company that can represent the construction market of Kazakhstan in the most detailed way compared to Highwill which is a Korean construction company or Sembol constructions which is Turkish.

To conclude, it is important to mention that apart from activities in the construction field, BI Group conducts many social projects aimed to improve the modern society and solve social problems in Kazakhstan.

Projects are: BI Zhulduzay, BI Sport Club, House of Mother, BI marathon, BI Azamat and BI Medical Project.

3.1 CSR in BI Group

BI group is one of the most socially contributive companies in Kazakhstan. According to official information, investment to CSR was 10 million dollars in 2017. (“Visit Paris and be happy, ”2018).

The expertise of Topzhargan proves that local companies show more social responsibility than international companies in Kazakhstan as identified in the survey.

The survey was created by independent experts and it aimed at assessing businesses on a ten-digit scale including metrics such as accountability, corporate governance and CSR. The index was calculated taking into consideration the score and the number of participants who voted for the company. (“BI Group outperforms Procter & Gamble in terms of social responsibility in Kazakhstan,” 2018)

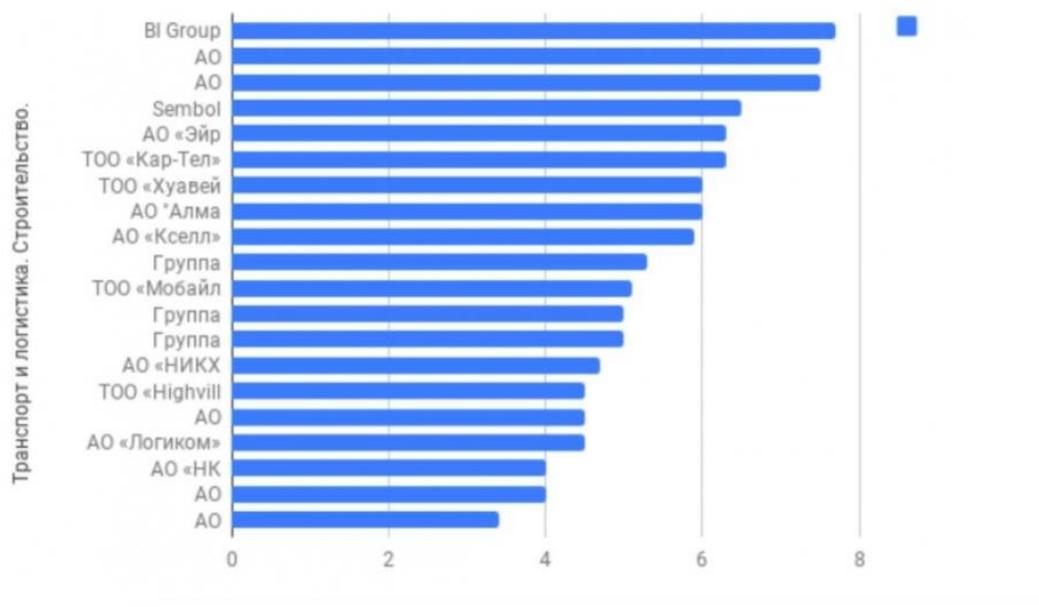


Figure 7: Social responsibility level in companies in Kazakhstan.

Taken from (“BI Group outperforms Procter & Gamble in terms of social responsibility in Kazakhstan,” 2018)

It can be observed from the chart that BI Group is on the first place and shows higher results than LLO Highvill, Sembol, Kcell, LLP mobile and AO JSC.

There are several well-known CSR projects found at the BI group:

3.1.1 BI Zhulduzay

The foundation was set up by one of the shareholders of BI Group, Aidyn Rakhimbayev, 15 years ago. The purpose is to offer medical, psychological and adaptation assistance to children with individual needs as well as to concentrate on helping health centers, hospitals and children's organizations. ("BI Group has opened a rehabilitation center BI Zhulduzay,"2017).

3.1.2 BI sports club

The aim of the project is to promote and increase healthy lifestyle. The target audience of this project are not only employees of the organization but also people from the whole country. Every year BI marathon supports young and talented athletes which encourages other people to move forward. (Bitore, 2018)

For the last 5 five years, BI Marathon became a calling card of the company. Many pieces of equipment required for rehabilitation and care of children with infantile cerebral paralyses were bought and redirected to BI Zhulduzay as a result of the contribution of the participants. (Participart's leaf, 2019, Tengrinews, 2017)

3.1.3 Project "Worthy citizen"

The aim of the project is to offer a grant to people whose professional actions contributed a lot to the society and country. The choice was made by popular vote in which everybody could participate. BI Group offered a 2-room apartment to the winner. (BI-Group kompanijasy «K'urmetti azamat» jobasin zhariyaladi, 2016)

3.2 Sustainability in BI Group

BI Group constantly improves their sustainability situation both internally and externally. They enlarge the number of projects which contribute to society, environment, economy and technologies.

3.2.1 Smart Homes

According to BI development release, 2018 it can be said that BI Group is now on a new level of availability. The release says that they are introducing smart home system to middle-class buildings, not only in high classes of luxury like it was in the past. Smart homes are a new, modern way to increase level of comfort for apartment owners. (“Smart Homes will be available to everyone on 2019”, 2018).

The company whose technologies are implemented to smart homes is BelnTech, which was found by A. Rakhimbayev and Musin. It is the first country scale company which contributes to the digitalization of the real estate market. BelnTech is working on development of technologies which decrease the price of construction products as well as building time. The steppe informs people that at the end of 2018 there are more than one thousand smart BI Group homes available. (Kindirova, 2019)

According to Kazakhstan Growth Forum, BelnTech company receives a great deal of support from the holding leaders and it changes many levels of the business, every employee is able to offer a feedback on their area of operation and offer analytics data. (Kazakhstan Growth Forum, 2019)

3.2.2 3D Leveling

Technologies do not improve only life of a client but also make the building processes of the company smoother, thus increase efficiency. One of examples is shown in road construction where 3D leveling had been used in the project. Due to the automatization, the wear of machines, used materials and time in decreased which lead to 25 percent jump in efficiency. BI Group is well known for being first contraction company which put the 3d leveling system into effect. (BI Infra Construction, 2018). This decreases the amount of materials used, people' time, impact on the environment as less resources have been used for planning.

3.2.3 "Ana uyi"

Another sustainability project that provides sustainable development of society is "The House of Mother"

The aspiration to minimize the number of orphans in Kazakhstan turned into establishing of a large number of crisis units all over the country for woman in difficult situations such being pregnant or having a newborn child without accommodation, external help and family acceptance. The idea if the project came from the wife of head of BI group, who has seven children.

The crisis center provides an opportunity to care about a child, feel the happiness of being a mother and rethink the idea of giving a baby to the orphanage. (Omirgazy, 2017).

Many businessmen supported the idea and became sponsors of the social long-term project. The project became country scale and homes started to open in each city. "Ana uyi" was officially registered as a social foundation in 2013. (Omirgazy, 2017).

Second stage of the project is work with Children House and possible adopters.

Adoption Assistance Centers have been established which provides lessons for adoptive parents, information bureau and advisory services to the citizens on adoption questions.

Despite the world's experience of adopting a child with diseases, Kazakhstani prefer to take a healthy child, however the possibility to give them a family still exists. (United Nations Children's Fund, 2018).

Together with the foundation BI-Zhulduzai, children with various diseases are treated in state-run children's institutions and for their further adoption is provided.

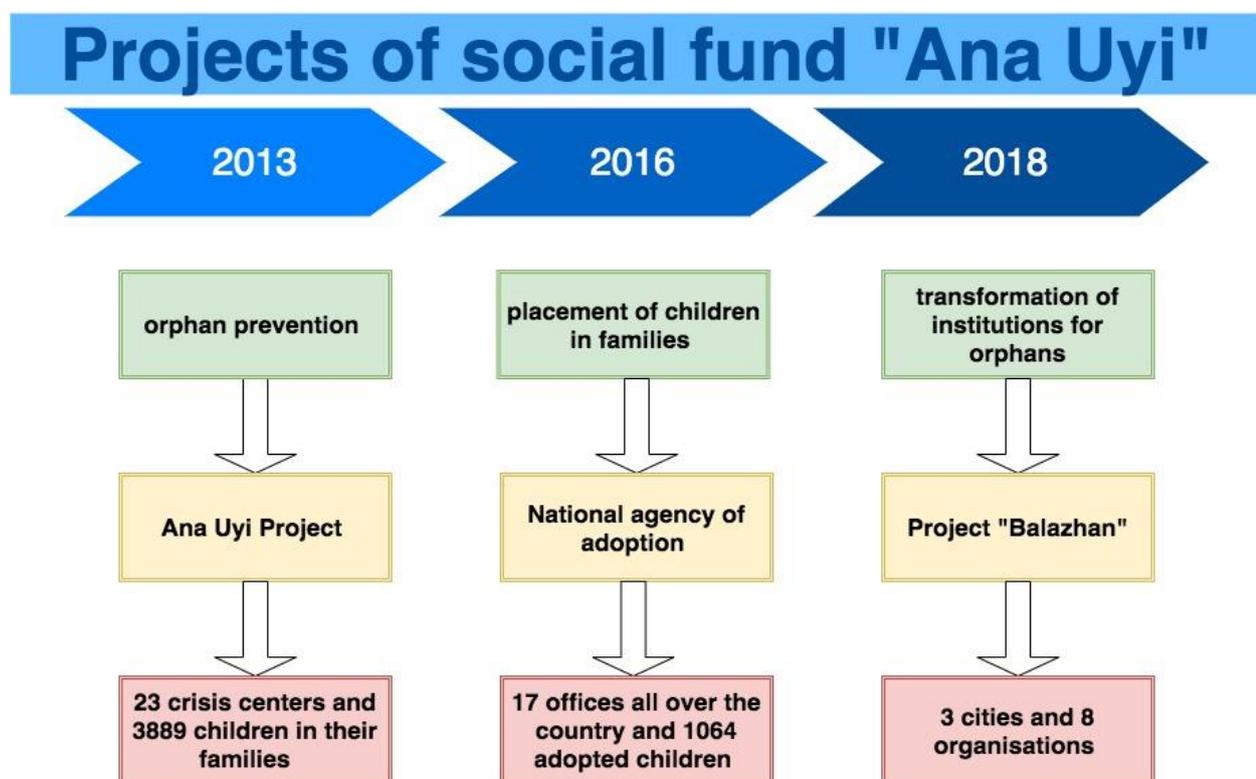


Figure 8: Projects of social fund "Ana uyi". (UNICEF)

Name of the region	Number of consulted people	Call center	School for adoptive parents	Number of adoptive parents	Number of adopted children (all types of adoption)	Going back to own family

1	Акмолінская область	594	137	242	62	112	2	33	47	29	1
2	Ақтөбінская область	381	185	130	83	109	26	51	31	0	1
3	Алматынская область	372	243	77	21	31	6	10	6	9	0
4	Атырауская область	441	422	82	30	38	10	25	3	0	0
5	ВКО, г. Усть-Каменогорск	438	140	74	31	35	6	29	0	0	0
6	ВКО, г. Семей	287	139	57	31	47	6	13	24	4	0
7	Жамбылская область	483	279	40	30	56	1	15	31	9	0
8	ЗКО, Уральск	363	202	9	37	55	6	13	30	5	1
9	Қарағандиңская область	394	200	33	29	41	4	6	26	0	5
10	Қостанайская область	236	113	50	28	44	1	16	19	8	0
11	Қызылордінская область	472	300	87	18	23	4	6	13	0	0
12	Маңғыстауская область	597	418	99	26	31	10	16	2	0	3
13	Павлодарская область	471	181	139	62	101	9	37	18	27	10
14	СКО, Петропавловск	569	123	92	92	144	14	48	32	36	14
15	Туркестанская обл, г.Шымкент	1 038	732	49	24	28	4	22	2	0	0
16	г. Алматы	942	866	67	61	76	2	25	46	0	3
17	г. Астана	807	549	105	72	93	21	37	28	0	7
	2016 - 01.06.2019 гг.	8 885	5 229	1 432	737	1 064	132	402	358	127	45

Figure 9: Results of project "Ana Uyi" in different regions of Kazaakhstan. (UNICEF)

The table provides information about the results that were achieved by "Ana Uyi" foundation in different regions of Kazakhstan. It may be observed that the best results were achieved in capital cities Nursultan and Almaty while lowest results are shown in northern regions of Kazakhstan. In total, there are 8 885 consulted parents between 2016 and 2019 years, 1 064 adopted children and 737 adoptive parents who went through adoptive parent's education program. To sum up, it must be mentioned that 45 children went back to their blood families.

3.3 Competence development in BI Group

Competence development is irreplaceable part of employee development strategy in BI Group. The chapter will consider general information about employees and one of the biggest competence development projects is BI University which educated employees for many years.

3.3.1 General information about employees

Background information about employees is based on private reports offered by the company in April 2020.

According to short report of program Bogma, it had been identified that despite the fact that BI group has not got offices in every city of Kazakhstan, employees from different regions work in the company. (Short report of Bogma Program, 2020)

It is evident on the map that the highest percentage of employees came from northern regions of Kazakhstan compared to eastern region. There are only 23 percent of people from southern regions of Kazakhstan. One of the reasons for that, can be the fact, that similarly to BI Group, another big local company named Bazis A is operating in southern regions of the country.

Last years BI group concentrates on expansion of the operating area and implements many projects in the west.

The supervisor of the thesis author was one of project managers in the west. According to personal interview with him, the author found that BI supports their best employees and provides a good social package including accommodation to those who were asked to change the location.

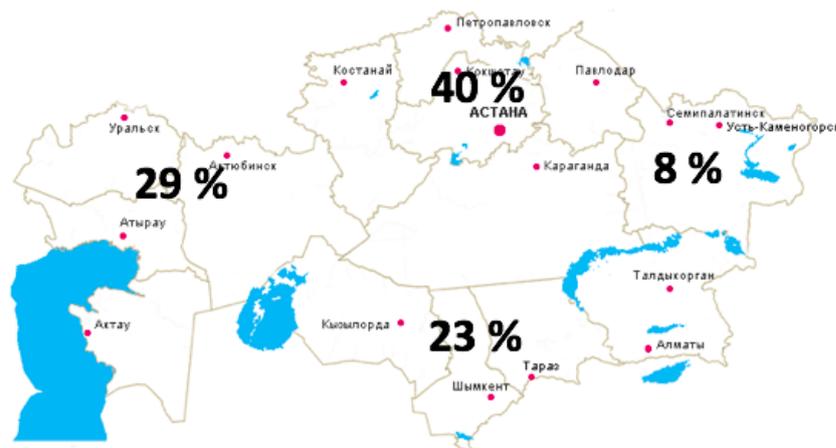


Figure 10: Origin of employees (Short report of Bogma Program, 2020).



Figure 11: Education of employees (Short report of Bogma Program, 2020).

The pie chart provides information about education of employees based on latest results in April 2020. (Short report of partnership program Bogma, 2020). The pie chart shows information in percentages. It can be clearly seen that the highest number is shown in light blue color which represents people with 2 educations which are mainly in civil engineering and business. The lowest percentages are shown for MBA and pre-MBA employees. IPMA is a certification from International Project Management Association needed for engineers who want to govern a project. It is reported that 18 % employee have a certificate.

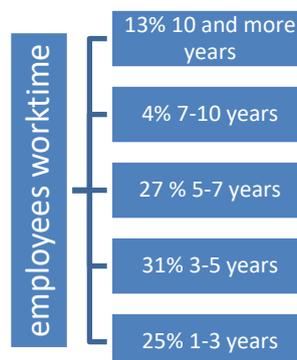


Figure 12: Work experience of employee in BI Group. Adopted from Short report of Bogma Program 2020

Based on the same Bogma report, latest information about work experience had been found. The chart shows that only 13% of employees have worked for more than 10 year in the company while the percentage of new employees is equal to 25%. 31 % of employees are loyal to the company for 3-5 years while only 4 % have worked in BI for 7-10 years.

Despite the fact that BI Group employees have very versatile background, education and experience, the company constantly invests in their professional development, education, seminars and lectures.

One of the biggest projects of the company is BI University.

3.3.2 BI University

The original name of BI University is Profi Time Astana LLP. (Electornic Government of the Republic of Kazakhstan).

The aim of BI University is to contribute to the sustainability of the company by increasing significance of human resources.

According to self-assessment report 2017, it was concluded that 1 199 students studied at BI University 596 of them studied on long term programs while for short-term programs there had been 603 students. The majority of students are employees of the company - 93.5%.

(External audit report from institutional accreditation in the educational intuition of additional education "Profi Time Astana LLP", 2018)

Today, the total number of students is 15532.

There are six schools offered to employees: school of management, school of engineering, professional education, lean education, school of personal growth and winter school.

The management school offers MBA and pre-MBA programs while school of engineering offers one professional education program and 2 programs for upgrading qualification.

Professional education school offers a high variety of courses for office workers which are done according to international standards. In order to learn lean practices and attend courses at professional growth. (BI University, 2020)

3.4 Occupational safety in Bi Group

Construction of BI Group buildings is proceeding as usual and all safety measures are followed. As a leader in the construction industry, BI Group takes care of employees' health and well-being. To be admitted to the project, each employee must take safety training courses, and have a safety passport. As mentioned earlier in the theoretical part, safety procedures and requirements given by the Ministry of Labor of Kazakhstan should be strictly followed.

The table below provides information about the number of non-observance cases in 2020. (Biot report 2020)

	A	B	C	D	E	F	G
1	Number	Projects	All directives	On performance	Performed	Critical nonobservance	Fines
2	1	Promenade Expo F	8	1		0	0
3	2	Ж/К "Akbular Life"	4	4		0	0
4	3	Ж/К "Ray Residence"	8	6	2	0	75 000
5	4	Ж/К "ZAMAN"	2	0	2	0	0
6	5	Ж/К "Mangilik-1"	4	4		0	0
7	6	Ж/К "Summer-1"	5	6		0	0
8	7	Ж/К "Mangilik-2"	1	1		0	0
9	8	Ж/К "Light House"	4	4		0	0
10	9	Ж/К "Autumn-1"	1	1		0	0
11	10	Ж/К "Family house-4"	4	3	1	0	0
12		Total:	42	30	5	1	75000

Figure 13: Number and location of nanoobservances for April 2020.(Biot report, 2020)

The table shows the number of non-observance cases per residential complex in April 2020 in Nursultan, Kazakhstan.

3.4.1 Cases of nonobservances

Figure 14: Nonobservance example 1 (Biot report, 2020).



When performing facade work on the front cradle, the worker did not use a mounting belt with a slider locking device. The result was to prohibit installation work on the front cradles to the full to eliminate violations. The fine was 60 000 tenge. (Biot report, 2020)



Figure 15: Nonobservance example 2 (Biot report, 2020).

On the territory, open hatches are allowed. There is a chance to fall in, or a collision of transport equipment with a wheel. The solution was to install immediately signal tape or grid. The result was a warning. (Biot report, 2020)



Figure 16: Nonobservance example 3 (Biot report, 2020)

No handrails of the temporary staircase, false angle of the fastening with respect to the horizontal surface is maintained (min. 60 degrees). This violation contributes to the risk of workers falling during their ascent to the workplace.

Warning.

(Biot report, 2020)

According to the interview of Mr. Isabayev, BI Group is planning to enter oil and gas construction market which requires high levels of safety and innovations. In order to enter this highly competitive industry, BI group work with leading international construction companies to increase the level of safety and labor protection at sites and introduce international quality management standards. (“BI Group has risen 25 positions in the ranking of construction companies in the world”, 2015)

In order to prevent spread of Covid-19 among residents, complex workers and employees BI Group launched a protection program.

Starting from the middle of March (2020), the holding reduced the number of visits of citizens. Apartment buying process transferred to online mode.

The conferences and meetings have been organized remotely. Due to the closed borders outside and inside country all trips were cancelled.

About the half of employees started working remotely. People are required to wear masks at work and use antiseptics installed on each floor of the building.

To decrease the amount of interactions, BI Group for a short time restricted the processing of small non-urgent requests for service. Only emergency cases are solved. Moreover, the surfaces such as door handles, railings, elevator control buttons are disinfected twice a day

All facility managers, employees of cleaning and maintenance companies, and technical personnel are provided with protective masks and sanitizers. ("Security program for residents and employees", 2020).

3.5 Preventing corruption in BI Group

According to "Prospect of Issue Bonds" (2006), there are many risks for BI Group LLP from different sides. They are: political risk, legal risks, financial risks which include currency, interest rate, credit and liquidity risks, operational risks and employee risks. In this part, employee risks particularly, corruption and anticorruption policies will be discussed.

Personnel risks are identified by the following positions:

- risk of insufficient qualifications of employees,
- dishonesty of official duties such as non-compliance with the established rules, procedures and regulations,
- risks from staff exceeding their authority,
- risk of fraud, unacceptable use of the issuer's information and other illegal actions carried out by personnel not in the interests of the issuer and other risks associated with personnel characteristics or the personnel management process. (Prospect of Issue Bonds, 2006)

BI Group constantly improves HR management practices. Procedures for selecting and hiring personnel, evaluating employee performance, and labor motivation have been developed and implemented in the processes. Managers of the company pay a lot of attention on improving professional knowledge of employees, staff on the permanent basis is trained in elite educational centers. Mainly financial expenses are covered by the company.

Management and staff cultivate and countenances a demonstration of corporate spirit, mutual respect and dignity, mutual assistance, unity of purpose, team spirit, respecting human right and equality.

Due to the strict adherence of procedures, as well as internal control system, risks of insecurity and unreliability of employees, disclosing confidential information, corruption, sabotage are decreased.

In order to minimize corruption risks, the company introduced an anti-corruption policy. The company's anti-corruption policy is not available in public.

According to the policy which is given after recruitment process the subcontractor should confirm that he was aware of policy rules of the General Contractor.

It is unacceptable for any employee, counterparty, supplier, consultant, partner to give or receive a bribe in the process of conducting a business. A bribe is not only a cash payment, but it can also be in the form of gifts, a loan, payment of fees, payment of fees or any other benefits that are designed to encourage someone to do something unscrupulous, illegal or to abuse trust. (Zholdanagarov, Abdrahmanov, 2018)

The duty of each hiring employee is to promote the dissemination of his anti-corruption policy among his employees, contractors, including Subcontractors and suppliers. Therefore, the anti-corruption policy also applies to third parties representing interests of BI Group LLP. (Anticorruption contract, 2020)

The fact or attempt made by a person to overstate the value of the work with the aim of transferring money, securities, other property or benefits to a person who is in an employment relationship with the superiors or his relatives, with property services for use by him of his official position, or of the fact that a person transferred money, securities, other property or benefits to

a person who is in an employment relationship with other employees, that all will be classified as a bribe and non-compliance of the anti-corruption policy of BI Group. (Anticorruption policy, 2019)

An employee, subcontractor and head of department must acknowledge and confirm that follow and ensure that all his employees follow the anti-corruption policy.

An employee is obliged to immediately notify the management of the company about family relations with employees with affiliates of the management if they exist.

If the fact of corruption was confirmed, the company will unilaterally terminate the employment contract, without the right to further employment. At the same time, the employee is included in the Unified register of unscrupulous employees of the Holding (the "black list") without the possibility of further contractual relations and new contracts. In addition, the information will be communicated to law enforcement agencies, the Association of Developers of Kazakhstan and the Association of Road Traffic of Kazakhstan that a person conducts dishonest activities. (Charter of the association of developers of Kazakhstan)

While having an internship in BI Group, on orientation week safety and anticorruption department was introduced to me. Bi Group is constantly fighting against lawlessness and makes seminar for employees in order eradicate law violation in the future.

The seminars are private and reports are not available in public.

4 Methodology

The purpose of the methodology chapter is to describe the procedures which have been used by the author to answer questions set for the research. The objective of the research is to become familiar with the CSR, sustainability and occupation safety situation on the construction market of Kazakhstan which can be summed up by the term “explorative research study” “or documentary analysis” as well as identify the attitude of the full-time employees, measure awareness with the terms and discover requirements for further development from the staff. Moreover, the research provides suggestions and data which will help to avoid business problems in the future. (Kothari, 2004)

The methodology chapter of the research consists of seven parts and makes the research valid and strong in terms of validity and reliability.

First, the author explains the aim of the methodology chapter and provides information that will be included in the content. The second section describes the research design and the process of designing the survey, the tools and structure. Measurements section describes the types of questions and scales that were applied by the author. Following that the sample group was counted based on the size of the population in order to increase validity and reliability of the research. Data collection process provides information about the origin of data in theoretical and methodology chapters.

4.1 Empirical study

The empirical part of the research describes the data collection methods used to answer the research objectives, research design process, its purpose and tools used, measurements used in the survey and, the sample group based on the population size. Moreover, it includes the data collection process and reliability and validity factors of the research.

4.2 Research methods

In order to achieve the objectives of the research, quantitative data collection method has been used. Quantitative method comes from word quantity and can be mathematically counted. (Kabir, 2016). Questionnaire is an often-used tool of gathering quantitative data by researchers. Questionnaires are suitable in cases when a researcher wants to collect data from businesses, institutions and organizations. (MacDonald, Headlam, 2011). A method in which collection of numerical data can be transformed into statistics is taken into consideration. DeFranzo (2011, p.3) also mentions that it is used to quantify attitudes, opinions, behaviors, and other defined variables and generalize results from a larger sample population to formulate facts and uncover patterns in research. If the researcher has good counting skills it means he/she has a good knowledge of interpretations of for example, standard deviations, calculation and, correlation. In this method, data collection is conducted through various forms such as online or paper survey, mobile or kiosk survey even sometimes face-to-face interviews, online polls and telephone interviews are also considered as a part of it. Creswell (2003) also mentions that knowledge is conjectural, absolute truth can never be found. Håkansson mentions that case study is the most regular way of conducting a quantitative research (Håkansson, 2013). Statistical interpretation such as graphs, charts and tables are used for questionnaires (O'Gorman & Macintosh., 2015). Due to the large target group and sample size, quantitative methods are a good way to generalize results.

4.2.1 Research design

As a data collecting tool the author used online questionnaire. The questionnaire was designed using SurveyMonkey tool. Due to a large number of Russian/Kazakh speaking employees in BI Group the survey was constructed in Russian and Kazakh languages. It is important to mention that the online survey guarantee respondent's anonymity. Personal information such as names, surnames, phone numbers and emails haven't been collected. The questionnaire started with general information such as age and occupation of respondents and in total included 20 questions about CSR, occupational safety and sustainability.

4.2.2 Measurements

In the questionnaire the author measures attitude, awareness of BI Group workers to CSR, Occupational safety and sustainability issues.

The author used multiple choice questions in most of the cases, rank order scaling questions, yes-no questions, Likert scale questions, semantic differential scale, demographic questions and 2 open ended questions.

4.2.3 Sample group

The target audience of this research are employees of construction company named BI Group.

According to Saland and Dilman (1994), identification of you sample size depends on the size of your target audience. The positive sides of using a survey as a quantitative data collection method is achieving a large number of results comparingly quickly and at a low cost (Groves, 2004).

In order to achieve relevant data, the sample size calculation is needed. (Noordzij, Tripepi, Dekker, Zoccali, Tanck, Jager, 2010).

The survey was sent to three main holdings located in Nursultan. The audience was calculated excluding many subsidiaries that BI Group owns, seasonal workers, interns, security department, seasonal workers, subcontractors, sales department that work with customers.

The approximate number respondents were achieved using sample size calculator.

Determine Sample Size

Confidence Level: 95% 99%

Confidence Interval:

Population:

Sample size needed:

Figure 17: Sample size calculation

The survey was sent three times between April 15 and May 15 due to technical and security obstacles.

The first obstacle is the fact that each holding of the company has an access only to employees of their own holding. Second, due to large number of cyberattacks, there is a low level of trust from employees to links and unknown information.

Security departments constantly fight against cyberattacks and work on improvements of the cybersecurity system.

According to the questionnaire results, 309 people gave answers. This result was achieved on the 15th of May.

4.2.4 Data collection

The author used primary and secondary data in the research. The validity of primary data is higher than secondary data and it more trustworthy, accurate and dispassionate. (Kabir, 2016). The author uses online survey as a source of primary data. Advantages of online survey is quick accessibility, low cost and high validity results.

Secondary data is an information that has been collected by another researcher to achieve primary objective. (Johnson, 2013). According to Doolan & Froelicher (2009), secondary data analysis is a practical exercise which allows to a researcher to proceed and evaluate quality and significance of information. For secondary data the author used online libraries, official governmental documents, online databases with articles, researches, papers as well as magazines, newspapers, official website of the company, researches of international organizations, press releases.

4.2.5 Reliability and Validity

According to Heale and Twycross (2015), reliability and validity are the two concepts of accuracy that define the quality of the research. Selection of sources increase and guarantee the reliability of the research. (Zhou, 2019).

Ghuri and Gronhaug (2005) says, validity is a criterion that explains how well the gathered information embrace the area of the research.

The author sent the survey multiple times in order to meet the requirements of confidence level.

4.3 Data analysis

Data analysis chapter provides information that has been obtained from the questionnaire as well as gives interpretations for findings.

Statistical terms:

N= population size

n=sample size

4.3.1 Age and occupation of respondents.

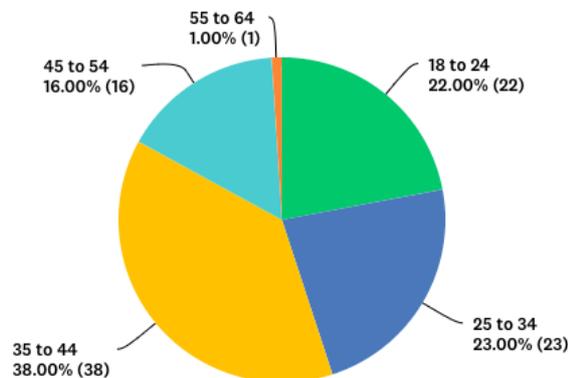


Figure 18: What is your age? (N=2000; n=309)

Figure 18 provides information about the age of the respondents. The results show that the majority of them are in the age group between 35 and 44 years while only 1% of people are in the age group between 55 and 64 years. Compared to the 45-54 age group which takes only 16% of the number of respondents, 23% are young employees in the age group 25-34.

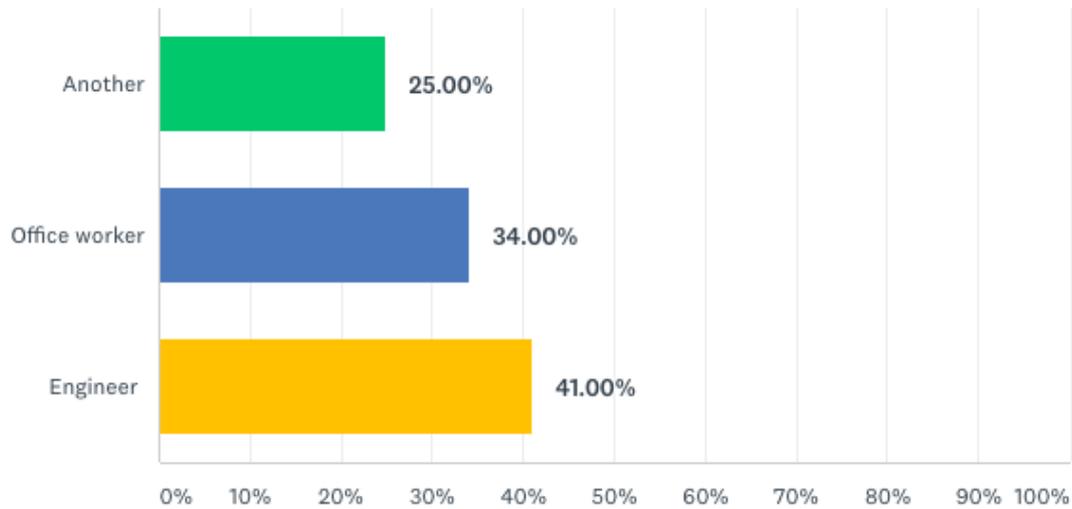


Figure 19: What is your occupation? (N=2000; n=309)

Figure 19 shows that almost a half of the respondents are engineers while one third are office workers.

4.3.2 Knowledge about Corporate Social Responsibility.

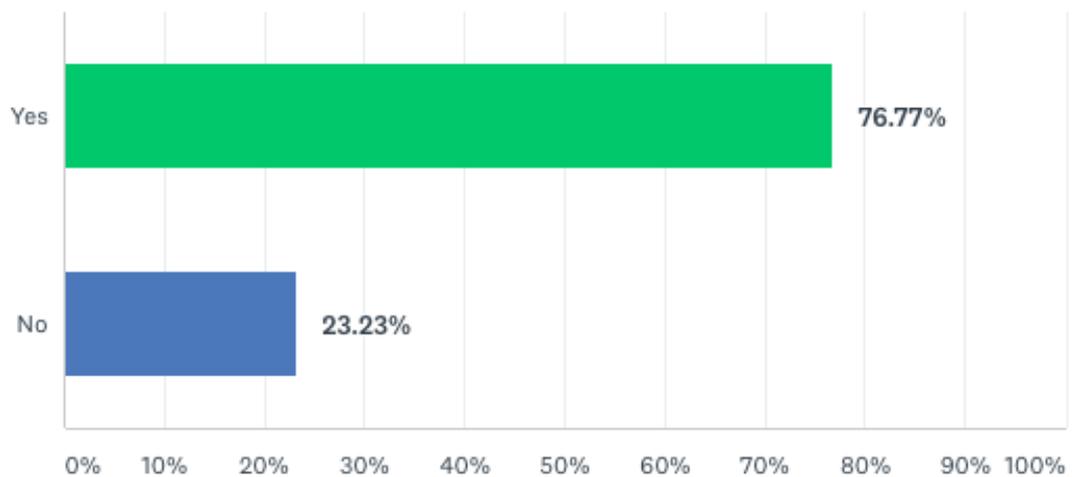


Figure 20: Do you know what is Corporate Social Responsibility? (N=2000; n=309)

Figure 20 shows that 76% of people in Nursultan offices are aware of the CSR concept. It is clearly seen that majority of people aware of the term.

4.3.3 Employees' opinion about the company' social responsibility.

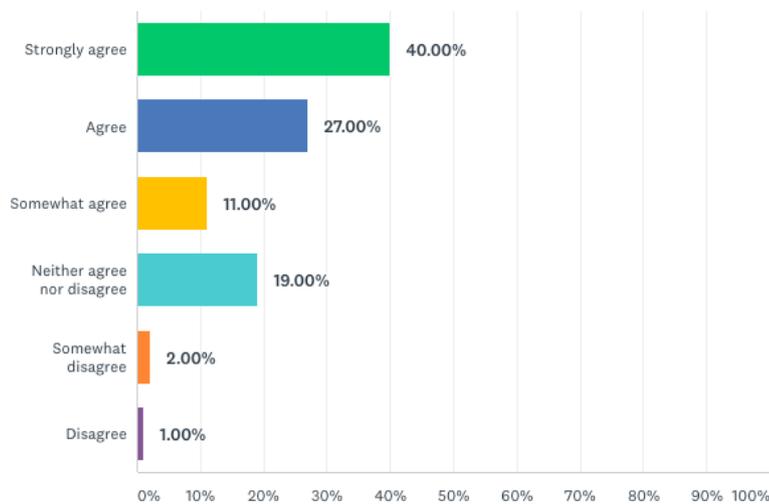


Figure 21: Is it important for companies to be socially responsible?

The horizontal bar chart above shows the answers of employees on the question "Is it important for companies to be socially responsible?"

124 people strongly agree with the statement while only 1% of employees believe that being socially responsible is unnecessary.

4.3.4 Where did employees hear about CSR for the first time?

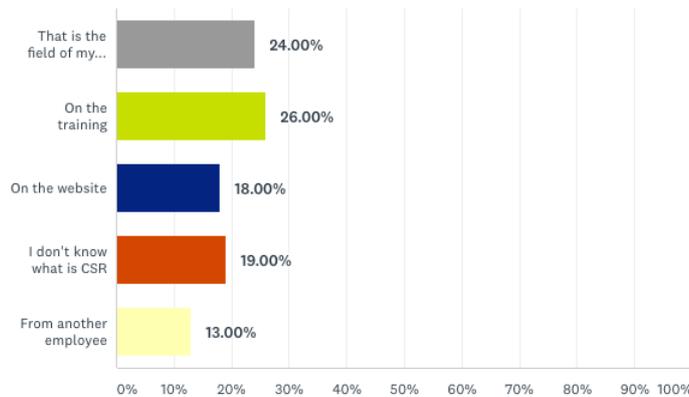


Figure 22: Where did you hear about corporate social responsibility first? (N=2000; n=309)

Multiple choice questions have been used to find out the origin of knowledge about Corporate Social Responsibility in BI Group. The bar chart shows that sharing information from one employee to another is the most ineffective way to increase awareness about the term. Red color shows that 19% of respondents are still not aware about CSR while 81 people learned about CSR on the training at BI University.

4.3.5 Changes in CSR

What changes would most improve CSR in BI Group?

Figure 23: What changes would most improve CSR in BI Group? (N=2000; n=309)

Answers:

- Wider application
- Higher budget
- Better involvement
- I don't know

- Increase awareness
- Increase competitiveness of employees
- Better remuneration for the results
- Better investments
- End corruption

Due to the large number of respondents it is impossible to write down all the answers.

Many answers had similar meaning but were written in different words; however, 68 people did not know about CSR. 72 people believe that increasing awareness and involvement of employees would improve CSR projects.

8% of the respondents voted for eradicating corruption.

4.3.6 Safety at the workplace

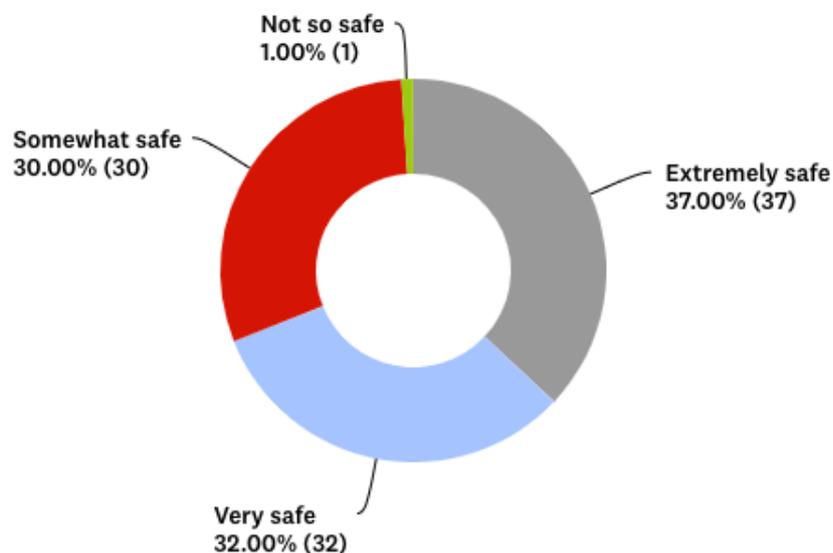


Figure 24: How safe is your workplace? (N=2000; n=309)

The cycle diagram provides information concerning workplace safety. It is seen that 69 % of people believe their workplace is safe while 1% consider it as an unsafe job. Other 30 % of employees think their job is somewhat safe.

4.3.7 Risk analysis

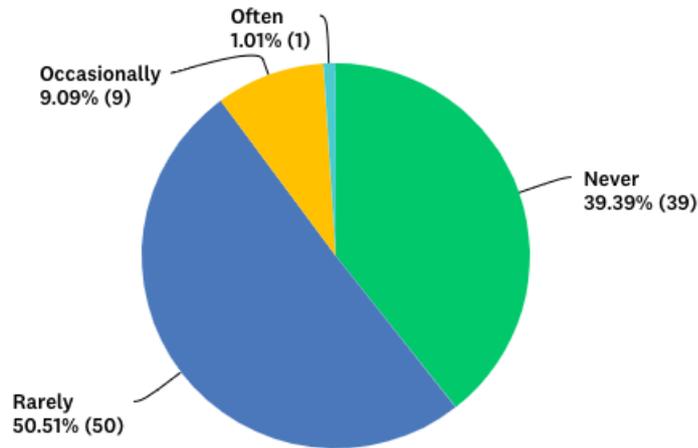


Figure 25: How often do you find yourself in a dangerous situation? (N=2000; n=309)

Risk analysis allows to eradicate number of risks in the future. The pie chart shows that half of all employees which is 154 people voted that they rarely have risky situations which is quite high and proves that construction industry is a risky place to work. 39% of people have never faced dangerous situations. Only 1% of respondents gave an answer “often”.

4.3.8 Satisfaction with social package

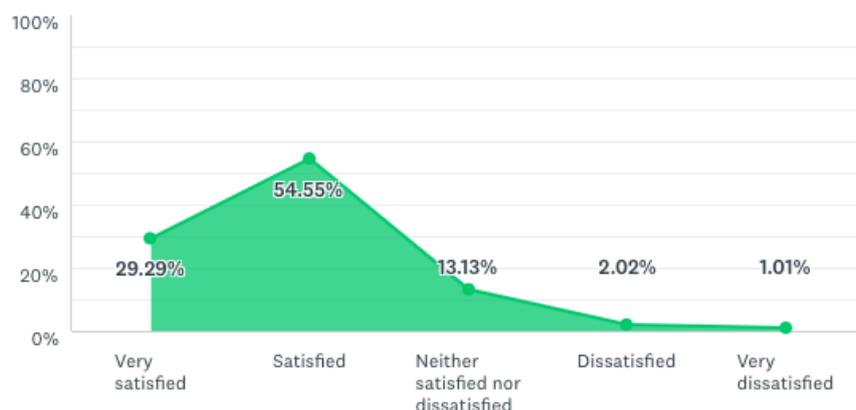


Figure 26: Are you satisfied with your health benefits package? (N=2000; n=309).

Social package plays important role for job seekers as well as for those who will be working for a project in a risky environment. Companies all around the world practice compensation for workers who work in hazardous or dangerous environment. The figure 26 provides information about satisfaction with social package which will be helpful for further improvement. It is clearly seen that around 83 % people are satisfied while other want to increase the range of benefits.

4.3.9 Health risks analysis

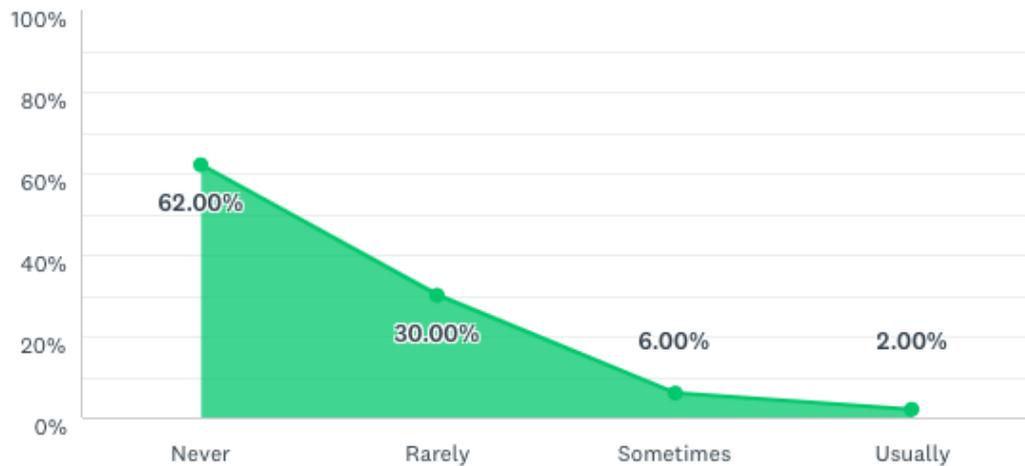


Figure 27 : How often do you go to the hospital because of work? (N=2000; n=309)

The graph shows information about employee well-being and number of health cases. It represents that 62% of people never go to hospital because of work while 30% of people do it rarely. It is important to note that the cases are counted based not only on the work process on projects but cases also include marathons and other sport activities. Only 6% of respondents sometimes go to the doctor and 2% visit the hospital usually.

4.3.10 Employee awareness about terms “sustainability and sustainable development”.

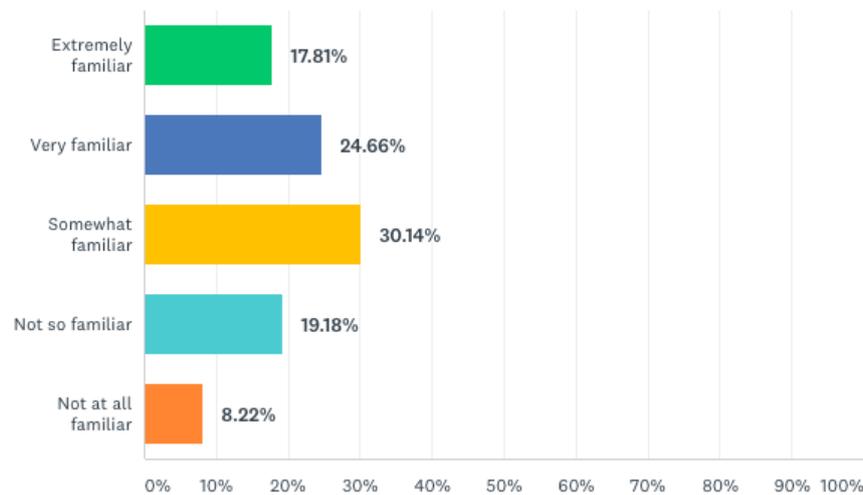


Figure 28: Are you familiar with terms "sustainability" and "sustainable development"?

The figure shows number of employees in percentage who know about sustainability term. It illustrates that many people are not aware about sustainability term or now sure what does it mean. The blue chart shows that 24 % of employees are very familiar with the term and 17 % are extremely familiar.

4.3.11 Analysis of employee opinions about environmental impact of the company.

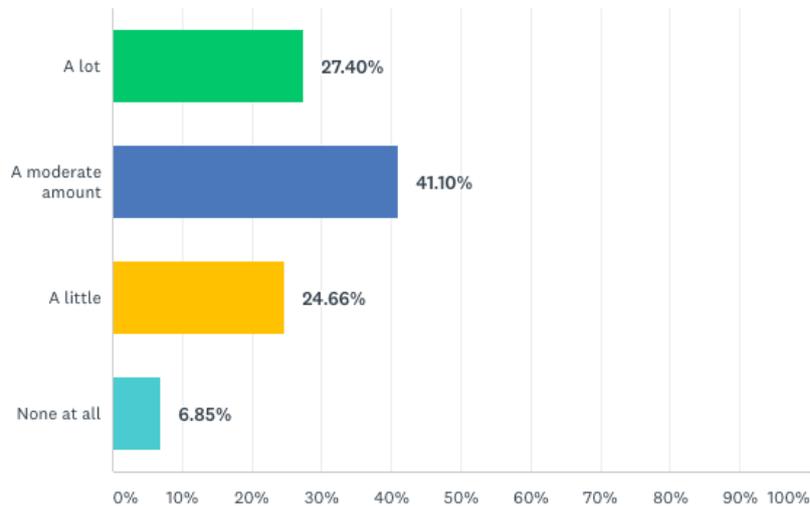


Figure 29: How worried are you about environmental impact of the company?

Figure 29 provides information about employees' opinion concerning environmental impact of the company. It can be clearly seen on the chart that less than 7% of employees do not worry about the environment while 27% believe in environment protection. Dark blue color shows that 41% of employees worry about environmental impact of the company a moderate amount.

4.3.12 Analysis of impact of environmental issues on employee's life.

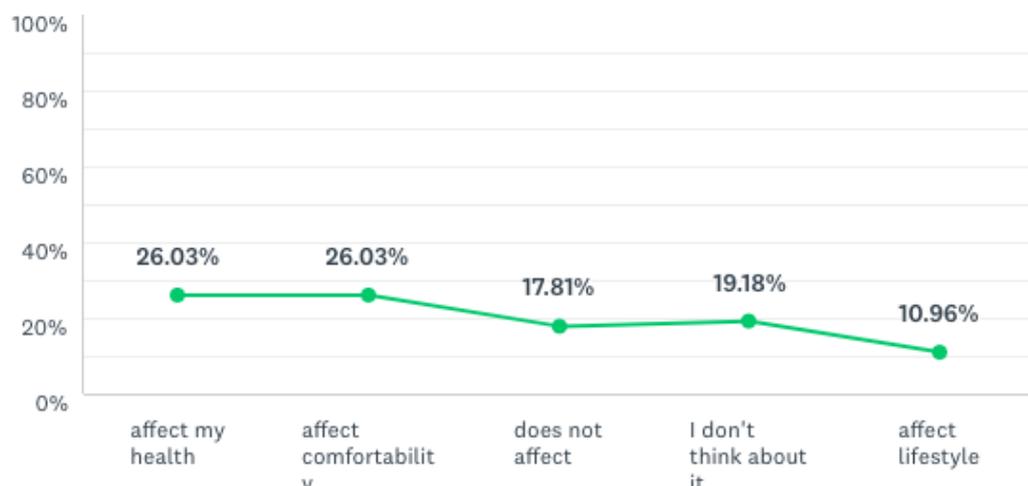


Figure 30: How environmental issues affect your life?

The line graph shows impact of environmental issues on employees' life. The number of employees who believe that environment affect their health and those who believes it affects their comfortability is the same while 18 % of employee think it don't not affect at all. About 20% of employees don't think about impact of environmental issues on their life.

4.3.13 Importance, value and compulsoriness of sustainability projects for employees.

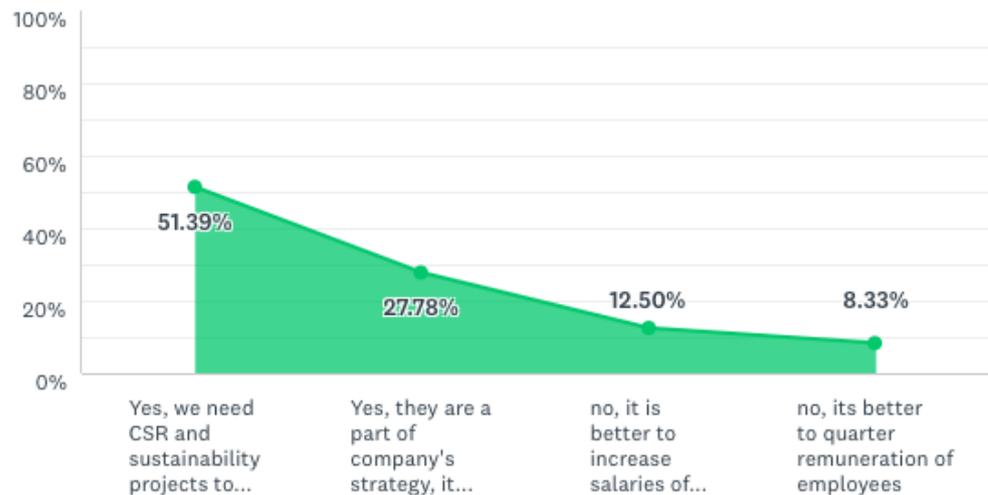


Figure 31: Are social and sustainability projects mandatory or would you like to invest the company's budget somewhere else?

Multiple choice question was used to identify employee attitude to about the budget that was spent for sustainability projects.

Full answers for the question:

- Yes, we need CSR and sustainability projects to develop society and improve level of life
- Yes, they are a part of company's strategy, it benefits the image of the company
- no, it is better to increase salaries of employees
- no, it is better to make quarter remunerations for employees

There are two positive and two negative answers for the question. The highest point shows that more than half of all employees believe that CSR and sustainability projects are compulsory because they develop and improve the level of life in a society. About 28% of employees believe that CSR and sustainability projects benefit the company while others would like to benefit and reward workers and employees.

4.3.14 Level of education of employees

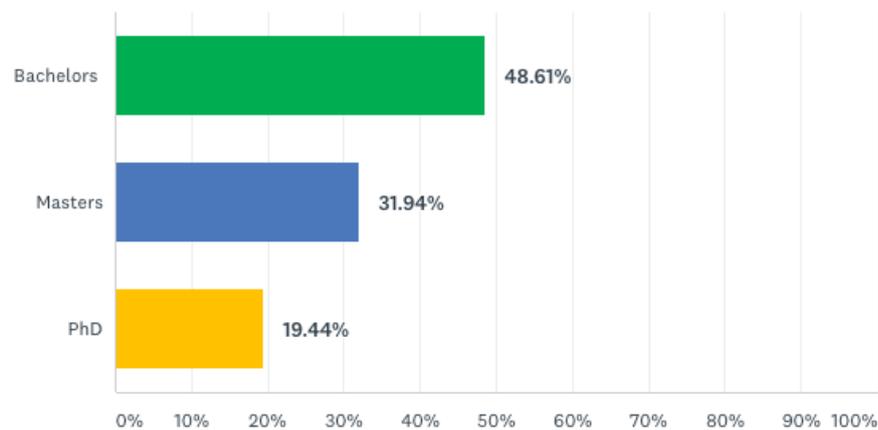


Figure 32: What level of education do you have?

The bar chart shows information about the education of employees. Less than half of all respondents have finished a bachelor's degree, while one-third of respondents are masters. About 20% of respondents have finished a PhD.

4.3.15 Number of trainings at BI University for office workers.

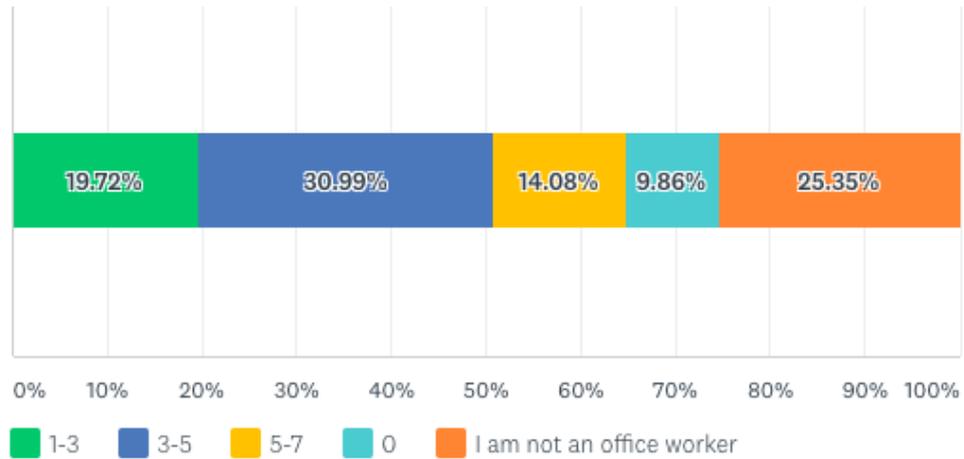


Figure 33: How many trainings do you have at BI University per month as an office worker?

Figure 33 shows that similarly to project workers and engineers, the highest number of office workers attend trainings at BI University from 3 to 5 times per month. There are almost 10 % of office workers who do not attend trainings. The green color shows that about 20 % of office workers attend lectures less than 3 time in a month while 14% are more active than anyone.

4.3.16 Satisfaction with professional level of teachers.

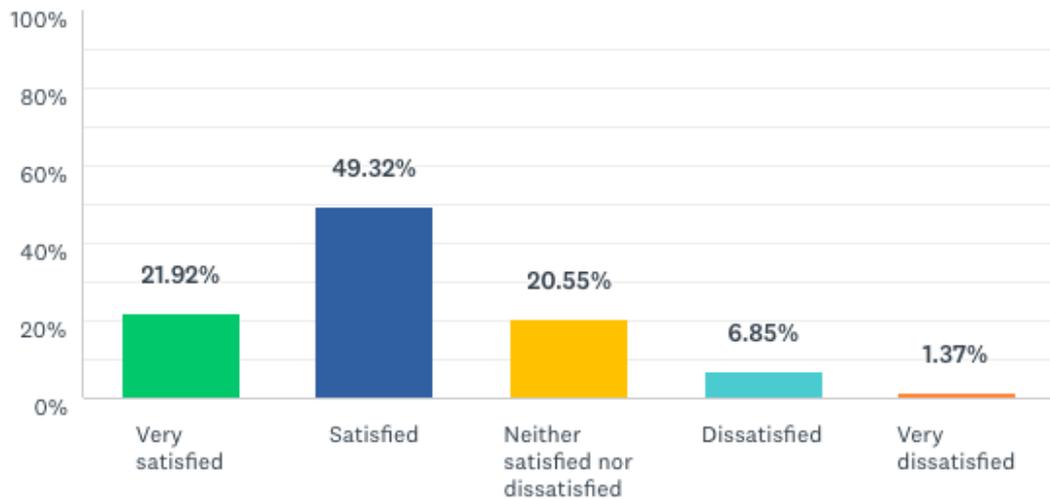


Figure 34: Are you satisfied with professional level of teachers at BI University?

The aim of the bar chart is to provide information about satisfaction with professional level teachers and education at BI University. It shows that less than 8% of employees are not satisfied while about the half of all respondents satisfied with education level. The number of respondents with neural opinion and number of very satisfied respondents is similar.

4.3.17 Number of training at BI University for project workers/engineers.

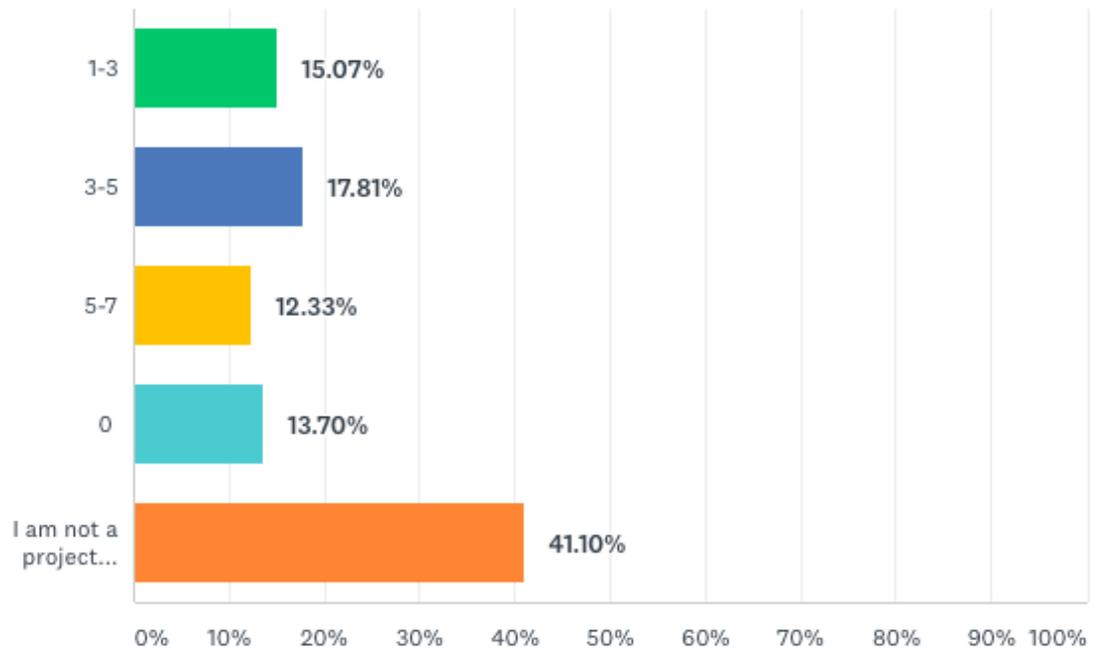


Figure 35: How many trainings do you have at BI University as project worker / engineer?

The purpose of the question 35 is to find out the number trainings for project workers and engineers per month. The respondents answered only about the number of attended trainings excluding lessons they missed. It is clearly seen that 18 % of project workers and engineers attend trainings 3 to 5 times per month while 12% of the do it more than 5 times. The green color shows that 15% of workers attend trainings from 1-3 times in a month.

4.3.18 Facing corruption in BI Group.

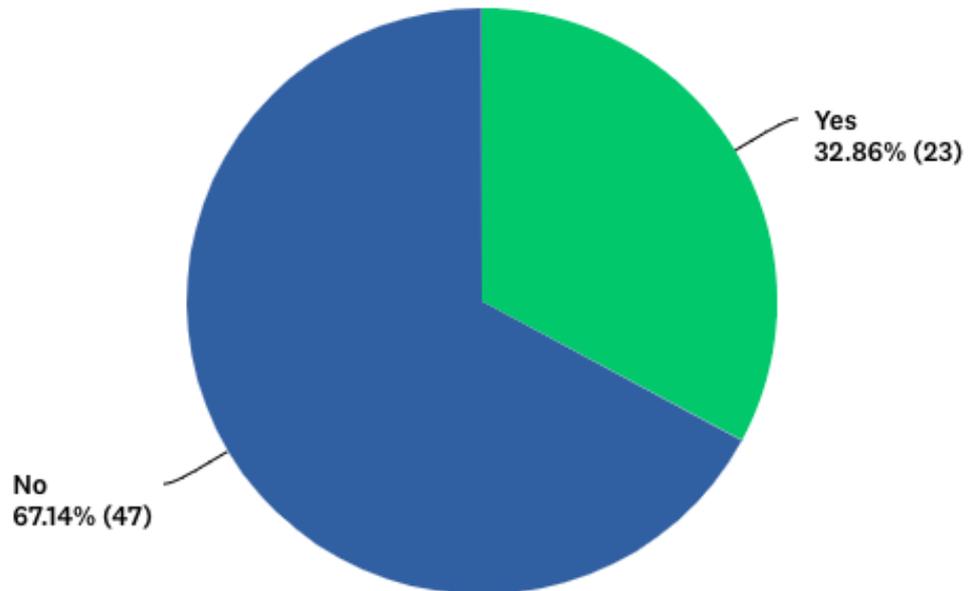


Figure 36: Have you ever faced corruption while working in BI Group?

The pie chart shows that 67% of people have never faced or heard about corruption while working in BI Group while others gave a positive answer. The author guarantees confidentiality and the safety of respondents by making an anonymous survey. The results are reliable and trustworthy.

4.3.19 Ideas in order to prevent or decrease corruption.

Responses:

- Increase salaries
- Promote transparency, increase transparency
- Strict punishments
- Anti-corruption team meetings

- Increase internal control
- Lay off employees with a possibility to be hired
- I have never faced corruption

The author analyzed the respondents' answers and noticed that there were no same answers but many people gave similar answers with similar meanings. Many people said that they have never faced corruption while 36 respondents said that the best way to eradicate lawlessness is to increase salaries.

5 Findings

The aims of the study were to become familiar with the SCR, sustainability and occupation safety situation in the construction market of Kazakhstan as well as identify the attitudes of full-time employees, measure awareness with the terms and discover requirements for further development from the staff. Moreover, the research provides suggestions and data which will help to avoid business problems in the future. Due to the size of population, the survey was sent three times to employees. This was done to increase the confidence level of the research. In order to achieve 95% of confidence level, 322 employees had to fill in the form and answer the questions. Instead of 322 employees, 309 employees filled in the survey which means that the confidence interval is 5.2 instead of 5.

The research findings show that most of the respondents are in an age group between 35 and 44 years and that 76% of people are aware of the CSR concept which is a positive result compared with the author's expectations. It was found that 124 people strongly agree that companies should be socially responsible and 81 people, which is about one third of the whole population, had become familiar with the term at BI University.

It can be seen from the data analysis section that 69 % of people believe their workplace is safe which is low compared to other types of jobs and tells about the safety education level. About half of the population voted that they rarely have risky situations which is rather high and proves that the construction industry is a risky place to work. Despite the safety rated low, 83 % of the people were satisfied with the social package and 62% of the people never go to hospital because of work.

Talking about sustainability issues, many people are not aware of the sustainability term or not sure what it means. This is due to the fact of low awareness and different explanation of the term in the post USSR area. Despite the low awareness, many people, 41 %, worry about the environmental impact of the company.

Moreover, it was discovered that many people believe in the benefit of the sustainability projects because they improve the level of life in a society. Them of the respondents have completed a bachelor's degree and attended BI University 3-5 times per month on a compulsory basis.

67% of the respondents have never faced or heard about corruption while working in BI Group while others gave a positive answer. Since the author guaranteed the confidentiality and the safety of the respondents by making an anonymous survey, the corruption cases are higher than it was expected at the beginning of the research.

To conclude, the author would like to say that the research discovered which areas need attention and further development. Weak areas, such as low safety, high corruption, low awareness of sustainability need to be considered. Moreover, it was found that many people, mostly office workers, are not satisfied with salaries as they suggested an increase in salaries to solve problems.

5.1 Conclusion

Conclusion chapter interprets the findings of the research.

5.2 Recommendations for further studies.

Despite the limitations of the research, the objective was achieved. The author allows to use thesis information for conducting further researches. It is recommended to increase the size of the population and the size of the sample group in order to increase the reliability level and conduct a research for a longer time in order to make comparisons.

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7 List of appendixes

Appendix 1: Thesis research

* Required

1. What is your age? (multiple choice question)
 - 18 to 24
 - 25 to 34
 - 35 to 44
 - 45 to 54
 - 55 to 64
 - 65 to 74

2. What is your occupation? (multiple choice question)
 - Engineer
 - Office worker
 - Another

3. Do you know what is Corporate Social Responsibility ?(yes/no question)
 - Yes
 - No

4. Is it important for companies to be socially responsible? (multiple choice question)
 - Strongly agree
 - Agree
 - Somewhat agree
 - Neither agree nor disagree
 - Somewhat disagree
 - Strongly disagree

- Disagree
5. Where did you about corporate social responsibility first ? (multiple choice question)
- That is the field of my work
 - On the training
 - On the website
 - I don't know what is CSR
 - From another employee
6. What changes would most improve CSR in BI Group? (open ended question)
7. How safe is your workplace ? (multiple choice question)
- Extremely safe
 - Very safe
 - Somewhat safe
 - Not so safe
 - Not at all safe
8. How often do you find yourself in a dangerous situation ? (multiple choice question)
- Never
 - Rarely
 - Occasionally
 - Often
 - All the time
9. Are you satisfied with your health benefits package? (multiple choice question)
- Very satisfied
 - Satisfied

- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

10. How often do you go to the hospital because of work? (multiple choice question)

- Never
- Rarely
- Sometimes
- Usually
- Always

11. Are you familiar with terms "sustainability" and "sustainable development"? (multiple choice question)

- Extremely familiar
- Very familiar
- Somewhat familiar
- Not so familiar
- Not at all familiar

12. How worried are you about environmental impact of the company ? (multiple choice question)

- A lot
- A moderate amount
- A little
- None at all

13. How environmental issues affect your life? (multiple choice question)

- affect my health
- affect comfortability
- does not affect
- I don't think about it
- affect lifestyle

14. Are social and sustainability projects mandatory or would you like to invest the company's budget somewhere else? (multiple choice question)

- Yes, we need CSR and sustainability projects to develop you society and improve level of life
- Yes, they are a part of company's strategy, it benefits the image of the company
- no, it is better to increase salaries of employees
- no, its better to quarter remuneration of employees

15. What level of education do you have? (multiple choice question)

- Bachelors
- Masters
- PhD

16. How many trainings do you have at BI University per month as an office worker? (multiple choice question)

- 1-3
- 3-5
- 5-7
- 0
- I am not an office worker

17. Are you satisfied with professional level of teachers at BI University? (multiple choice question)

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

18. How many training do you have at BI University as project worker / engineer? (multiple choice question)

- 1-3
- 3-5
- 5-7
- 0
- I am not a project worker/engineer

19. Have you ever faced corruption while working in BI Group ?(yes/no question)

- Yes
- No

20. Ideas in order to prevent or decrease corruption (open ended question)

