

SUSTAINABLE DEVELOPMENT OF TERRITORIES, BRANCHES, AND PRODUCTION COMPLEXES

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REGIONAL AND SECTORAL DIFFERENTIATION OF CORPORATE SOCIAL RESPONSIBILITY IN THE RUSSIAN FEDERATION: ASSESSMENT METHODOLOGY



LYUBOV V. BABICH

Vologda Research Center RAS

Vologda, Russian Federation

e-mail: lvbabich@vscc.ac.ru

ORCID: 0000-0003-1661-4245; ResearcherID: A-4415-2016



SEMEN L. IVANOV

Vologda Research Center RAS

Vologda, Russian Federation

e-mail: slivanov2020@mail.ru

ORCID: 0000-0002-4647-5824

The topic of corporate social responsibility is being actively studied from the perspective of various directions, but its research at the level of individual industries and regions remains underdeveloped. The lack of uniform standards and methodologies makes it difficult to analyze and compare the effectiveness of social initiatives at the interregional and intersectoral levels. In turn, the current situation creates obstacles to identifying leaders in the field of corporate social responsibility and spreading their best practices to other industries and regions where the development of this area is still at an early stage. In this regard, the aim of this study is to determine the regional differentiation of the level of involvement of Russian companies in the practice of corporate social responsibility, taking into account their industry specifics. To achieve this goal, it was necessary to solve the following tasks: to systematize existing methods, approaches, models and ratings for assessing the level of development

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of corporate social responsibility in Russian companies, highlighting their key parameters and limitations; to develop an algorithm for assessing the level of involvement of companies in corporate social responsibility, integrating the best practices of existing approaches and enabling cross-industry and interregional comparison. We used general scientific (analysis, synthesis, comparison, etc.) and special (site parsing, rating) methods when preparing our study. Based on the research results, a rating was formed that allows classifying regions according to the degree of presence of companies with varying degrees of corporate social responsibility implementation in the context of industry groups. Further development of this work involves analyzing the conditions that allow certain regions to become centers of concentration of “responsible” business, as well as studying the most effective practices of social responsibility using the example of regions whose enterprises have a constant level of involvement in corporate social responsibility.

Corporate social responsibility, business, region, industry, rating, practice.

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Introduction

The topic of corporate social responsibility (CSR)¹ attracts the attention of economic researchers both in Russia and abroad. This phenomenon is being studied in a wide range of areas: for example, research may concern the analysis of approaches and principles of CSR (Abramov, 2025), the search for factors stimulating its development (Nikitina, 2008; Karpova, Bazhenova, 2023; Kovalev, 2024; Ting, 2021; Le, 2023; Strazzullo et al., 2025), analysis of the motives for implementing responsible behavior practices in enterprises (Badarchi, Ondar, 2023; Graafland, Mazereeuw-Van der Duijn Schouten, 2012; Ali et al., 2022), assessment of the impact of CSR on company performance (Frolova, 2023; Barauskaite, Streimikiene, 2021; Rinawiyanti et al., 2023), creation of social values – CSV (Grzegorzcyk, 2022; Narwan, 2024), philanthropy and volunteerism (Zhao, 2024), etc. At the same time, there is a shortage of research aimed at studying the degree of companies’ involvement

in CSR at the sectoral and regional levels. Although there are similar works, their number is very limited (Kutergina, Klestova, 2017; Shiryayevskii, Shiryayevskaya, 2022).

This situation makes it difficult to conduct interregional and intersectoral comparisons, which, in turn, prevents the identification of regions and industries demonstrating successful implementation of social initiatives and the subsequent dissemination of their experience in other territories where the implementation of CSR has not yet reached the same level. We believe that the existing “gap” in the theory of social responsibility research (which is the basis of the scientific problem in the framework of this work) prevents the implementation of managerial decisions and mechanisms that could be applied in the practice of regional management.

The aim of the study is to determine the regional differentiation of the level of involvement of Russian companies in the practice of corporate social responsibility, taking into account their industry specifics.

¹ The essence of the concept of “corporate social responsibility”, as well as its relationship with other similar concepts, such as “business social responsibility”, are presented in the study (Zav’yalova, 2018).

The research objectives are:

1) to systematize existing methods, approaches, models and ratings for assessing the level of CSR development in Russian companies, highlighting their key parameters and limitations;

2) to develop an algorithm for assessing the level of companies' involvement in CSR, integrating the best practices of existing approaches and enabling cross-industry and interregional comparisons.

The scientific novelty of the research is the formation of a rating that makes it possible to classify regions according to the degree of presence of companies with different CSR implementation rates by industry groups. The theoretical significance lies in the fact that the rating results help identify regions that are the centers of concentration of "responsible" business. In particular, consideration of CSR practices of enterprises in such regions will be the subject of subsequent scientific research within the framework of the studied issues.

Materials and methods of the research

The information base of the study is methodological approaches and ratings reflecting the assessments of certain aspects of CSR of Russian enterprises. These include the rating of social efficiency of the largest Russian companies and the rating of responsibility to society (developed by AO "Rating Agency Analysis, Consulting and Marketing"). The research used general scientific (analysis, synthesis, comparison, etc.) and special (site parsing, rating) methods.

Website parsing was one of the key data collection tools for assessing corporate social responsibility. We used the following approaches: automated data collection from the official websites of companies; analysis of

sections on social responsibility; search for information about the regions where companies operate. Data was extracted and exported from the sites using the Web Scraper program.

Our approach to assessment is based on the following principles: the regularity of surveys; consideration of the industry specifics of companies; territorial coverage of activities; "transparency" of the calculation methodology. The following parameters of the company are taken into account: social efficiency; responsibility to society; environmental performance; economic sustainability.

The multi-stage evaluation algorithm includes the selection of participating companies by industry; data collection and analysis through parsing; classification of companies by the level of involvement in CSR (category I – constantly implementing CSR practices, category II – periodically involved in CSR); assessment of the regions of companies' presence; formation of the final rating.

We should emphasize that at the moment there is no generally accepted methodological approach to obtain information on the level of CSR development in the regions. Despite this, a number of official methodologies provide an opportunity to draw conclusions about the degree of CSR development at the level of individual companies. They are represented by both commercial and non-profit organizations around the world. The most famous of them are MSCI, Bloomberg ESG Ratings, Fitch Climate Vulnerability Scores (Fitch Ratings), Moody's, S&P Global, AKRA, etc. However, according to Roscongress experts, there are a number of problems undermining the credibility of existing products, namely the lack of transparency of evaluation methods, the lack of a unified system for assessing the sustainability of companies, as well as the lack of consistency in ratings².

² Rating of responsible business in Russia. Roscongress. Available at: https://roscongress.org/materials/rejting-otvetstvvenogo-biznesa-v-rossii/?utm_referrer=https%3A%2F%2Fwww.google.com%2F (accessed: 07.08.2025).

AK&M agency, RAEX rating group, VCIOM, and others can be considered the most reputable Russian information and rating agencies that create such ratings. This is due to the validity and openness of their measurement and calculation methods, as well as a large set of company survey parameters and indicators.

In particular, the AK&M news agency has developed a list of ratings (individual ESG rating, social efficiency rating, social responsibility rating, carbon footprint rating, charitable foundation rating), which represents companies whose activities are commensurate with the principles of sustainable development³.

The RAEX rating group publishes monthly rankings of companies operating in the CIS countries (mainly Russian and Kazakh companies) and having a high level of “culture of responsibility”⁴.

In 2024, the investment portal of the Arctic Zone of Russia published a rating that presents the results of a grouping of companies taking a voluntary proactive part in the sustainable development of the territories of the Arctic zone of the Russian Federation (AZRF) and conducting business in this zone⁵. It was compiled with the participation of ANO “Information and Analytical Center of the State Commission for the Development of the Arctic” (ANO “IATS GKA”) together with ACRA “Risk Management” (ACRA RM).

According to the results of business social responsibility monitoring, VCIOM publishes a list of companies with leadership positions in the field of CSR with a certain frequency: in particular, according to the results of an online survey conducted in July 2023, the top 5 socially

responsible Russian companies, according to Russians, included Gazprom (average score – 6.7 out of 10), Rosatom (6.5 points), RZD (6.2 points), Aeroflot (6.0 points) and Yandex (6.0 points). However, according to VCIOM experts, “... this does not mean that small and medium-sized enterprises are being left out – the only question is the visibility and scale of the problems that they can solve”⁶.

Special mention should be made of the author’s developments. In particular, a team of authors (Yachmeneva et al., 2022) proposed a methodological approach to assessing corporate social responsibility. The approach developed by them makes it possible to determine the social benefits in the development and implementation of CSR for stakeholders, namely, not only for business, which, according to the authors, is the most pronounced limitation of most existing ratings (Bikeeva, 2020; Bikmukhametova, Aleshkina, 2020; Jojdik, 2013, etc.), but also for society and the state.

A.M. Gurevich presented an industry model of corporate social responsibility of oil refining enterprises. Based on the analysis of empirical sociological materials, the cognitive mechanisms through which Russian society comprehends the social role of business are investigated. The public’s perceptions of the most important social projects of companies and the official statements of the leaders of the oil refining industry about their social obligations are compared. Recommendations on the creation of a hybrid corporate social policy management system are formulated (Gurevich, 2024).

³ Ratings of companies’ social responsibility. AK&M. Available at: <https://akmrating.ru/rejtingsoeffektivnosti/> (accessed: 07.08.2025).

⁴ ESG-ranking of companies. RAEX. Available at: https://raex-rr.com/ESG/ESG_companies/ESG_rating_companies/2025.1/ (accessed: 07.08.2025).

⁵ Investment portal of the Arctic zone of Russia. Arctic Russia. Available at: <https://arctic-russia.ru/article/arktiko-rejting-kompaniy-2024/> (accessed: 07.08.2025).

⁶ Business social responsibility: Monitoring. VCIOM. Available at: <https://wciom.ru/analytical-reviews/analiticheskii-obzor/socialnaja-otvetstvennost-biznesa-monitoring> (accessed: 07.08.2025).

The article by I.R. Badykova presents a methodology for assessing the level of CSR, taking into account the relationship between this area of activity of enterprises and their innovation activity. The scientific novelty of the study is to take into account the impact of CSR on the innovative potential of companies, which is especially important in the context of digitalization and geopolitical changes. The methodology can be useful for analyzing innovatively active enterprises that do not always openly publish data on their social responsibility (Badykova, 2024).

E.A. Zagladoy developed and presented in his dissertation for the degree of Candidate of Sciences (Economics) a methodological toolkit for the empirical study of CSR management in industrial enterprises of the RF and the OECD countries⁷.

Figure 1 presents the comparative characteristics of the methods, approaches, models, and ratings considered. In particular, the main criteria for performing a comparative analysis were the regularity of surveys, taking into account the industry specifics of companies, and the presence of territorial restrictions.

A detailed analysis of the methodologies, approaches, models, and ratings related to corporate CSR assessment has shown that few of them meet the required criteria. The ratings of “AK&M” and “RAEX” attracted special attention. Their main advantages are as follows: first, the results of the ratings are provided on a regular basis, and this allows tracking the level of companies’ involvement in CSR practices; second, the industry aspect is taken into account, which is also important from the perspective of the topic of this study; third, the companies represented

in the ratings are not limited to a specific territorial entity.

However, despite the usefulness of the AK&M and RAEX ratings, it is difficult to use them together to create a new rating. The unavailability of the RAEX rating methodology prevents the assessment of compliance of its results with ratings of other agencies. At the same time, the industry specifics of companies’ CSR activities can be most fully seen in the AK&M ratings. Thus, the information collected during the compilation of ratings of the social efficiency of leading Russian companies and responsibility to society conducted by AK&M company will be used to form our own rating.

Algorithm for assessing the level of companies’ involvement in CSR by industry and region

At the first stage of the study, we analyzed the positions of Russian companies within the leading CSR industry groups, identified according to the ratings of the AK&M agency. *Table 1* summarizes the results of the analysis (using the example of the social efficiency rating of the largest Russian companies).

Based on the rating of the responsibility of the largest Russian companies to society for the period under review, a comparable analysis was performed. It is worth noting that there is a steady tendency for the positions of the companies included in both AK&M ratings to coincide: the social efficiency of the largest Russian companies and responsibility to society. A distinctive feature is the absence of FGC UES in the first rating, although it was recorded in the second in 2022.

⁷ Zaglada E.A. (2025). The mechanism of corporate social responsibility management of industrial enterprises: Abstract of the dissertation. Candidate of Sciences (Economics). Donetsk: Donetsk Academy of Management and Public Administration. 29 p.

Name and developer	Representation of the calculation methodology, availability of information about data providers	Research regularity	Accounting for industry specifics	Limited coverage of the territory
Social efficiency rating of the largest Russian companies (developed by AO "Rating Agency Analysis, Consulting and Marketing")	The calculation methodology is presented on the official website of the developer. The main information providers are data from opinion polls conducted directly by the company's developers, as well as data from the financial statements of the companies themselves	Yes	Yes	No
Rating of responsibility to society (developed by AO "Rating Agency Analysis, Consulting and Marketing")	The calculation methodology is presented on the official website of the developer. The main information providers are data from opinion polls conducted directly by the company's developers, as well as data from the financial statements of the companies themselves	Yes	Yes	No
ESG-ranking of companies (developed by RAEX rating group)	The calculation method is not presented on the official website of the developer, there is no information about information providers	Yes	Yes	No
Arctic & CSR: Company Rating – 2024 (developed by the Information and Analytical Center of the State Commission for the Development of the Arctic (ANO IATS GKA) together with ACRA Risk Management (ACRA RM))	The calculation method is presented on the official website of the developer, there is no information about information providers	No	No	Yes
Monitoring of business social responsibility (developed by VCIONM)	The calculation method is presented on the official website of the developer, the information providers are telephone interview data	No	Yes	No
Methodological approach to assessing corporate social responsibility of the state, business and society (developed by V.M. Yachmeneva, R.A. Timaev and Yu.E. Yachmenev)	The methodology of the research is presented in the relevant section of the scientific article	No	No	No
Industry model of corporate social responsibility of enterprises of the oil processing complex (developed by A.M. Gurevich)	The methodology of the research is presented in the relevant section of the scientific article	No	Yes*	No
Assessment of the level of corporate social responsibility of innovatively active companies (developed by I.R. Badykova)	The methodology of the research is presented in the relevant section of the scientific article	No	Yes*	No
Methodological tools for empirical research of CSR management in industrial enterprises of the Russian Federation and the OECD countries (developer – E.A. Zaglada)	The methodology of the research is presented in the relevant section of the dissertation.	No	Yes*	Yes

Figure 1. Comparative characteristics of methods, models, and ratings related to corporate CSR assessment

* The list of enterprises is limited.

Source: own compilation.

Table 1. List of leading companies according to the data of the social efficiency rating of the largest Russian companies for the period 2021–2024

Name of industry group	Name of the company			
	2021	2022	2023	2024
Ferrous metallurgy	TMK	NLMK	Metalloinvest	Metalloinvest
	OMK	Metalloinvest	MMK	MMK
	NLMK	EVRAZ	Severstal	NLMK
	Metalloinvest	Severstal	–	Severstal
	EVRAZ	–	–	Mechel
	Severstal	–	–	–
Non-ferrous metallurgy and mining	ALROSA	Polymetal	ALROSA	Polyus
	Polyus	Polyus	Polyus	ALROSA
	VSMPO AVISMA	Nornikel	Raspandskaya (Evraz)	Krastsvetmet
	Nornikel	En+	Nornikel	Seligdar
	–	Rusal	En+	Kuzbasrazrez-ugol
	–	–	Polymetal	Nornikel
	–	–	Rusal	Raspandskaya
	–	–	–	Rusal
Energy industry	RusHydro	Inter RAO	Rosatom	Inter RAO
	Tatenergo	Tatenergo	Inter RAO	TGK-1
	Inter RAO	TGK-1	Tatenergo	Tatenergo
	TGK -1	OGK-2	Unipro	Unipro
	Unipro	Unipro	EI5-Energo	EI5-Energo
	OGK-2	Enel	–	RusHydro
Energy networks	Rosseti Lenenergo	Rosseti Tyumen	Rosseti Lenenergo	Rosseti Urals Region
	Rosseti	Rosseti Lenenergo	Rosseti Tyumen	Rosseti Tyumen
	Rosseti North-West	FGC UES	Rosseti Centre and Volga Region	Rosseti Lenenergo
	Rosseti Centre	Rosseti Centre	Rosseti Centre	Rosseti Centre and Volga Region
	Rosseti Centre and Volga Region	Rosseti Centre and Volga Region	Setevaya compania	Rosseti Centre
	Rosseti South	Rosseti	Rosseti Volga	Rosseti
	–	Rosseti North-West	Rosseti North-West	Rosseti North-West
	–	BESK	Rosseti	Rosseti Volga
	–	Rosseti Volga	Rosseti Moscow Region	Rosseti Siberia
	–	Rosseti South	–	Rosseti South
	–	–	–	Rosseti Moscow Region
Chemistry and petrochemistry	SIBUR	Uralkali	UEKHK (Rosatom)	Uralkali
	KuibyshevAzot	KuibyshevAzot	PhosAgro	SIBUR
	Acron Group	PhosAgro	KuibyshevAzot	PhosAgro
	PhosAgro	–	SIBUR	Acron Group
	TOAZ	–	–	KuibyshevAzot

End of table 1

Name of industry group	Name of the company			
	2021	2022	2023	2024
Oil and gas production	Sakhalin Energy	Sakhalin Energy	Surgutneftegas	Tatneft
	Gazprom	Tatneft	Tatneft	NOVATEK
	Surgutneftegas	NOVATEK	ИHK	LUKOIL
	LUKOIL	Gazprom	Gazprom	Rosneft
	RNG	LUKOIL	–	Gazprom
	–	Rosneft	–	–
	–	RNG	–	–
Transport	FGK	Transcontainer	FPK	RZD
	RZD	RZD	RZD	Fesko
	ФПК	FPK	Aeroflot	ФПК
	Aeroflot	Aeroflot	–	Delo
	–	–	–	S7
	–	–	–	Aeroflot
Communication and ICT	Vimpelcom	Vimpelcom	VK	Vimpelcom
	MTS	Vimpelcom	Vimpelcom	Vimpelcom
	Rostelecom	Rostelecom	Vimpelcom	Rostelecom
	Pochta Rossii	Pochta Rossii	Yandex	Yandex

Note: companies were ranked according to their position within the industry group; the number of regions included in the group of leaders was determined by the rating developers.
According to: Ratings of companies' social responsibility. AK&M. Available at: <https://akmrating.ru/rejtingsoceffektivnosti/> (accessed: 12.11.2025).

Based on the analysis, we identified two categories of companies (according to the CSR involvement level): companies that constantly implement CSR practices; companies that are periodically involved in CSR. The criteria for assigning companies to a particular category are presented below.

Category I: annual presence in ratings; systematic implementation of social programs; stable positions in industry groups.

Category II: occasional participation in ratings; irregular implementation of social initiatives; lack of stable positions in industry groups.

Table 2 shows the full list of these companies by industry group (in accordance with the data from both ratings).

At the second stage, the regions of presence of companies included in both groups were selected according to the

level of involvement in corporate social responsibility (Tab. 3).

The region of presence in the framework of this study is understood as the geographical territory in which the company directly carries out business activities, in contrast to the place of official legal registration. Since the vast majority of large and major Russian companies are registered in Moscow and Saint Petersburg, these constituent entities of the Russian Federation were excluded from the analyzed sample.

In terms of industry affiliation, the study does not cover companies belonging to the following sectors: energy networks, transport, communications and information and communication technologies (ICT). The rationale for this limitation lies in the almost ubiquitous geographical presence of organizations in these industries, which can lead to distortion of the analysis results.

In addition, individual companies belonging to other industry groups (including energy and oil and gas production) are excluded from the analytical sample if their business activities cover the territory of most regions of the Russian Federation.

Table 2. List of Russian companies by the CSR involvement level in the context of industry groups

Name of the industry group	Companies that constantly implement CSR practices	Companies periodically involved in CSR
according to the data of the social efficiency rating of the largest Russian companies for the period 2021–2024		
Ferrous metallurgy	Metalloinvest, Severstal	TMK, OMK, NLMK, EVRAZ, MMK, Mechel
Non-ferrous metallurgy and mining	Polyus, Nornickel	ALROSA, VSMPO-AVISMA, Rospadskaya (Evraz), En+, Polymetal, Rusal, Krastsvetmet, Seligdar, Kuzbassrazrez-ugol
Energy industry	Tatenergo, Inter RAO, Unipro	Rosatom, Rushydro, TKG-1, OGG-2, EL5-Energo, Enel
Energy networks	Rosseti Lenenergo, Rosseti, Rosseti North-West, Rosseti Centre, Rosseti Centre and Volga Region	Rosseti Tyumen, FGC UES, BESK, Rosseti Volga, Rosseti South, Setevaya Companiya, Rosseti Moscow Region
Chemistry and petrochemistry	KuibyshevAzot, PhosAgro	SIBUR, Uralkali, UEKHK (Rosatom), Arkon Group, TOAZ
Oil and gas production	Gazprom	Surgutneftegaz, Sakhalin Energy, RNG, Lukoil, Novatek, INC, Tatneft, Rosneft
Transport	RZD, FPC, Aeroflot	FGK, Transcontainer,
Communication and ICT	Vimpelcom, MTS	Pochta Rossii, Rostelecom, VK, Megafon, Yandex
according to the data of the rating of responsibility to society of the largest Russian companies for the period 2021–2024		
Ferrous metallurgy	Metalloinvest, Severstal	TMK, OMK, NLMK, EVRAZ, MMK
Non-ferrous metallurgy and mining	Nornickel, Polyus	ALROSA, VSMPO-AVISMA, SUEK, Rospadskaya (Evraz), En+, Polymetal, Rusal
Energy industry	Tatenergo, Unipro, Inter RAO	Росатом, Русгидро, ТГК-1, ОГК-2, ЭЛ5-Энерго, Энел
Energy networks	Rosseti North-West, Rosseti Centre and Volga Region, Rosseti, Rosseti Centre, Rosseti Lenenergo	Rosseti Tyumen, BESK, Rosseti Volga, Rosseti South, Setevaya Companiya, Rosseti Moscow Region
Chemistry and petrochemistry	PhosAgro, KuibyshevAzot	Arkon Group, TOAZ, SIBUR, Uralkali, UEKHK (Rosatom)
Oil and gas production	Gazprom	Surgutneftegaz, Sakhalin Energy, RNG, Lukoil, Tatneft, Rosneft, Novatek, INC
Transport	RZD, FPC, Aeroflot	FGK, Transcontainer,
Communication and ICT	MTS, Vimpelcom	Pochta Rossii, Rostelecom, VK, Megafon, Yandex
According to: Ratings of companies' social responsibility. AK&M. Available at: https://akmrating.ru/rejtingsoceffektivnosti/ (accessed: 13.11.2025).		

Table 3. P Regions of presence of companies belonging to different industry groups and having varying degrees of involvement in CSR

Industry Group	Company name	Regions of presence
Ferrous metallurgy	Metalloinvest (I)	Belgorod, Kursk, Orenburg regions
	Severstal (I)	Belgorod, Vologda, Leningrad, Murmansk, Orel regions
	TMK (II)	Belgorod, Volgograd, Rostov, Sverdlovsk, Chelyabinsk regions
	OMK (II)	Amur, Vladimir, Voronezh, Irkutsk, Kaluga, Kemerovo, Kurgan, Lipetsk, Nizhny Novgorod, Novosibirsk, Rostov, Ryazan, Saratov, Sverdlovsk, Tver, Tula, Ulyanovsk, Chelyabinsk regions, Altai Territory, Krasnoyarsk Territory, Perm Territory, Rep.of Karelia
	NLMK (II)	Belgorod, Lipetsk, Sverdlovsk regions, Altai Territory
	EVRAZ (II)	Kemerovo, Sverdlovsk, Tula regions
	MMK (II)	Belgorod, Voronezh, Kursk, Orenburg, Orel, Penza, Samara, Saratov, Sverdlovsk, Tambov, Ulyanovsk, Chelyabinsk regions, Primorye Territory
	Mechel (II)	Irkutsk, Kemerovo, Moscow, Orenburg, Chelyabinsk regions, Krasnodar Territory, Primorye Territory, Republic of Bashkortostan, Republic of Karelia, Republic of Karelia Republic of Sakha, Republic of Udmurtia
Non-ferrous metallurgy and mining	Polyus (I)	Irkutsk, Magadan regions, Krasnoyarsk Territory, Republic of Sakha
	Nornikel (I)	Murmansk Region, Trans-Baikal Territory, Krasnoyarsk Territory
	ALROSA (II)	Arkhangelsk Region, Rep. of Sakha
	VSMPO-AVISMA (II)	Sverdlovsk Region, Perm Territory
	Raspadskaya (Evraz) (II)	Kemerovo Region, Republic of Tyva
	En+ (II)	Irkutsk, Kemerovo regions, Krasnoyarsk Territory
	Polymetal (II)	Magadan, Sverdlovsk regions, Khabarovsk Territory, Republic of Sakha, Chukotka AA
	Rusal (II)	Volgograd, Irkutsk, Kemerovo, Murmansk, Samara, Sverdlovsk regions, Krasnoyarsk Territory, Rep. of Khakassia
	Krastsvetmet (II)	Moscow, Nizhny Novgorod, Sverdlovsk regions, Krasnoyarsk Territory
	Seligdar (II)	Irkutsk, Orenburg regions, Altai Territory, Khabarovsk Territory, Republic of Buryatia, Republic of Sakha, Chukotka AA
	Kuzbassrazrezugol (II)	Kemerovo Region

Industry Group	Company name	Regions of presence
Energy industry	Tatenergo (I)	Republic of Tatarstan
	Unipro (I)	Moscow, Smolensk regions, Krasnoyarsk Territory, Perm Territory, Khanty-Mansi AA
	Rosatom (II)	Voronezh, Kaluga, Kursk, Leningrad, Murmansk, Nizhny Novgorod, Penza, Rostov, Saratov, Sverdlovsk, Smolensk, Tver, Tomsk, Chelyabinsk regions, Krasnoyarsk Territory, Republic of Sakha, Republic of Udmurtia, Chukotka AA
	Rushydro (II)	Amur, Volgograd, Magadan, Moscow, Nizhny Novgorod, Novosibirsk, Ryazan, Samara, Saratov, Sakhalin Regions, Kamchatka Territory, Krasnoyarsk Territory, Perm Territory, Primorye Territory, Khabarovsk Territory, Republic of Dagestan, Republic of Sakha, Republic of Khakassia, Chuvash Republic, Chukotka AA, Jewish Autonomous Region
	TGK-1 (II)	Leningrad, Murmansk regions, Republic of Karelia
	OGK-2 (II)	Amur, Vologda, Leningrad, Pskov, Rostov, Ryazan, Sverdlovsk, Tyumen, Chelyabinsk regions, Krasnodar Territory, Stavropol Territory, Republic of Chechnya
	EL5-Energo (Enel) (II)	Sverdlovsk, Tver regions, Stavropol Territory
	BESK (II)	Republic of Bashkortostan
Chemistry and petrochemistry	KuibyshevAzot (I)	Samara Region
	PhosAgro (I)	Vologda, Leningrad, Murmansk, Saratov regions
	SIBUR (II)	Amur, Voronezh, Kursk, Leningrad, Moscow, Nizhny Novgorod, Omsk, Samara, Tver, Tomsk, Tyumen regions, Krasnodar Territory, Krasnoyarsk Territory, Perm Territory, Republic of Tatarstan, Khanty-Mansi AA, Yamal-Nenets AA
	Uralkali (II)	Perm Territory
	UEKHK (Rosatom) (II)	Sverdlovsk Region
	Arkon Group (II)	Kaliningrad, Murmansk, Novgorod, Smolensk regions, Perm Territory
	TOAZ (II)	Samara Region
Oil and gas production	Gazprom (I)	Khanty-Mansi AA, Yamal-Nenets AA
	Surgutneftegaz (II)	Khanty-Mansi AA
	Sakhalin Energy (II)	Sakhalin Region
	RNG (II)	Irkutsk, Samara, Tyumen regions, Republic of Sakha
	Lukoil (II)	Astrakhan, Volgograd, Kaliningrad region, Perm Territory, Republic of Kalmykia, Komi Republic, Republic of Tatarstan, Nenets AA, Khanty-Mansi AA District, Yamal-Nenets AA
	Novatek (II)	Yamal-Nenets AA
	INK (II)	Irkutsk region, Krasnoyarsk Territory, Republic of Sakha
	Tatneft (II)	Republic of Tatarstan

Note: the category of the company's involvement in CSR (I – constantly implementing CSR practices; II – periodically involved in CSR).
Source: compiled on the basis of parsing the official websites of companies represented in the framework of the AK&M ratings.

At the third stage of the study, a rating was created that allows identifying the regions of presence of companies from different industry groups, taking into account their level of involvement in CSR. We carried out our work in several stages: first, the regions where enterprises belong to CSR group I were determined, it means that they constantly implement relevant practices; then the regions of presence of companies of the II involvement group that participate in CSR only periodically were identified; after that,

all the selected regions were grouped by industry.

During the comparative analysis, it turned out that in some sectors of the national economy there are subjects of the Federation, whose enterprises belong simultaneously to both groups in terms of the level of involvement in CSR. For such cases, the following classification rule is adopted: the region is attributed to the presence of companies of a higher (I) group in terms of CSR involvement.

Table 4 presents the final version of our rating.

Table 4. Rating of regions by the level of involvement of local companies related to various industry groups in CSR practices

Industry Group	The category of companies' involvement in CSR	Name of the Federal district	Name of the region
Ferrous metallurgy	I	NWFD	Vologda, Leningrad, Murmansk regions
		CFD	Belgorod, Kursk, Orel regions
		VFD	Orenburg Region
	II	NWFD	Republic of Karelia
		CFD	Vladimir, Voronezh, Kaluga, Lipetsk, Moscow, Ryazan, Tambov, Tver, Tula regions
		SouFD	Rostov Region, Krasnodar Territory
		VFD	Volgograd, Nizhny Novgorod, Penza, Saratov, Samara, Ulyanovsk regions, Perm Territory, Republic of Bashkortostan, Republic of Udmurtia
		UFD	Sverdlovsk, Chelyabinsk, Kurgan regions
		SibFD	Irkutsk, Kemerovo, Novosibirsk regions, Altai Territory, Krasnoyarsk Territory
		FEFD	Amur Region, Primorye Territory, Republic of Sakha
Non-ferrous metallurgy and mining	I	NWFD	Murmansk Region
		SibFD	Irkutsk Region, Krasnoyarsk Territory
		FEFD	Magadan region, Trans-Baikal Territory, Republic of Sakha
	II	NWFD	Arkhangelsk Region
		CFD	Moscow Region
		VFD	Volgograd, Nizhny Novgorod, Orenburg, Samara regions, Perm Territory
		UFD	Sverdlovsk Region
		SibFD	Irkutsk, Kemerovo regions, Altai Territory, Krasnoyarsk Territory, Republic of Tyva, Republic of Khakassia
		FEFD	Magadan region, Khabarovsk Territory, Republic of Buryatia, Republic of Sakha, Chukotka AA

Industry Group	The category of companies' involvement in CSR	Name of the Federal district	Name of the region
Energy industry	I	CFD	Moscow, Smolensk regions
		VFD	Perm Territory, Republic of Tatarstan
		SibFD	Krasnoyarsk Territory, Khanty-Mansi AA
	II	NWFD	Vologda, Leningrad, Murmansk, Pskov regions, Republic of Karelia
		CFD	Voronezh, Kaluga, Kursk, Ryazan, Tver regions
		SouFD	Rostov Region, Krasnodar Territory, Stavropol Territory
		NCFD	Republic of Dagestan, Republic of Chechnya
		VFD	Volgograd, Nizhny Novgorod, Penza, Samara, Saratov, regions, Republic of Bashkortostan, Republic of Udmurtia, Chuvash Republic
		UFD	Sverdlovsk, Tyumen, Chelyabinsk regions
		SibFD	Novosibirsk, Tomsk regions, Republic of Khakassia
		FEFD	Amur, Magadan, Sakhalin Region, Jewish Autonomous Region, Kamchatka Territory, Primorye Territory, Khabarovsk Territory, Republic of Sakha, Chukotka AA
Chemistry and petrochemistry	I	NWFD	Vologda, Leningrad, Murmansk regions
		VFD	Samara, Saratov regions
	II	NWFD	Kaliningrad, Novgorod regions
		CFD	Voronezh, Kursk, Moscow, Smolensk, Tver regions
		SouFD	Krasnodar Territory
		VFD	Nizhny Novgorod Region, Perm Territory, Republic of Tatarstan
		UFD	Sverdlovsk, Tyumen regions
		SibFD	Omsk, Tomsk Regions, Krasnoyarsk Territory, Khanty-Mansi and Yamal-Nenets AA
FEFD	Amur Region		
Oil and gas production	I	SibFD	Yamal-Nenets and Khanty-Mansi AA
	II	NWFD	Kaliningrad Region, Republic of Komi, Nenets AA
		SouFD	Astrakhan region, Republic of Kalmykia
		VFD	Volgograd, Samara regions, Perm Territory, Republic of Tatarstan
		UFD	Tyumen Region
		SibFD	Irkutsk Region, Krasnoyarsk Territory
FEFD	Sakhalin Region, Republic of Sakha		

Note: NWFD – Northwestern Federal District; CFD – Central Federal District; SouFD – Southern Federal District; VFD - Volga Federal District; UFD – Ural Federal District; SibFD – Siberian Federal District; FEFD – Far Eastern Federal District.
Source: own compilation.

The rating demonstrates that the regions belonging to the following federal districts have leading positions in terms of enterprise involvement in CSR: Northwestern, Central, Volga, Siberian and Far Eastern federal districts. The obvious leaders in terms of local enterprises belonging to CSR group I are regions such as the Vologda, Leningrad, Murmansk regions, as well as the Khanty-Mansi Autonomous Area.

The leading positions of the listed federal districts, as well as individual subjects in the rating in terms of the level of involvement of enterprises in CSR, can be explained by a complex of factors related to the economic, social and infrastructural features of these territories. Large industrial clusters are concentrated in these regions, including mining, metallurgy, chemical industry and transport. Representatives of these sectors have traditionally been actively involved in CSR, as their activities directly affect the environment and the social sphere. For example, oil and gas companies that implement large-scale social and environmental programs play a significant role in the Khanty-Mansi AA (Stepanova, 2012; Savchuk, Cherepanova, 2022).

Large companies based in these regions strive to strengthen their reputation and increase employee and customer loyalty through CSR. This is especially true for international and federal players who operate in several regions of the Russian Federation. CSR programs help them meet global standards and attract investments⁸.

Territories with a more developed infrastructure and a high level of urbanization

(for example, the Central and Northwestern Federal Districts) have more opportunities to implement CSR projects. Access to educational, cultural, and medical facilities facilitates business cooperation with NCOs and local authorities⁹.

In regions with harsh climatic conditions and remote settlements (for example, in the Murmansk Region and the Far East) CSR is becoming an important tool for maintaining social stability. Companies often take on functions that local authorities cannot always provide, for example, the development of social infrastructure in single-industry towns (Stepanova, 2012; Savchuk, Cherepanova, 2022).

Finally, in Russia, CSR development is actively promoted at the state level. State corporations and companies with state participation play a key role in the implementation of the principles of social responsibility. This trend is more pronounced in the Central and Northwestern Federal Districts, where administrative centers and large state-owned enterprises are located¹⁰.

Among the industry groups, energy and ferrous metallurgy demonstrate the greatest success in the field of CSR. In the case of energy, this result is due to the wide representation of companies, while the leadership of ferrous metallurgy in the field of corporate social responsibility is explained by the fact that ferrous metallurgy is one of the most resource-intensive and environmentally sensitive industries. Enterprises are forced to actively implement CSR principles in order to reduce the negative impact on the environment and improve the working conditions of employees. This not only meets international standards,

⁸ What is corporate social responsibility, why is it needed and where to start? Skillbox. Available at: <https://skillbox.ru/media/management/chto-takoe-korporativnaya-sotsialnaya-otvetstvennost-zachem-ona-nuzhna-i-s-chego-nachat/> (accessed: 14.11.2025).

⁹ Corporate social responsibility: Let's figure it out for three. Cfin. Available at: https://www.cfin.ru/anticrisis/macroeconomics/government_program/csr.shtml (accessed: 14.11.2025).

¹⁰ Corporate social responsibility is a new business philosophy. Vnesheconombank. Available at: <https://www.veb.ru/common/upload/files/veb/kso/ksobook2011.pdf> (accessed: 14.11.2025).

but also enhances the reputation of companies in the market.

As an example, PAO Severstal is implementing a number of projects in the field of corporate social responsibility, covering the environment, the social sphere, employee support and the development of its regions of presence. For example:

1) in 2023, the company allocated 6.1 billion rubles for environmental protection activities, including the installation of wastewater phytotreatment systems at the enterprises of CherMK, Olkon and Karelsky Okatysh¹¹;

2) sustainable development is an important strategic area of Severstal's work; in 2023, the company developed a strategy for sustainable development until 2030; it is planned that 98.5% of waste will be fully recycled by 2030¹²;

3) as part of the development of territories and support for local communities, a comprehensive program is being implemented to improve the quality of the urban environment in Cherepovets; in 2023, 1.5 billion rubles were allocated for these purposes¹³;

4) in 2024, the collective agreement was updated, which includes expanded measures to

support employees; for example, the payment at the birth of a child was increased more than five times (to 28,640 rubles), and the payment for child care from 1.5 to 3 years – up to 12 thousand rubles per month¹⁴;

5) By the end of 2025, Severstal planned to allocate about 220 million rubles for vocational education in Cherepovets¹⁵.

Moreover, Severstal implements several initiatives within the framework of corporate social responsibility aimed at supporting small and medium-sized businesses (SMEs). The main directions include the creation of specialized services, financial instruments, infrastructure development and technological support. In particular, in 2025, Severstal offered various financial solutions for SMEs, cooperating with partner banks: the ability to arrange installments online with an interest-free period of up to 30 days and a limit of up to 1 million rubles for the purchase of its own products¹⁶; the opportunity to receive a deferred payment with factoring (up to 60 days)¹⁷.

These initiatives reflect the company's strategic approach to sustainable development and its commitment to the principles of corporate social responsibility.

¹¹ Severstal's Sustainable Development Report: The Company's main social projects and achievements for 2023. Agency for Social Information. Available at: <https://asi.org.ru/2024/04/18/severstal-otchitalas-o-glavnyh-soczialnyh-proekta-i-dostizheniyah-za-2023-god/> (accessed: 14.11.2025).

¹² Severstal's Sustainable Development Report: The Company's main social projects and Achievements in 2023. Agency for Social Information. Available at: <https://asi.org.ru/2024/04/18/severstal-otchitalas-o-glavnyh-soczialnyh-proekta-i-dostizheniyah-za-2023-god/> (accessed: 14.11.2025).

¹³ The goal of sustainable development is to increase environmental, climate and social investment. Public Chamber of the Russian Federation. Available at: <https://www.oprf.ru/news/tsel-ustoychivogo-razvitiya--rost-ekologicheskogo-klimaticheskogo-i-sotsialnogo-investirovaniya> (accessed: 14.11.2025).

¹⁴ PAO Severstal has significantly improved the terms of the collective agreement. PAO Severstal. Available at: <https://severstal.com/rus/media/archive/pao-severstal-znachitelno-uluchshilo-usloviya-kollektivnogo-dogovora/> (accessed: 14.11.2025).

¹⁵ Severstal's CSR and Sustainability Report became the winner of the Moscow Stock Exchange Annual Reports Competition. Donors Forum. Available at: <https://1.donorsforum.ru/reports/otchet-o-kso-i-ustojchivosti-razvitiya-severstali-stal-pobeditelem-konkursa-godovykh-otchetov-moskovskoj-birzhi/> (accessed: 14.11.2025).

¹⁶ How to buy metal from a manufacturer on favorable terms. Severstal for small and medium-sized businesses. Available at: https://severstal.promo.page/market/kak-kupit-metall-ot-proizvoditelja-na-vygodnyh-usloviyah-62b97aa9e8dad57c83df9e2d_0_0?utm_source=dzen&utm_medium=cpc&utm_campaign=market_msb_all&utm_content=ad2&utm_term=62b5e09b7e9fd214cb4efa6c_3_3# (accessed: 14.11.2025).

¹⁷ Severstal's financial services are designed to help small and medium-sized business customers in their daily work. PAO Severstal. Available at: <https://severstal.com/rus/clients/services/financial-solutions/> (accessed: 14.11.2025).

Conclusion

Based on the conducted research, we can conclude the following. Currently, the problem of corporate social responsibility is of great interest to economists, the analysis of this phenomenon covers many different areas. However, despite the growing importance of CSR in the regions and individual sectors of the economy, scientific research in this area is still insufficient. In particular, it is worth noting that there are no uniform standards and methodological approaches that would allow analyzing and comparing the effectiveness of social initiatives on the part of businesses at the interregional and intersectoral levels.

In this regard, it was decided to develop an approach to rating regions, which will be based on an assessment of the level of involvement of local companies related to various sectors of the national economy in CSR. To do this, we performed the following actions: methods for assessing the level of development of social responsibility of Russian companies were selected; a comparative analysis of the results of testing individual methods in retrospect was performed; an assessment of the level of involvement of companies belonging to various industry groups in CSR was carried out; regions of presence of these companies were identified.

As a result, we formed our rating, which made it possible to identify industries and regions that are the centers of concentration of “responsible” business in the context of federal districts and industry groups.

It also seems advisable to offer a number of practical recommendations for regional authorities and business communities that will improve the effectiveness of the implementation of corporate social responsibility practices in Russian regions.

Cooperation with authorities and local communities in social projects is a necessary element of the strategy: it is recommended to create regional platforms for dialogue, where topical issues of social responsibility could be discussed, as well as joint initiatives developed.

Regional authorities need to create conditions for the development of CSR: develop programs taking into account the industry specifics of the region and the experience of CSR leaders; introduce tax incentives for companies implementing social projects; provide support through grants and subsidies; create regional competence centers for business and government interaction.

However, companies themselves should actively implement CSR management systems. It is important not to limit ourselves to statements about social responsibility, but to create special departments for the implementation of initiatives.

Transparent reporting and regular monitoring of the social impact of the business are also required. In particular, the “Standard of Public Business Capital”¹⁸ developed in 2025, which is a form of non-public financial statements of enterprises and at the same time an index assessing the contribution of companies to ensuring long-term public welfare and the implementation of national development goals of the Russian Federation, can contribute to achieving this goal.

The implementation of the proposed recommendations will not only increase the level of social responsibility of businesses in the regions, but also create conditions for the sustainable development of territories, improve the quality of life of the population and create a positive image of companies. It is important to keep in mind that the success of implementing CSR practices depends on the willingness of

¹⁸ The Ministry of Economic Development and Business have prepared a draft Standard for the public capital of business. Ministry of Economic Development. Available at: https://www.economy.gov.ru/material/news/minekonomrazvitiya_vmeste_s_biznesom_podgotovili_proektstandarta_obshchestvennogo_kapitala_biznesa.html (accessed: 19.11.2025).

all participants in the process to engage in constructive dialogue and joint action.

Further development of this work involves analyzing the conditions that allow certain regions to become centers of concentration

of “responsible” entrepreneurship, as well as studying the most effective practices of social responsibility using the example of regions whose enterprises have a constant level of involvement in CSR.

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INFORMATION ABOUT THE AUTHORS

Lyubov V. Babich – Candidate of Sciences (Economics), first deputy director, Vologda Research Center, Russian Academy of Sciences (56A, Gorky Street, Vologda, 160014, Russian Federation; e-mail: lvbabich@vscc.ac.ru)

Semen L. Ivanov – Candidate of Sciences (Economics), Researcher, Vologda Research Center, Russian Academy of Sciences (56A, Gorky Street, Vologda, 160014, Russian Federation; e-mail: slivanov2020@mail.ru)

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ИНФОРМАЦИЯ ОБ АВТОРАХ

Любовь Васильевна Бабич – кандидат экономических наук, первый заместитель директора, Вологодский научный центр Российской академии наук (Российская Федерация, 160014, г. Вологда, ул. Горького, д. 56а; e-mail: lvbabich@vscc.ac.ru)

Семен Леонидович Иванов – кандидат экономических наук, научный сотрудник, Вологодский научный центр Российской академии наук (Российская Федерация, 160014, г. Вологда, ул. Горького, д. 56а; e-mail: slivanov2020@mail.ru)