

Corporate Demographic Policy as a Tool for Implementing the Strategic Interests of the State, Business and Employees



**Anna P.
BAGIROVA**

Ural Federal University named after the first President of Russia B.N. Yeltsin
Yekaterinburg, Russian Federation

e-mail: a.p.bagirova@urfu.ru

ORCID: 0000-0001-5653-4093; ResearcherID: M-7440-2013



**Asya S.
VAVILOVA**

Novosibirsk State University of Economics and Management
Novosibirsk, Russian Federation

e-mail: a.s.vavilova@edu.nsuem.ru

ORCID: 0000-0003-0079-7024; ResearcherID: KDM-7720-2024



**Natalya D.
BLEDNOVA**

Ural Federal University named after the first President of Russia B.N. Yeltsin
Yekaterinburg, Russian Federation

e-mail: n.d.blednova@urfu.ru

ORCID: 0000-0001-5362-7905; ResearcherID: ABB-7517-2021

For citation: Bagirova A.P., Vavilova A.S., Blednova N.D. (2024). Corporate demographic policy as a tool for implementing the strategic interests of the state, business and employees. *Economic and Social Changes: Facts, Trends, Forecast*, 17(3), 137–153. DOI: 10.15838/esc.2024.3.93.8

Abstract. The demographic agenda and transformations of the modern labor market require the concept of corporate social responsibility to be revised, including in the direction of supporting employees who have families. The aim of the study is to develop and test a comprehensive methodology for evaluating existing measures of corporate demographic policy in Russian organizations. Neo-institutional theoretical approach and the theory of employee loyalty served as a methodological basis for the inclusion of the institution of business in the implementation of demographic policy. The empirical study is based on our own methodology for comprehensive assessment of corporate demographic policy measures based on three indicators: employee awareness of the existence of measures, usefulness of measures for recipients, and demographic effectiveness. The information base includes materials from a survey of 1,000 respondents living in the Siberian and Ural federal districts. The research produced the following results: 1) the system of measures aimed at supporting Russian workers and their families is not yet extensive, comprehensive and sustainable; 2) we identified measures leading in information promotion, assessment of usefulness and potential impact on reproductive behavior; we also identified measures that are not common in Russian organizations, but have the potential to influence reproductive decision-making; 3) we determined the foundations of a corporate social policy strategy aimed at supporting the state demographic agenda and working out relevant corporate governance practices, focused on taking into account employees' needs. The findings of the study form an idea of the in-demand vector of strategic planning related to the concept of corporate social responsibility, which, given the transformation of the modern labor market, is aimed simultaneously at supporting the state demographic agenda and strengthening corporate governance.

Key words: corporate demographic policy, corporate social responsibility, human capital, assessment of measures, state demographic policy.

Acknowledgment

This work is supported by the Russian Science Foundation under grant № 24-18-00854, <https://rscf.ru/project/24-18-00854/>

Introduction

Such realities of modern society as economic turbulence, labor market transformation due to digitalization, personnel shortages and changes in labor motivation of population, force Russian organizations to search for new means of social responsibility policy. Its importance is reinforced by negative demographic situation, developing within country. Issues of saving Russian population and developing human potential are of particular relevance today. In the President's Address to the Federal Assembly, dated February 29, 2024¹, new measures of state support for families with children

¹ President's Address to the Federal Assembly, dated February 29, 2024. Available at: <http://duma.gov.ru/legislative/documents/president/> (accessed: March 26, 2024).

and new national social projects were announced. This is done in addition to those measures that have already been being implemented in our country for several years. They are stated in the Demographic Policy Concept of the Russian Federation for the period up to 2025² and in the national project "Demography"³.

Social institutions and communities can act as stakeholders involved in transforming certain areas of public policy (Panikarova, 2019; Pevnaya et al.,

² On approval of the concept of demographic policy of the Russian Federation for the period up to 2025: Presidential Decree 1351, dated October 9, 2007.

³ Passport of the national project "Demography". Available at: <http://government.ru/info/35559/> (accessed: March 3, 2024).

2022). Importance of expanding the list of social institutions responsible for human capital development has been substantiated in a number of scientific studies. One of such social institutions is the social institution of business (Bagirova, Vavilova, 2022; Shubat, 2014). Today this area of social responsibility in our country is implemented, as a rule, by large industry holdings and companies, operating in advanced economic sectors⁴. At a joint session of VCIOM and the Association of Managers a pool of effective support cases implemented by Russian companies for family workers was listed. However, experts noted that such practices are not yet widespread at medium and small enterprises⁵. At the same time, achieving effect from such measures is directly related to their prevalence in different types of enterprises.

According to VCIOM, more than half of Russians (58%) consider employer support for families to be important, since employers shape social rules and determine behavior standards. At the same time, only 33% of families with children currently receive support from employers. Main measures, according to the data, are financial support after birth of children, additional days off for marriage and childbirth, financial support during pregnancy, payment of expenses for children's vacations and additional payments to workers on parental leave⁶.

Since 2023 state, business and society have paid significantly more attention to relationship between demographic and economic subsystems of society. Need for development of new approaches to interaction between state and corporate sector on

family and demographic issues was identified at the St. Petersburg International Economic Forum⁷; decision to introduce a social rating (EPS-rating) was announced at the Eastern Economic Forum as a measure to support responsible business. This is a universal assessment that aims to determine the level of reliability, social and environmental responsibility of enterprises and develops social capital standard of business according to principles of responsible business⁸.

Implementation of policies aimed at supporting workers and their families has a number of benefits for businesses. Russian and foreign scientists have recorded impact of such policy measures on efficiency of businesses' activity and on increase their attractiveness as employers (Gromova, 2020; Saurabh, Modi, 2013; Fore, 2019; Mullins et al., 2020; Wong et al., 2020). According to the results of foreign studies, family life support in company's values at the level of corporate culture has an impact on workers' productivity (Kim, Wiggins, 2011); flexible vacations and work schedules for workers with children increases personnel satisfaction and loyalty (Kamarova et al., 2023; Bourhis, Mekkaoui, 2010)); in companies that finance childcare services there is a decrease in personnel turnover (Lee, Hong, 2011).

If both spouses are employed in the labor market, corporate support measures for employees within organization can also be considered as a mean to resolve family-work conflict. Typically, family-friendly policy is implemented in three areas: time (incentives related to the employee's work and leisure time), childcare services (availability of corporate daycare centers or nurseries), financial

⁴ Russian Union of Industrialists and Entrepreneurs. Available at: <https://rspp.ru/activity/social/>

⁵ Corporate family policy 2024: new effective measures. Available at: <https://ok.wciom.ru/meroprijatie/korporativnaja-semeinaja-politika-2024-novye-ehffektivnye-mery?ysclid=ls2hcm016958729027&cHash=9e080fdf23dfe7e0162042af29bf211b> (accessed: March 20, 2024).

⁶ VCIOM. Available at: <https://wciom.ru> (accessed January 9, 2024).

⁷ With people there will be business: Strategic motivation for private investment in demography. Available at: <https://forumspb.com/programme/business-programme/104236/> (accessed: March 20, 2024).

⁸ Sustainable development of government and business. Those who look to the future Available at: <https://forumvostok.ru/programme/business-programme/> (accessed: March 24, 2024).

support⁹. Autonomy of employees to determine where and when they work (ability to commence and conclude their workday an hour earlier to take their children from daycare or school) reduces risk of developing time-based conflict, which occurs when demands of family and professional roles compete for employee's time (Fan, Moen, 2023). Parents get opportunity to spend more time with their families and to devote themselves to their children.

Employer assistance in obtaining a place in a preschool institution for employee's child (providing a place in a corporate daycare center) also reduces financial and time costs associated with sending a child to daycare, especially, if it is geographically distant. Affordable and quality childcare services allows parents to invest more intensively in their work, which in turn leads to an increase in family income (Feeney, Stritch, 2017).

Research indicates that implementing support measures for employees with children can help to decrease parental tension caused by need to combine two life roles at the same time (Yucel, Fan, 2023). In such organizations employees exhibit greater satisfaction with their occupational domain and rate their life well-being more highly (Bobbio et al., 2022). Job satisfaction can positively influence employee's role within domestic sphere. It can lead to a more positive emotional environment within family, an increase in time dedicated to family and children, a reduction in marital and parental stress and potential for the birth of subsequent children.

We consider development of demographic direction in social policy of organizations as a potential strengthening of state population policy (support of actions to achieve objectives of population maintaining and human potential development aimed at "sustainable natural growth of population and improving life quality, improving

population health, education of comprehensively developed and socially responsible citizen"¹⁰), as a mean to strengthen social agenda of business in turbulent environment, to increase enterprises' performance. Introduction of EPS-rating in Russia has led to the implementation of corporate demographic policy, which is seen as a means to comply with the most urgent Russian agenda¹¹.

The COVID-19 pandemic and lockdown are now seen as drivers for a number of transformations in corporate management practices, including social responsibility (Nekhoda et al., 2022; Averett, 2020). According to a research, conducted in May 2020 as part of a cross-country research project, the most common measures for Russian employees at that time were remote work (85.8%) and maintaining employee health and well-being (49.6%), while employer-provided childcare services remained highly unpopular (12.8%) (Bagirova, Vavilova, 2022). Respondents working at Russian enterprises highly rated usefulness of these services (average score of 4.22 out of 6 possible), significantly lower – their sufficiency and value.

Our research aims to develop and implement a methodology for evaluating support measures for employees with families at Russian organizations in the post-pandemic period. To achieve this goal, the article addresses following tasks: assessing employees' awareness of existing measures to support employees and their families at the corporate level; assessing usefulness of services provided by employers to support employees' families; subjectively assessing significance of such measures for reproductive decisions; developing proposals to implement corporate support for employees and their families, using economic and organizational-administrative management methods.

¹⁰ On national security strategy of the Russian Federation: Presidential Decree 400, dated July 2, 2021.

¹¹ EPS-rating of the Russian Federation. Available at: <https://xn----etbbhpf3axw8i.xn--p1ai/> (accessed: March 1, 2024).

⁹ UNICEF (2019). Family-friendly policies: A policy brief-redesigning the workplace of the future. UNICEF Early Childhood Development, vol. 3.

Theoretical framework

Potential for commercial organizations to become stakeholders in outcomes of state demographic policy is promising from perspective of a non-institutional approach. This approach suggests that adherence of organizations to their narrow economic interests is an ineffective strategy. Organizations and their environment are linked and exchange processes take place between them, which requires a certain mutual correspondence between them (DiMaggio, Powell, 2014; Meyer, Rowan, 2014). Organizations function within an environment that imposes a number of social, cultural, political requirements on them, which are formulated as institutionalized rules. Despite these basic rules conflicting with efficiency logic, their incorporation increases resources available, legitimacy of their functioning, their survival and sustainability. Potential economic costs associated with decisions to meet environmental requirements in the present are rewarded with substantial bonuses in the long term. Many scientists have found economic effects from the implementation of family-oriented policies for employees even in the short term: reduced employee turnover, increased employee satisfaction with working conditions, increased labor productivity, increased opportunities to hire highly qualified employees, increased market attractiveness of companies (Bourhis, Mekkaoui, 2010; Lee, Hong, 2011).

Researchers have also noted limitations of such policies (Kim, Wiggins, 2011; Nabergoj, Pahor, 2016): impact limits of certain practices on companies performance in transition economies, policy effectiveness only for certain categories of workers, high cost intensity, complexity of evaluating effectiveness of such policies, need for their support by informal culture of organization, increased sense of social injustice among workers who do not have children (this category of workers increases due to general demographic tendencies).

A number of theories of human resource management propose to consider employees as key stakeholders of organizations. This approach is based on the concept of internal marketing in organizations. Internal marketing is an integral characteristic of a customer-oriented organization and implies “viewing employees as internal customers, viewing jobs as internal products that satisfy needs of these internal customers” (Martensen, Grønholdt, 2006).

Some studies prove relationship between job satisfaction, employee loyalty, customer satisfaction, customer loyalty and organizational performance (Brooks, 2000; Kim et al., 2020; Reichheld, 2021). The underlying concepts (“loyalty-based growth cycle”; “employee-customer-profit”, etc.) represent an approach to build a human resource management system in organization, which enables achieving a high level of commitment of company’s employees to its values, and, consequently, influencing staff turnover, quality of work and increasing competitive advantages of an organization. Increased employee loyalty (along with increasing customer and investor loyalty) has a significant potential impact on organizational performance and a measurable impact on increasing company’s revenue through increased employee productivity. Researchers from the Copenhagen School of Marketing have found that for every unit of increase in employee loyalty, customer loyalty increases by 1.25. This means that the growth of company’s performance depends, among other things, on the level of employee loyalty. At the same time, it is important for company management not only to increase employee loyalty but also to build a human resource management system in which loyal employees will improve company’s performance. To achieve this effect, it is important to use a three-factor model of loyalty management, which combines material incentives for employees, feedback and non-

material incentives. The third factor justifies economic efficiency of implementing policies aimed at supporting employees and their families in activities of organizations.

Taking into account analysis of current research on supporting employees' families, we have identified areas of social responsibility that we believe to have potential for improving demographic situation in Russia.

1. Ensuring life and health protection of employees (Rostovskaya et al., 2021).

One of the key trends in new generation of organizations is division of health protection into care for physical and mental health of employees. In the first case, main measures include cost recovery for medical services (including pregnancy and childbirth), corporate medicine, prevention campaigns, regular medical check-ups for employees, programs to support and to organize sports and recreational activities (cost recovery for visiting sports facilities, support for company sports team of employees, etc.). Mental health is supported by employing psychologists, including services of psychologists/psychotherapists into the VHI package; organizing comfortable workplace and recreational areas; conducting trainings, seminars, aimed at restoring psychological balance, etc.

2. Decent pay for work, including social support (Hodges, 2020; Lee et al., 2022; Wuestenenk, Begall, 2022).

In addition to paying salaries, meeting requirements of labor market, this category includes an effective bonus fund linked to company's performance, measures to help employees with credit issues, cost recovery for childcare, for child development and education, housing issues and compensation payments to employees when the emergence of family responsibilities has led to a reduction in income.

3. Respecting family responsibilities of employees with children (Halinski, Duxbury, 2019; Magnusson, 2019; Masterson et al., 2020; Samman, Lombardi, 2019; Stier et al., 2012; Wang et al., 2023).

This category of measures is aimed at improving quality of employees and their families' lives. This becomes possible through implementation of such corporate services as organization of educational activities and leisure time for employees' children; measures to maintain work-family balance: possibility of building a flexible career, depending on changes in value orientation (shifting focus to parental work or preparation for it); system of flexible work schedules and vacations; priority of remote work for employees with preschool and primary school-age children.

Considering employees as people with the greatest interest in the company's success, organizations with a high level of corporate social responsibility are ready to offer them a transparent system of interaction. Key means in this case include identifying and addressing needs of employees with family responsibilities in performance of their professional duties; involving employees in discussions on development of corporate demographic programs; creating conceptual support for family values at the highest level of management; creating a safe corporate environment for employees planning and carrying out parental responsibilities; supporting sex equality in matters of career development and work compensation.

It should be noted that these aspects of social responsibility of organizations are aimed at creating a work-family balance, improving quality of life of employees with families, which corresponds to interests of state listed in the National Security Strategy (ensuring a decent life, supporting families, motherhood and fatherhood¹²).

¹² On national security strategy of the Russian Federation: Presidential Decree 400, dated July 2, 2021.

Materials and methods

Sociological survey of working population in the Siberian and Ural federal districts was conducted in December 2022 – February 2023. Data collection from working population was carried out through online surveys. Links were distributed through public administration bodies. Approximately 1,000 respondents were interviewed in two districts. The limitation of this study is that the sample population was biased in terms of sex. In fact, there were more female respondents. To eliminate potential influence of sex on the study's outcomes, the initial data were reweighted with weighting coefficients of distribution of general population by sex. *Table 1* presents structure of respondents by sex, age and having children. Shares of respondents by sex were obtained after reweighting and fully correspond to the general population – shares of men and women of working age in two federal districts, calculated according to Rosstat¹³ data from January 1, 2022. During further analysis data were used in consideration of weighting coefficients.

Analysis of data obtained was carried out in IBM SPSS Statistics 23.0 program. The following empirical indicators were identified as the aim of analysis:

1) awareness of corporate demographic policy (specific measures) (this was done in form of a menu question (question was formulated as follows: “What support measures for employees with family responsibilities implemented in Russian organizations have you ever heard of?”);

2) assessment of corporate demographic policy usefulness (specific measures) by its recipients (question was formulated as follows: “Please choose support measures you have ever received and rate their usefulness on a scale from 1 to 5, where 5 is very useful and 1 is not useful at all”; respondents rated measures that they had ever received);

3) assessment of demographic efficiency of corporate demographic policy (various measures) (question was formulated as follows: “Evaluate to what extent the listed support measures for employees with family responsibilities could encourage you to think about having your first or subsequent children”).

Further for purpose of comparative analysis three indicators passed Z-standardization procedure, since awareness was measured through the share of informed respondents in total number of respondents and assessments of usefulness and demographic effectiveness were measured in average indicators.

Results

Data collected during survey and further reweighted by sex indicate that over half of respondents are aware of existence of support measures for employees with family responsibilities in Russian organizations. The majority of respondents expressed the view that employers should provide support for employees with family responsibilities (*Tab. 2*).

Table 1. Structure of respondents by sex, age and having children

Sex, %		Having children, %		Average age, y.o.
Male	18 (51.4)	Yes	77	
Female	82 (48.6)	No	23	
Total	100	Total	100	
Source: own compilation.				

¹³ Available at: https://rosstat.gov.ru/storage/mediabank/Bul_chislen_nasel-pv_01-01-2022.pdf

Prevalence of measures to support employees and their families in organizations, where respondents work, is presented in *Table 3*. Measures are grouped according to the directions identified during theoretical analysis of most common practices in this sphere in Russia and abroad. Three most common were identified. Each one was mentioned by approximately one third of working

Table 2. Awareness and perception of need for corporate support measures for employees with families

Value	Respondents, %
Awareness of corporate support measures available for employees with families	
Aware of	57.9
Unaware of	26.2
Unsure	15.8
Idea of employer support for employees with families	
Yes	44.2
Rather yes	39.7
Rather no	5.1
No	1.7
Unsure	9.2
Source: own compilation.	

Table 3. Distribution of working respondents' answers about prevalence of corporate measures to support employees, % of respondents' answers

Directions	Measures	Respondents, %
Ensuring life and health of employees	Employee health check-ups	33.0
	Free trips to health resorts, children's health camps	11.2
	Free health resort treatment for employees and their family members	7.7
	Payment of medical services at the expense of the organization ("corporate medicine")	5.9
	Medical cost recovery (including pregnancy and childbirth)	4.9
	Psychological assistance for employees who combine family and work responsibilities	4.1
	Cost recovery for taking special care of family members	1.4
Respect for family responsibilities of employees	Winter celebrations for employees' children	32.0
	Part-time job opportunities for employees with small children (flexible work and vacation schedules)	30.7
	Day off on September 1 for employees if their children are in elementary school	20.8
	Opportunity to work remotely	19.6
	Day off for fathers if child is born	12.8
	Additional paid or unpaid leave (not state-paid) for employees with children	11.5
	Daycare or school places for employees' children	10.6
Decent remuneration for labor, including social support	Additional non-state payment at the birth of a child	11.7
	Additional non-state payments for families with children under three years old, for families with many children	4.9
	One-time payment for preparing children for the beginning of a school year	5.9
	Assistance for young families in purchasing accommodation	5.1
Source: own compilation.		

Table 4. Awareness of working respondents about corporate measures to support employees, % of respondents' answers

Direction	Measures	Respondents, %
Ensuring life and health of employees	Employee health check-ups	42.9
	Free trips to health resorts, children's health camps	29.2
	Free health resort treatment for employees and their family members	17.4
	Payment of medical services at the expense of the organization ("corporate medicine")	16.1
	Medical cost recovery (including pregnancy and childbirth)	15.3
	Psychological assistance for employees who combine family and work responsibilities	8.4
	Cost recovery for taking special care of family members	6.8
Respect for family responsibilities of employees	Part-time job opportunities for employees with small children (flexible work and vacation schedules)	42.4
	Winter celebrations for employees' children	38.2
	Opportunity to work remotely	37.9
	Additional paid or unpaid leave (not state-paid) for employees with children	26.0
	Daycare or school places for employees' children	25.7
	Day off on September 1 for employees if their children are in elementary school	22.1
	Day off for fathers if child is born	15.9
Decent remuneration for labor, including social support	Additional non-state payment at the birth of a child	31.7
	Assistance for young families in purchasing accommodation	26.2
	One-time payment for preparing children for the beginning of a school year	26.1
	Additional non-state payments for families with children under three years old, for families with many children	25.3
Source: own compilation.		

respondents: medical check-ups, arrangement of winter vacations for employees' children, flexible laboring time and vacations for employees with small children.

Employees' awareness of certain corporate demographic policy measures in Russian organizations is presented in *Table 4*. The top measures respondents are most informed about also include medical check-ups, flexible work and vacation schedules for employees with small children, winter vacations for children, remote work and one-time payments from employer if a child is born.

Table 5 shows average assessment of measures by their recipients. Leading positions are taken by

support measures that have already been noted as the most widespread: arrangement of winter vacations for children, medical check-ups, part-time work and flexible working hours and vacation schedules. A day off on September 1 for employees with children in elementary school, assistance with paying for daycare and school places are marked as new and useful in this list. We should also note relatively low modal values of medical service payment and medical cost recovery for employees and their families and psychological assistance. This is caused not only by low employer provision of these measures but also by certain arrangement problems.

Table 5. Usefulness of demographic policy measures

Direction	Measures	Respondents		
		Mean	Median	Mode
Ensuring life and health of employees	Employee health check-ups	4.16	5	5
	Free trips to health resorts, children's health camps	3.70	4	5
	Free health resort treatment for employees and their family members	3.43	4	5
	Payment of medical services at the expense of the organization ("corporate medicine")	3.13	4	1
	Medical cost recovery (including pregnancy and childbirth)	3.10	4	5
	Cost recovery for taking special care of family members	2.84	3	1
	Psychological assistance for employees who combine family and work responsibilities	2.66	3	1
Respect for family responsibilities of employees	Winter celebrations for employees' children	4.21	5	5
	Part-time job opportunities for employees with small children (flexible work and vacation schedules)	3.96	5	5
	Day off on September 1 for employees if their children are in elementary school	3.88	5	5
	Opportunity to work remotely	3.79	5	5
	Daycare or school places for employees' children	3.66	5	5
	Day off for fathers if child is born	3.46	5	5
	Additional paid or unpaid leave (not state-paid) for employees with children	3.25	4	5
Decent remuneration for labor, including social support	Additional non-state payment at the birth of a child	3.62	5	5
	Assistance for young families in purchasing accommodation	3.26	4	5
	One-time payment for preparing children for the beginning of a school year	3.31	4	5
	Additional non-state payments for families with children under three years old, for families with many children	3.19	3	5

Source: own compilation.

Table 6 presents an average assessment of demographic effectiveness of measures, namely respondents' assessment of prospective impact of these measures on decision to have a child. No significant differences were observed in these assessments across identified groups based on respondents' main socio-demographic characteristics, including sex, age, marital status and having children. High rates of prospective impact of some measures may be related to fact that their introduction is associated with certain guarantees and stability, which can potentially be strengthened among staff when employer is involved in supporting families of their workers.

Figure depicts Z-score of corporate demographic policy measures according to three

indicators: awareness, usefulness and demographic efficiency. It can be observed that only four measures exhibit positive values for all three indicators. These benefits include places in daycares or schools for employees' children, additional one-time payment after the birth of a child, free trips to health resorts and children health camps and opportunity to work remotely. At the same time, there are measures with high capacity to influence reproductive decision-making but they are not widespread in Russian organizations. Such measures include assistance to young families in purchasing accommodation, additional payments to families with children under three years old and families with many children, free health resort treatment for employees and their family members.

Table 6. Impact of corporate measures on the decision to have a child

Direction	Measures	Respondents		
		Mean	Median	Mode
Ensuring life and health of employees	Free trips to health resorts, children’s health camps	3.59	5	5
	Free health resort treatment for employees and their family members	3.51	4	5
	Medical cost recovery (including pregnancy and childbirth)	3.51	4	5
	Payment of medical services at the expense of the organization (“corporate medicine”)	3.51	4	5
	Employee health check-ups	3.39	4	5
	Cost recovery for taking special care of family members	3,18	4	5
	Psychological assistance for employees who combine family and work responsibilities	2.78	3	5
Respect for family responsibilities of employees	Daycare or school places for employees’ children	3.68	5	5
	Opportunity to work remotely	3.41	4	5
	Additional paid or unpaid leave (not state-paid) for employees with children	3.41	4	5
	Winter celebrations for employees’ children	3.26	4	5
	Part-time job opportunities for employees with small children (flexible work and vacation schedules)	3.29	4	5
	Day off on September 1 for employees if their children are in elementary school	3.19	4	5
	Day off for fathers if child is born	3.04	3	5
Decent remuneration for labor, including social support	Assistance for young families in purchasing accommodation	3.82	5	5
	Additional non-state payment at the birth of a child	3.54	5	5
	Additional non-state payments for families with children under three years old, for families with many children	3.57	4	5
	One-time payment for preparing children for the beginning of a school year	3.42	4	5

Source: own compilation.

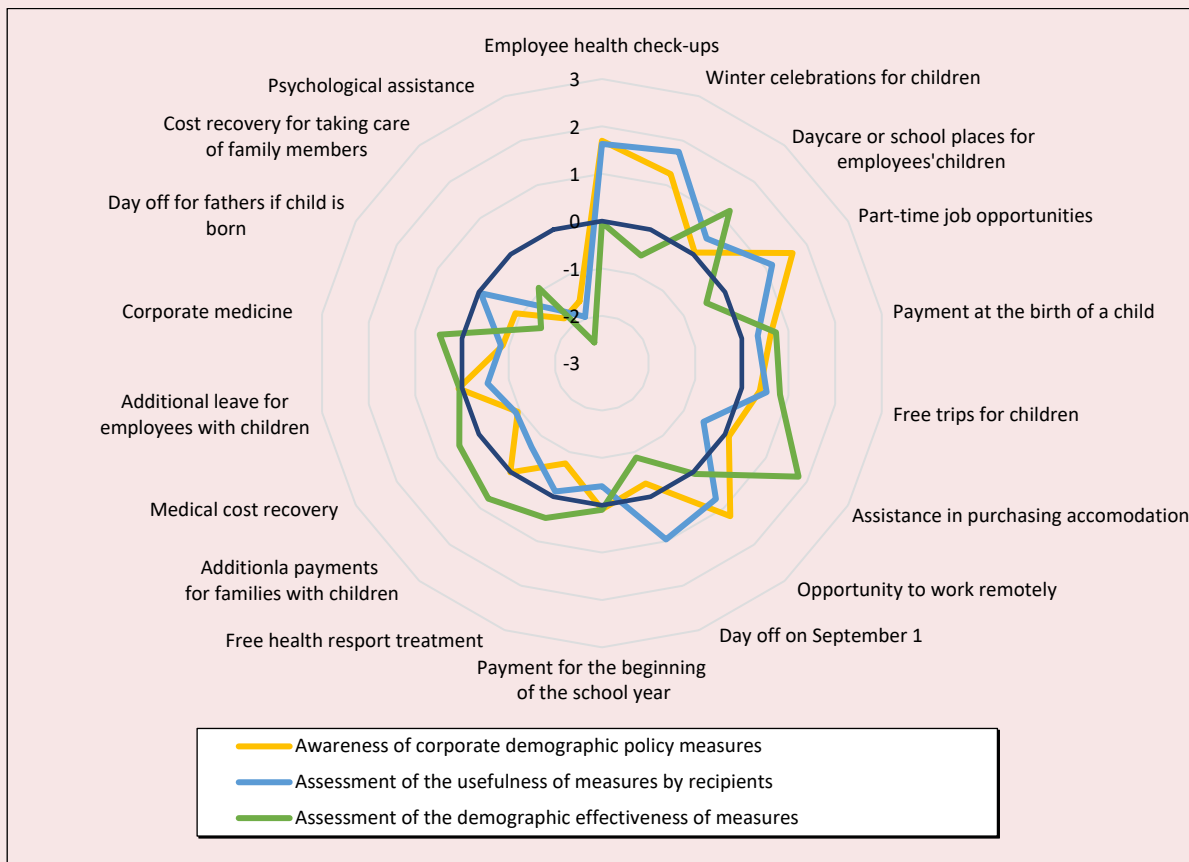
Discussion

Our research findings indicate that system of support measures aimed at workers and their families cannot be called comprehensive, the measures are not characterized by complexity and by implementation sustainability. However, for Russian employees, as during the pandemic (Bagirova, Vavilova, 2022), employer support measures to protect life and health, create conditions for effective combination of professional and family responsibilities and measures of additional financial and social support remain a priority.

Demographic focus of corporate policy is included in “personnel” direction of EPS-rating. Based on analysis, it can become one of priorities for business in building social responsibility policy in modern reality to form, develop and improve human potential.

The research results indicate that for workers who already have families the measures to ensure their life and health and life and health of their family members, to support effective combining of labor and parental responsibilities are the most significant and useful. Along with health protection

Assessments of corporate policy measures in terms by awareness, usefulness and demographic effectiveness



Source: own compilation

measures, material support can be considered as a measure with greater potential to stimulate reproductive decisions.

Efficiency of specific social policy strategy can be evaluated in terms of introduction and implementation of measures designed to provide corporate support for employees and their families, to boost the state's demographic agenda, on one hand, and to develop relevant corporate management practices, on the other. It appears that the implementation of these measures can be based on the application of economic and organizational-administrative management methods.

Priority measures to ensure protection of employees' life and health, financial and social support measures can be introduced through constructing a system of employee motivation. This system offers remuneration for labor not only through pay but also through developing a bonus fund commensurate with company's successes, which covers expenses for providing recreation for employees' children in camps and resorts, health resort treatment for employees, medical services cost recovery (including pregnancy and birth), financial support for employees with children under three years old, employees with many children.

Measures to respect family responsibilities of employees can be implemented through consolidating various activity forms in collective agreement (part-time work for employees with small children, remote work, etc.), developing and implementing a plan of corporate events (winter celebrations for employees' children), building cooperation with local authorities and private educational institutions to develop mutually beneficial cooperation (daycare and school places for employees' children. Taking into account and meeting the needs of employees, combining work and family responsibilities, will contribute to implementing an effective system of interaction with employees as main stakeholders of company, increasing their loyalty to improve the results of organization's activity. This meets progressive requirements of modern labor market and is especially relevant in the conditions of personnel shortage.

It is important to note that the rates of corporate policy measures are dynamic and may depend on a number of factors (Tab. 7). For example, they may depend on the type of state demographic policy measures and pace of their implementation; on conditions within constituent entities of the Russian Federation to support citizens at the corporate level. Consequently, researchers have

identified Russian regions with the most favorable indicators of corporate sector development, with the highest level of innovation activity and the lowest share of unprofitable enterprises. In these regions policy, focused on employees' families, may become the most popular for personnel, affordable for enterprises and effective as a new mean of demographic policy (Shubat et al., 2022).

At the local level assessment of effectiveness of support measures for employees' families may depend on a sector of economy and activity of organizations, level of positions held and importance of employees' functions, socio-demographic status of respondents. It should be noted that hypothesis testing about potential impact requires a more detailed analysis of the results obtained during the survey.

Conclusions

Corporate policy to support employees and their families, with the introduction of ECG-rating is considered as a relevant and demanded direction of progressive social policy, focused on Russian society and taking into account the interests of business and state. Research develops and implements a methodology that enables comprehensive assessment of corporate demographic policy measures by three indicators:

Table 7. Factors that could influence the assessment of effectiveness of the measures to support employees' families

Level	Factor
State	State demographic policy measures and rapidity of their implementation Influence increase of EPS-rating in Russian regions
Regional	Predisposition of constituent entities to implement corporate demographic policy
Corporate	Economic sector
	Activity area of organization
	Size, form, organization of business
Personal	Position occupied
	Volume and importance of functions performed
	Work experience
	Socio-demographic characteristics (sex and age structure of employees; family status; number of children, etc.)
Source: own compilation.	

employees' awareness of measures, usefulness for recipients and demographic efficiency.

Analysis of the data from the survey of employees from Russian organizations helped to identify a range of measures that are currently leading in Russian corporate sector in terms of information promotion, usefulness to recipients and potential impact on reproductive behavior of employees. These measures include employee health check-ups, arrangement of winter celebrations for employees' children, provision of places in daycares or schools for employees' children, part-time work opportunities, additional payments after birth of a child, free trips to health resorts and children's health camps. At the same time, free health resort treatment for employees and their families, additional payments for families with children under three years old and for families with many children, medical cost recovery, assistance to young families in purchasing apartment have the greatest potential to influence reproductive decision-making, although these measures are not widespread in Russian organizations.

A set of factors at the state, regional, corporate and personal levels that may influence employees' assessments of effectiveness of corporate demographic policy measures is identified.

Strategic planning of a corporate social responsibility concept is proposed. It takes into account transformation of modern labor market and aims at supporting state demographic agenda, on the one hand, and at strengthening corporate management, on the other. The strategy involves development of a roadmap for the introduction and implementation of corporate support measures for employees and their families.

Implementation of corporate demographic policy by enterprises can result in a range of potential effects for an organization, both within and beyond internal and external environments. These effects may include strengthening of a positive public and internal corporate image, increase in efficiency and productivity, increase in investment attractiveness of company. Comprehensive examination of advantages and consequences of corporate demographic policy provides a replication base for this aspect of social responsibility in Russian business sector. A well-designed corporate demographic policy, which relates to federal demographic agenda and contributes to the development of organization's social responsibility policy, can assist in overcoming demographic challenges and provide Russian companies with a range of additional benefits.

References

- Averett K.H. (2020). A feminist public sociology of the pandemic interviewing about a crisis, during a crisis. *Gender, Work and Organization*, 28(S2), 321–329. DOI: 10.1111/gwao.12616
- Bagirova A.P., Vavilova A.S. (2022). Corporate demographic policy: The reality and development opportunities in Russian organizations. *Upravlenets=The Manager*, 13(5), 34–48. DOI: 10.29141/2218-5003-2022-13-5-3 (in Russian).
- Bobbio A., Canova L., Manganelli A.M. (2022). Organizational work-home culture and its relations with the work–family interface and employees' subjective well-being. *Applied Research in Quality of Life*, 17(5), 2933–2966. DOI: 10.1007/s11482-022-10048-w
- Bourhis A., Mekkaoui R. (2010). Beyond work-family balance: Are family-friendly organizations more attractive? *Industrial Relations*, 65(1), 98–117. DOI: 10.2307/23078261
- Brooks R. (2000). Why loyal employees and customers improve the bottom line. *The Journal for Quality and Participation*, 23(2), 40–44. Available at: https://www.researchgate.net/publication/265077839_Internal_Marketing_A_Study_of_Employee_Loyalty_Its_Determinants_and_Consequences/fulltext/543e28bf0cf2d6

- 934ebd0e33/Internal-Marketing-A-Study-of-Employee-Loyalty-Its-Determinants-and-Consequences.pdf (accessed: February 10, 2024).
- DiMaggio P., Powell W. (2014). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. In: *Klassika novoi ekonomicheskoi sotsiologii* [Classics of the New Economic Sociology]. Moscow: HSE Publishing House (in Russian).
- Fan W., Moen P. (2023). Ongoing remote work, returning to working at work, or in between during COVID-19: What promotes subjective well-being? *Journal of Health and Social Behavior*, 64(1), 152–171. DOI: 10.1177/00221465221150283
- Feeney M.K., Stritch J. (2017). Family-friendly policies and work life balance in the public sector. *Review of Public Personnel Administration*. DOI: 10.1177/0734371X17733789
- Fore H. (2019). Family-friendly policies benefit all of us. Here are 4 ways to boost them? In: *Materials of World Economic Forum*. Available at: <https://www.weforum.org/agenda/2019/07/4-ways-to-build-family-friendly-policies-parental-leave/> (accessed: March 20, 2024).
- Gromova N.V. (2020). Personnel loyalty as a factor in ensuring the competitiveness of Russian companies. *Sovremennaya konkurentsia=Journal of Modern Competition*, 14(2), 60–78. DOI: 10.37791/1993-7598-2020-14-2-60-72 (in Russian).
- Halinski M., Duxbury L. (2019). Workplace flexibility and its relationship with work-interferes-with-family. *Personnel Review*, 49(1), 149–166. DOI: 10.1108/PR-01-2019-0048
- Hodges L. (2020). Do female occupations pay less but offer more benefits? *Sex and Society*, 34(3), 381–412. DOI: 10.1177/0891243220913527
- Kamarova T.A., Markova T.L., Tonkikh N.V. (2023). Impact of the digitalization of employment on the work–family balance: Russians’ subjective assessments. *Ekonomicheskie i sotsial’nye peremeny: fakty, tendentsii, prognoz =Economic and Social Changes: Facts, Trends, Forecast*, 16(6), 252–269. DOI: 10.15838/esc.2023.6.90.15 (in Russian).
- Kim H., Rhou Y., Topcuoglu E., Kim E. (2020). Why hotel employees care about Corporate Social Responsibility (CSR): Using need satisfaction theory. *International Journal of Hospitality Management*, 87(1). DOI: 0.1016/j.ijhm.2020.102505
- Kim J., Wiggins M.E. (2011). Family-friendly human resource policy: Is it still working in the public sector? *Public Administration Review*, 71(5), 728–739. DOI: 10.1111/j.1540-6210.2011.02412.x
- Lee L., Miller K., Chuersanga et al. (2022). Childbearing and family leave policies for physicians at US children’s hospitals. *The Journal of Pediatrics*. DOI: 10.1016/j.jpeds.2022.12.008
- Lee S.-Y., Hong J.H. (2011). Does family-friendly policy matter? Testing its impact on turnover and performance. *Public Administration Review*, 71(6), 870–879. DOI: 10.2307/41317386
- Magnusson C. (2019). Flexible time – but is the time owned? Family friendly and family unfriendly work arrangements, occupational sex composition and wages: A test of the mother-friendly job hypothesis in Sweden. *Community, Work & Family*, 24(3), 291–314. DOI: 10.1080/13668803.2019.1697644
- Martensen A., Grønholdt L. (2006). Internal marketing: A study of employee loyalty, its determinants and consequences. *Innovative Marketing*, 2(4). Available at: https://www.researchgate.net/publication/265077839_Internal_Marketing_A_Study_of_Employee_Loyalty_Its_Determinants_and_Consequences (accessed: February 20, 2024).
- Masterson C., Sugiyama K., Ladge J. (2020). The value of 21st century work–family supports: Review and cross-level path forward. *Journal of Organizational Behavior*, 42(2), 118–138. DOI: 10.1002/job.2442
- Meyer J. W., Rowan B. (2014). Institutionalized organizations: formal structure as myth and ceremony. In: *Klassika novoi ekonomicheskoi sotsiologii* [Classics of the New Economic Sociology]. Moscow: HSE Publishing House (in Russian).
- Mullins L., Chabonneay E., Riccucci N. (2020). The effects of family responsibilities discrimination on public employees’ satisfaction and turnover intentions: Can flexible work arrangements help? *Review of Public Personnel Administration*, 41(2), 384–410. DOI: 10.1177/0734371X19894035

- Nabergoj A.S., Pahor M. (2016). Family-friendly workplace: An analysis of organizational effects in the transition economy. *Journal of East European Management Studies*, 21(3), 352–373. DOI: 10.5771/0949-6181-2016-3-352
- Nekhoda E.V., Arabov N.U., Bogdanov A.L., German M.V., Kuklina T.V. (2022). Decent work in non-financial reporting of Russian companies: Assessing the disclosure quality. *Upravlenets=The Manager*, 13(2), 34–56. DOI: 10.29141/2218-5003-2022-13-2-3 (in Russian).
- Panikarova S. (2019). Analysis of the effectiveness of the regional innovation system. A case study on polyethnic regions of the Russian Federation. *Transylvanian Review of Administrative Sciences*, 15, 41–58. DOI: 10.24193/tras.SI2019.3
- Pevnaya M., Kostina S., Cernicova-Bucă M., Kazmierczyk J., Asoyan L. (2022). Potential of youth participation in local territory branding management. *Lex Localis*, 20(1), 193–214. DOI: 10.4335/20.1.193-214(2022)
- Reichheld F. (2021). *The Loyalty Effect: The Hidden Force behind Growth, Profits, and Lasting Value*. Boston: Harvard Business School Press.
- Rostovskaya T.K., Shabunova A.A., Bagirova A.P. (2021). The concept for corporate demographic policy of Russian enterprises in the framework of corporate social responsibility. *Ekonomicheskie i sotsialnye peremeny: fakty, tendentsii, prognoz=Economic and Social Changes: Facts, Trends, Forecast*, 14(5), 151–164. DOI: 10.15838/esc.2021.5.77.9 (in Russian).
- Samman E., Lombardi J. (2019). Childcare and working families: New opportunity or missing link? An evidence brief. In: *UNICEF – Childcare-Family-Friendly Policies - 2019*. Available at: <https://www.unicef.org/sites/default/files/2019-07/UNICEF-Childcare%20-Family-Friendly-Policies-2019.pdf> (accessed: February 1, 2024).
- Saurabh M., Modi S. (2013). Positive and negative corporate social responsibility, financial leverage, and idiosyncratic risk. *Journal of Business Ethics*, 117(2), 448. DOI: 10.1007/s10551-012-1526-9
- Shubat O.M. (2014). Russian business as a potential subject of effective demographic policy. *Natsional'nye interesy: priority i bezopasnost'=National Interests: Priorities and Security*, 26, 45–53 (in Russian).
- Shubat O.M., Bagirova A.P., Yan D. (2022). Corporate family-friendly policies: the possibility of implementation in Russian regions. *Ekonomika regiona=Economy of Regions*, 18(4), 1121–1134. DOI: 10.17059/ekon.reg (in Russian).
- Stier H., Lewin-Epstein N., Braun M. (2012). Work-family conflict in comparative perspective: The role of social policies. *Research in Social Stratification and Mobility*, 30(3), 265–279. Available at: <https://people.socsci.tau.ac.il/mu/noah/files/2018/01/Work-family-conflict-RSSM-2012.pdf> (accessed: March 2, 2024).
- Wang J., Zhao Y., Sun S., Zhu J. (2023). Female-friendly boards in family firms. *Journal of Business Research*, 157. DOI: 10.1016/j.jbusres.2022.113552
- Wong K., Chan A. H. S., Teh P.-L. (2020). How is work–life balance arrangement associated with organizational performance? A meta-analysis. *International Journal of Environmental Research and Public Health*, 17(12), 1–19. DOI: 10.3390/ijerph17124446
- Wuestenenk N., Begall K. (2022). The motherhood wage gap and trade-offs between family and work: A test of compensating wage differentials. *Social Science Research*, 106. DOI: 10.1016/j.ssresearch.2022.102726
- Yucel D., Fan W. (2023). Workplace flexibility, work–family interface, and psychological distress: Differences by family caregiving obligations and gender. *Applied Research in Quality of Life*, 18(4), 1825–1847. DOI: 10.1007/s11482-023-10164-1

Information about the Authors

Anna P. Bagirova – Doctor of Sciences (Economics), Candidate of Sciences (Sociology), Professor, professor of department, Ural Federal University named after the first President of Russia B.N. Yeltsin (19, Mira Street, Yekaterinburg, 620002, Russian Federation; e-mail: a.p.bagirova@urfu.ru)

Asya S. Vavilova – Candidate of Sciences (Economics), Associate Professor, associate professor of department, Novosibirsk State University of Economics and Management (56, Kamenskaya Street, Novosibirsk, 630099, Russian Federation; e-mail: a.s.vavilova@edu.nsuem.ru)

Natalya D. Blednova – PhD Student, Ural Federal University named after the first President of Russia B.N. Yeltsin (19, Mira Street, Yekaterinburg, 620002, Russian Federation; e-mail: n.d.blednova@urfu.ru)

Received May 13, 2024.