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ПЕСОЦКАЯ Анна Евгеньевна

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ESG-трансформация взаимодействия органов государственной власти и бизнеса: анализ актуальных региональных практик на примере г. Санкт-Петербурга

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Научный руководитель:

доцент кафедры политического управления,

кандидат философских наук

Кондратенко Константин Сергеевич

Рецензент:

Начальник отдела государственного надзора

Управления регионального контроля

Комитета по промышленной политике,

инновациям и торговле Санкт-Петербурга

Ломоносова Тамара Александровна

Санкт-Петербург

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INTRODUCTION

The relevance of the research topic lies in the significance of ESG-transformation as a trend of the global economy aimed at combining the efforts of the state, business and civil society institutions in solving social, environmental and governance problems. The socio-economic system of Russia and Saint Petersburg follows this trend, developing the practices of «responsible investment».

One of the trends of business development is providing them with social functions. A modern large company seeks to interact with the authorities and society to solve urgent problems. These trends have been realized in the ESG concept, which aligns business activities with the UN Sustainable Development Goals. Russian companies also strive to follow this trend, paying more and more attention to socially significant projects. In the process of ESG-transformation Saint Petersburg companies strengthen cooperation with the authorities. Cooperation between government and business leads to the achievement of social effect.

Literature review. Social interaction between government and business in the second half of the 20th century was realized in the framework of Corporate Social Responsibility. The main foreign researchers dealing with CSR issues are M. Friedman, A. B. Carroll, H. Bowen and K. Davis. In Russia, the issues of CSR are dealt with by G. L. Tulchinsky and Yu.E. Blagov. In the '00s and '10s, the concept of ESG emerged on the basis of CSR. It was researched by J. Hill, W. Shervood, J. Pollard, J. Elkington. In Russia there are relatively few scientific works in the field of ESG so far, we can mention such authors as A.A. Abakulova and E.V. Strelnikov. The research was conducted by the method of network analysis. A significant contribution to network analysis was made by M. Castells, E. Rogers, P. Erdos, A. Renyi, as well as Russian scientists L.V. Smorgunov and A.S. Sherstobitov. The small number of Russian studies in the field of ESG increases the relevance of the work done.

Hypothesis of a study - the process of ESG-transformation is likely to be non-systematic and fragmented, since it is at an early stage.

Object of a study Interaction between companies and public authorities of Saint Petersburg in the process of transformation to ESG principles. **Subject of a study** is ESG-transformation of Saint Petersburg businesses and public authorities in the framework of public policy.

The purpose of the study is to analyze the tightness and nature of interaction of political networks between the authorities of Saint Petersburg and representatives of big business.

To achieve the purpose the following **tasks** were set:

1. To describe the theoretical foundations of social responsibility of business;
2. To analyze international and national practices of ESG public policy development;
3. To characterize Russian experience in supporting and regulating ESG business transformation;
4. To substantiate the choice and description of network analysis as a method of research;
5. To perform a database-based network analysis;
6. Identification of specifics of ESG-transformation of relations between institutions of regional authorities and business community of the region.

The methodological basis of the study was the network approach. A network model based on graph theory was built within the framework of the network approach. The study uses the method of modeling political networks. The used method allows to define the interrelation between various actors participating in the process, in this case, in ESG-transformation. The political network is the interaction of state and non-state structures, which are united by common resources and act for a single result. Political networks can be formal and informal, and usually are not enshrined in law. The choice of method is discussed in terms of applicability to publicly available data.

The information basis of the study was the materials of the official website of the Administration of Saint Petersburg, social reports of companies, materials of

their websites. The 20 largest companies of Saint Petersburg, based on the volume of revenue for 2019-2021, were selected to study the relationship between big business and the authorities of the region. The ranking of companies was taken from public sources - RBC-500. In the process of compiling the research base the following limitations were identified. First, the financial indicators of the companies are published with a delay. Secondly, the press service of Saint Petersburg Administration does not fully inform about public contacts of the region's leadership with the main representatives of business. Thirdly, business representatives inform the public about their ESG-practices in a fragmented way.

The novelty of the study lies in the compilation of a network model reflecting the process of ESG-transformation of government-business relations in Saint Petersburg. **Theoretical and practical results** of the study:

- The Russian and Saint Petersburg specifics of ESG-transformation were characterized;
- The database including information on contacts of Saint Petersburg government with 20 largest companies in the field of implementation of environmental, social and governance practices was compiled;
- The contacts presented in the database were investigated by the method of network analysis, which allowed to make conclusions about the density and nature of interaction between the business community of Saint Petersburg and the executive authorities of the region.

Approbation. The research activities on this topic are carried out by me in the period from 2020 to 2022. Based on the research materials I received a grant for students of universities located in Saint Petersburg, graduate students of universities, industry and academic institutions located in Saint Petersburg from the Committee on Science and Higher School of Saint Petersburg (2021). An application for a similar grant is planned for May 2022.

Publications on the topic:

- Pesotskaya (Elesova) A.E. Influence of socio-political factors on CSR practice in Russia // Actual problems of theory, methodology and practice of

scientific activity: collection of articles of the International scientific-practical conference (June 25, 2020, Omsk). - Ufa: Aeterna, 2020. - 318 p. ISBN 978-5-00177-008-4;

- Pesotskaya (Elesova) A.E. Corporate social responsibility: review of approaches in political science // Concepts and models of sustainable innovative development of society: collection of articles of the International Scientific-Practical Conference (May 10, 2020, Izhevsk). - Ufa: Aeterna, 2020. - 227 p. ISBN 978-5-00109-976-5.

The Committee for Industrial Policy, Innovation and Trade of Saint Petersburg recommends for consideration and approval of the theme of graduate qualification work «ESG-transformation of interaction between public authorities and business: analysis of current regional practices on the example of Saint Petersburg» as representing practical interest.

The structure of a paper consists of a table of contents, an introduction, two chapters, a conclusion, a list of references and an appendix. The first chapter contains three paragraphs; the second chapter contains three paragraphs too.

CHAPTER 1. THEORETICAL ASPECTS OF ESG- TRANSFORMATION OF INTERACTION BETWEEN PUBLIC AUTHORITIES AND BUSINESS

1.1 Social Responsibility of Business: Theoretical Foundations

The problem of social responsibility of capital has been considered by various thinkers since the formation of capitalist relations. In particular, the importance of the moral qualities of the entrepreneur was written by A. Smith and D. Ricardo, the classics of political economy. The founding fathers of capitalism were in the framework of Protestant ethics, so they viewed market relations, among other things, from a moral position. The activities of both worker and employer were seen as a godly endeavor for the good of society. Also, from the beginning of entrepreneurship, charity was encouraged as a concern for neighbor. However, as capitalism developed, the religious and ethical component weakened, with the result that market fundamentalists began to see entrepreneurship as separate from concern for the needy, and private property guarantees became self-valued. This provoked criticism of capitalism from leftist theorists, who began to view market relations critically as a mechanism that increased poverty.

In the second half of the 20th century, concepts of social partnership became popular in political and economics, considering the interaction of workers, employers and the state in terms of achieving a mutually beneficial result, without antagonism.

L.L. Tonysheva, D.V. Chumlyakova in their monograph «Integration of Social Responsibility of Business into the System of Strategic Management of Organization» consider four paradigms in the formation of social responsibility of business [27].

The social foundations of economic activity were considered by utopian socialists (R. Owen, C.H. Saint-Simon, Ch. Fourier), who viewed the development of society during industrial capitalism and the initial accumulation of capital. They

viewed man as a hired worker, a highly specialized appendage necessary to maintain machines and equipment. The utopian socialists saw the ideal model of the future, within which man lives in maximum well-being, as a labor commune.

In the 20th century such economists as G. Bowen, K. Davis, J. McGuire, A. Carroll, who wrote scientific works about the social role of business, began to consider the social responsibility of business from the position of human capital. According to these ideas, investments in education and science are «hidden investments» of economic growth and social well-being.

The fourth view on social responsibility of business appeared at the end of the 20th century appeared from «managerial positions» and is connected with such scientists as E. Freeman, J. Post, L. Preston, S. Sachs and is connected with such concepts as integration into stakeholders, corporate citizenship, triple bottom line.

An important stage in the formalization of social responsibility of business was the emergence of the concept of corporate social responsibility (CSR). This area of management research began to emerge in the early 1950's and became particularly important in the 1990's. CSR is a difficult concept to define precisely; in general terms, it is described as «the behavior of business that is aimed at solving social problems in society that are not usually solved by increasing profits» [31]. The goal of CSR is to seek and create public goods. The fundamental premise of CSR is to generate profits while improving the quality of life of society, especially for the less fortunate and disadvantaged segments of society. G.Palazzo, Professor of Ethical Business at the University of Lausanne and A.Georg Scherer, Chair of the Department of Business Administration and Firm Theory at the University of Zurich, understand the complexity of the category and define CSR as an umbrella term because it includes all discussions and perspectives on the role and responsibility of business toward society, whether in the field of business ethics, stakeholder theory or business and society [23].

A. Carroll, an American CSR researcher, believed that a firm should strive to make profits, comply with the law, be ethical, and be a good corporate citizen [9]. By the 1990's A. Carroll formalized CSR theory as a multi-level pyramid including

the following top-down components: philanthropic activities (non-profit activities, voluntary support in community development), ethical responsibility (meeting the expectations of society), legal responsibility (necessary for legitimate business conduct), economic responsibility (the basic function of the company) [8].

G.L. Tulchinsky, Professor, Doctor of Philosophy, Professor at the Department of Applied Political Science of the Higher School of Economics, includes two forms in CSR - social investments and social partnership. Social investments imply the investment of monetary resources in solving social problems and problems of companies concerning society in general [28]. Social partnership is defined as a «manifestation of social responsibility in the form of cooperation between the authorities, business and organized society to solve specific social problems, contributing to the consolidation of society, harmonizing the interests of participants in socio-economic, political and cultural development» [28].

Yu.E. Blagov gives the following definition: «CSR is the company's rational response to a system of conflicting stakeholder expectations, aimed at the company's sustainable development» [6].

The World Bank Research Institute understands social responsibility in two ways [13]:

1. As a set of policies and actions related to key stakeholders, values, and meeting legal requirements, as well as taking into account the interests of people, communities, and the environment;
2. As a business focus on sustainable development.

The distinctive feature of corporate social responsibility is that the company assumes additional financial obligations beyond what it is obliged to do by law (pay taxes, salaries, pay suppliers, etc.).

Corporate social responsibility is based on interaction with stakeholders. Business management is not simply engaged in the organization of commercial activities, but is engaged in a dialogue with actors who influence the company and have an interest in its activities. Stakeholders can be internal or external. Internal stakeholders include the company's employees and shareholders. External

stakeholders are consumers, suppliers, representatives of the state, non-profit organizations (NPOs), representatives of the local community. When interacting with stakeholders, the company seeks not just to finance projects based on its interests, but to enter into a dialogue. This dialogue is based on taking into account the opinions of both the company and the stakeholder. As a result of this dialogue, in theory, mutually beneficial relations should be established that reduce risks both for the business entity and for the entities that have a relationship with it.

During 2000-2010 CSR ideas began to be raised by organizations that regulate investment activities. In 2009, the UK Social Investment Forum changed its name to the UK Sustainable Investment and Finance Association. Similarly, in 2011, the US Social Investment Forum was renamed the Forum for Sustainable and Responsible Investment. At the same time, the company's management noted that the new name was intended to better reflect the current realities of a changing world.

In 2006, the United Nations formed the Principles of responsible investment. The example of Australia allows us to trace the decades-long evolution of terminology. As early as 1999, the Ethical Investment Association was founded in Australia. In 2002, the association launched an annual survey called Socially Responsible Investment in Australia, while retaining the name of the association itself. Finally, in 2007, the Association was renamed Responsible Investment. The name was changed to Responsible Investment Association Australasia (RIIA).

Socially-oriented approaches to doing business were developed internationally as part of the Sustainable Development Goals (SDGs) developed by the UN General Assembly in 2015. These goals include the introduction of energy-saving technologies, reducing inequality, providing quality education accessible to all, combating climate change, etc. Based on the UN SDGs, a new concept - ESG - began to develop in global business practice. This acronym translates as Environmental, Social, Corporate Governance. The ESG criteria are developed all over the world, which are followed by the business structures seeking to achieve global leadership. ESG activity implies that the company is committed to caring for the environment, caring for society (including workers, suppliers and customers),

and also corporate management on the principles of increasing the validity of payment, increasing the role of staff in the company management, anti-corruption and fraud within the organization. Often the concepts of Corporate Social Responsibility and ESG are used as synonyms in both scientific and business literature, as well as in the media.

Nevertheless, having analyzed the scientific literature considering the problems of corporate social responsibility (CSR) and environmental, social and corporate governance (ESG), the following distinctive features of these concepts can be highlighted:

1. ESG pays more attention to environmental aspects, while within the framework of CSR following the «green economy» is an important component of the strategy of a socially responsible company, but is not a key one;

2. Environmental, social, and corporate governance (ESG) is usually considered within the framework of investment activity as a business practice which increases the investment attractiveness of a company, while CSR does not emphasize this aspect of company management.

3. ESG is based on 17 Sustainable Development Goals, which were formulated in 2015 by the UN General Assembly.

The ESG-framework accommodates three dimensions: E - environmental, S - social, G - Governance. Each dimension has its own definition and factors.

Table 1. ESG framework (international frameworks) [15]

Dimension	Factors	Definition
Environmental (E)	<ul style="list-style-type: none"> • GHG emissions • Energy consumption and efficiency • Air pollutants • Water usage and recycling • Waste production and management (water, solid, hazardous) • Impact and dependence on biodiversity • Impact and dependence on ecosystems • Innovation in environmentally friendly 	Environmental matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.

	products and services	
Social (S)	<ul style="list-style-type: none"> • Workforce freedom of association • Child labor • Forced and compulsory labor • Workplace health and safety • Customer health and safety • Discrimination, diversity, and equal • Opportunity • Poverty and community impact • Supply chain management • Training and education • Customer privacy • Community impacts 	Social matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.
Governance (G)	<ul style="list-style-type: none"> • Codes of conduct and business principles • Accountability • Transparency and disclosure • Executive pay • Board diversity and structure • Bribery and corruption • Stakeholder engagement • Shareholder rights 	Governance matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign, or individual.

In business practice, there is often a confusion between achieving the UN Sustainable Development Goals (SDGs) and company sustainability. Of course, following the UN SDGs is intended to contribute to achieving sustainability in business development, since the company can mitigate possible risks by partnering with stakeholders. However, a situation may arise when a company follows the UN SDGs, but does not achieve sustainability, for example, because the company has spent excessive funds on social projects, despite the growth of financial indicators.

There is also criticism of the ESG concept by supporters of classical political economy (neoclassics, libertarians). According to their worldview, social obligations that a company voluntarily accepts are contrary to the idea of free enterprise. According to this critical position, ESG projects are a form of pressure of the state and society on business, when companies that do not comply with these social and economic standards cannot compete with those business entities that

comply with them. Scientists and business representatives who adhere to this point of view believe that ESG practices are a form of symbiosis between part of big business and the authorities and the purpose of preventing competitors from entering the market. The second part of the criticism of ESG is that companies cannot perform social functions as effectively as the state, so the adoption by business of functions that are not inherent to it only makes them worse. Finally, critics of ESG emphasize that in many cases companies' social and environmental activities are irresponsible PR.

Table 2 examines the content of ESG, based on Business strategy, Risk management and Governance.

Table 2. ESG-content [35]

Business strategy	Risk management	Governance
ESG-related considerations, e.g. longer time horizon	Introducing ESG risks in RAF ; incorporation in ICAAP and ILAAP	ESG risks in arrangements for business lines, control functions, management body
Setting out ESG risk related objectives and limits	Identifying data gaps and adequate methodologies	Ensuring 'tone from the top' and risk culture
Engagement with counterparties and clients	Setting out policies covering ESG risks	Internal capabilities (e.g. awareness, training)
Assessing the need to develop sustainable products	Establishing risk monitoring metrics	ESG risks taken into account when setting remuneration policy

ESG-investing can be viewed through the prism of two main approaches:

1. ESG investing as a separate investment approach;
2. ESG investing as a collective term.

J. Hill uses the term to define a specific portfolio investment approach in which an investor invests in public debt and/or equities, often through mutual funds

or ETF funds. Typically, the goal of such a portfolio is to generate at least a below-market return when investing in assets that are positive in terms of ESG factors [12].

In contrast, W. Sherwood and J. Pollard are proponents of the second approach, defining ESG investing as «a conceptual principle of research and investment strategy that evaluates environmental, social, and governance factors as non-financial aspects of a security's valuation, return dynamics, and risk profile» [25].

It is worth noting that terminology in the field of non-financial investment is not limited to different interpretations of the term «ESG-investing» itself. This field includes a number of concepts: sustainable investment, ethical investment, socially responsible investment, responsible investment, impact investment, mission investment. The line between these concepts is sometimes so thin that some experts are inclined to ignore it in principle. They believe that there is no fundamental difference between the above-mentioned concepts, because, in fact, they all have the same meaning and, therefore, can be used interchangeably [24].

In terms of interaction with the political agenda, ESG is guided by the UN Sustainable Development Goals. At the same time, the influence of state institutions on ESG practices is indirect. On the one hand, the government is seen by socially-oriented businesses that implement responsible investing as a stakeholder with whom they need to interact, finding common ground and working out options for cooperation. On the other hand, for ESG the key direction is adherence to international standards in social and environmental activities as well as in issues of corporate governance. Analysis of global ESG practices shows that although the companies implementing them are trying to adapt to national specifics, there is still a general global trend of socially responsible investing. International investments are supranational: the specifics of investment activities are such that investors acquiring company shares may be citizens of different countries, so non-financial reporting is performed in a form that would be acceptable to an investor from any country.

The concept of ESG is closely intertwined with the rise of left-liberal ideas (social liberalism) on a global scale. This system emphasizes the inviolability of private property and entrepreneurial freedom, but public institutions do not function in isolation from business, but actively interact with it. Business is politicized, it is not just engaged in regular commercial activities aimed at selling goods (or providing services), but acts as a carrier of a certain ideology. Companies following the ESG fight discrimination based on gender, race, religion, social orientation, participate in climate preservation, strengthen institutions of global partnership, emphasize the importance of fair justice and the need to develop civil society.

In certain situations, socially oriented companies make over political demarches. For example, many leading global brands supported the Black Lives Matter campaign and also supported anti-Russian rhetoric after the start of the Russian Armed Forces' military operation in Ukraine. The latter example is the most telling: international companies voluntarily withdrew from the Russian market, worsening their economic performance and reducing their customer base, but assumed that such activities would support sustainability from brands internationally.

Thus, the social responsibility of business has gone through several stages of evolution, from chaotic activities about charity to the introduction of standards that cover all aspects of the company's activities. At the moment, the ESG concept is the most complete form of social responsibility of business. It encompasses investment processes as well, so the expansion of big business activities will already initially contain ESG principles.

1.2 International and national practices and standards of ESG public policy development

ESG policy is global - international organizations are engaged in the development of standards in the field of socially responsible investment. Investment activity is cross-border in nature, it cannot be confined to a single national economy,

so ESG practices penetrate into different countries. Moreover, political and economic structures develop common socio-economic criteria. States and political actors, on the one hand, tend to follow the global trend for fear of falling behind competitors from other countries. On the other hand, state authorities and political actors are faced with the task of preserving national interests and national specificity in the implementation of socially responsible investment practices. Despite the universality of the UN's sustainable development goals, there are cultural and religious peculiarities inherent in different nations that make ESG practices different from state to state.

The concept of ESG has come a long evolutionary way in both the academic literature and in court precedents and the business world. At the heart of this journey is the question «whom do companies serve?» For more than a century, defining the «mission» of corporations has been at the center of debate among economists, legal scholars, politicians, and private business people. Until the middle of the twentieth century, the doctrine of shareholder capitalism dominated, postulating that the only mission of companies was to make profits and increase the well-being of their owners. Political elites in the U.S. and Western Europe until the 1930s believed that business should be separated from the state, so they did not address the problem of standardizing the social practices of companies. Each business entity could independently decide how it helped society and, most importantly, it had the option of not implementing any social projects, being limited to timely payment of taxes.

As early as 1919, the Michigan Supreme Court, in ruling in *Dodge v. Ford Motor Co.* mentioned that «a corporation is created and acts primarily to secure the profits of the stockholders. The powers of directors must be exercised solely for that purpose...» The legal scholar Adola A. Berle said that the powers of corporate executives could be exercised solely in the interests of shareholders, and to popular questions already in the 1950's and 1960's about the responsibility of business to society, Nobel laureate in economics Milton Friedman answered with the famous phrase: «The only social responsibility of business is to increase profits» [11].

Later on, the influence of supporters of the unregulated market economy in public policy began to decline - society began to shift from shareholder capitalism to stakeholder capitalism, which evolved into the ESG concept (Table 3), characterized by a greater degree of participation of state authorities and political power centers in the policies of major companies.

Table 3. Evolution of corporate social responsibility models [36]

Shareholder Capitalism	Stakeholder Capitalism	ESG
1919 - Dodge v. Ford case and the emergence of the doctrine of shareholder superiority; 1931 - A. Berle's theory of corporate powers of trust 1953 - AP Smith Manufacturing Co. v. Barlow (board responsibility for balancing stakeholders' interests); 1970 - Article by M. Friedman on Corporate Social Responsibility.	1932 - E. M. Dodd's Answer to A. Burleigh on the Status of Managers as Trustees; 1970 - Publication of Freeman's Strategic Management: The Role of Stakeholders; 1973 - Davos Manifesto and the Emergence of Stakeholder Capitalism 2015 - The United Nations Sustainable Development Goals; 2018 - L. Fink's annual letter «A Sense of Purpose»; 2019 - Statement of the Business Roundtable Association.	1997 - J. Elkington's «Triple Criterion» concept; 1999 - Dow Jones Sustainability Index (DJSI) appeared; 2000 - Release of the first version of the GRI guidelines; 2005 - The concept of ESG first appeared in a United Nations Global Compact report; 2006 - Presentation of the UNEP Principles for Responsible Investment (PRI); 2014 - Emergence of ESG legislation in the EU.

One of the features of ESG is the relatively simultaneous emergence and spread of this topic in different regions of the world. This is due not only to the nature of ESG factors and the need to address them on a global scale (especially in relation to climate change), but also to the desire of countries to attract foreign investment, to cooperate with international organizations and financial institutions, and, as mentioned above, to maintain transparency and financial stability.

In view of this, there is a tendency to harmonize ESG practices and regulation not only through the assimilation of legislation, but also through the issuance by various global developers of standards, recommendations and reviews of global best

practices. For example, in terms of ESG disclosure and reporting, there are a number of generally recognized international standards, including the Recommendations of the Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB) Industry Standards, etc. The previously mentioned Principles for Responsible Investment are guiding principles for integrating ESG into investment activities, and the International Capital Markets Association Green Bond Principles are guiding principles for issuing green bonds.

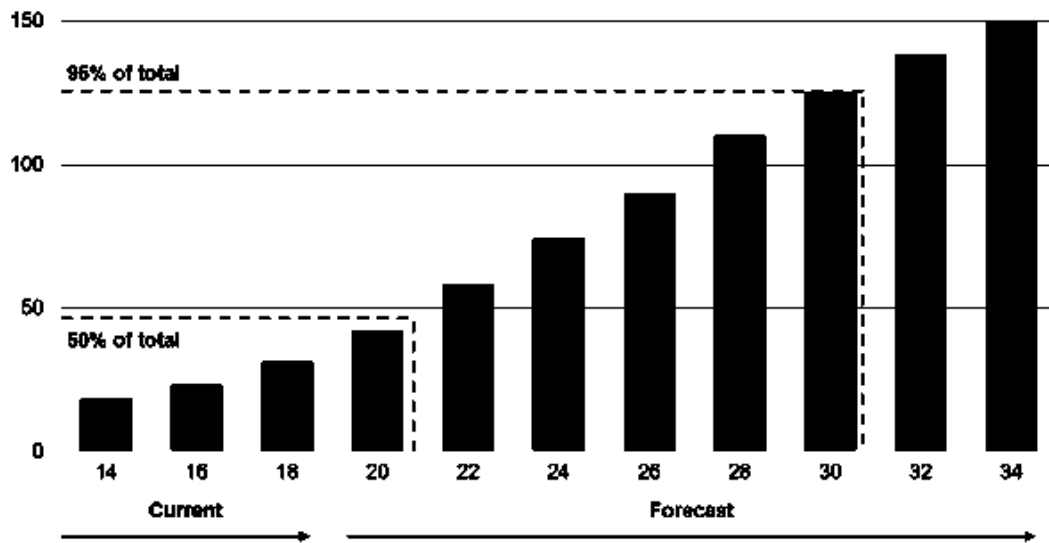
One element of ESG policy implementation is the introduction of green bonds, securities that affirm companies' commitment to the principles.

For the first half of 2021, green bond issuance accounted for more than three-quarters (76%) of the volume for the whole of 2020 (\$297 billion) or about half of the amount (\$400-450 billion) expected at the end of 2021. (It is noteworthy that the majority of green bonds in the world are bonds of U.S. companies.

Consider the share of countries by aggregate output of ESG instruments in the first half of 2021. (Fig. 3). U.S. issuers have the largest share in the issuance volume - 17% (\$37.6 billion, 495 transactions). Germany comes second with a 13% share (\$28.5 billion, 102 transactions). France and China took the third and fourth places with 10% share (volume of issues - \$22.8 and \$22 billion, 20 and 92 transactions respectively). Spain closes the top 5 with a share of 5% (11.7 billion dollars, 34 deals). In general, transactions with green bonds were carried out by issuers from 47 countries [1].

The evolution of the value of assets attributable to ESG-based investments in the global financial system is shown in Figure 2. The dynamics of the value of assets attributable to ESG-based investments in the global financial system are shown in Figure 2. It is noticeable that in the period up to 2020, half of the investments were based on this principle, and by 2030 their number will reach 95%. This forecast made by Deutsche Bank illustrates the breadth of ESG-transformation in the world. Traditional investments that do not take environmental and social factors into account will be displaced within a decade.

Fig. 1: Evolution of the value of assets attributable to «responsible investments» in the global financial system [34]



The main reporting systems (standards) in the field of ESG:

1. Task Force on Climate-related Financial Disclosures;
2. The Sustainability Accounting Standards Board (SASB);
3. Global Reporting Initiative, «GRI»;
4. The CDP (formerly the Carbon Disclosure Project);
5. Integrated reporting (IR, in International Integrated Reporting Council publications);
6. The Climate Disclosure Standards Board (CDSB)

The European Commission created a High-Level Expert Group on Sustainable Finance, comprising 20 representatives from the financial industry and non-governmental organizations. As a result of the group's work, in March 2018 the Commission adopted the European Union Sustainable Growth Finance Action Plan (the «Plan») [33], which was essentially a roadmap for the further development of sustainable finance in Europe.

The plan established three key goals:

1. Reorienting capital flows toward sustainable investments;
2. Managing financial risks;
3. Ensuring transparency and sustainability of financial and economic activities.

In the context of reorienting capital flows toward sustainability, the European Commission has emphasized that such a task is realistic «only if there is a common understanding of what is sustainable». Given the lack of uniform standards and terminology in the field of ESG, European financial companies have until recently been defining by themselves which of their investments are classified as sustainable. Accordingly, in order to prevent «green camouflage», the creation of a uniform system for classifying economic activities as sustainable was enshrined as the first objective of the Plan. Such a system was established by the adoption in June 2020 of EU Regulation 2020/852 of the European Parliament and of the Council of June 18, 2020 on the creation of a framework to promote sustainable investments and amending Regulation (EU) 2019/2088 («Taxonomy») [72].

The Taxonomy establishes a classification system for sustainable economic activities that applies to financial market participants and issuers, as well as the requirements established by EU members. Also, entities subject to the non-financial reporting directive (large public companies) are required to report according to the classification system established by the Taxonomy. According to the Taxonomy, economic activity qualifies as sustainable if:

1. Contributes substantially to one or more environmental goals;
2. Does not significantly harm any of the environmental objectives;
3. It is carried out in accordance with the minimum social guarantees implemented by the company to ensure compliance with international guidelines, including the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights);
4. Complies with the technical selection criteria set by the European Commission, which will define the conditions under which a particular economic activity qualifies as contributing «substantially» or causing «substantial harm» to environmental objectives.

ESG public policy practices in European countries:

1. **UK.** In September 2017, the British government established a Green Finance Task Force to ensure the development of green finance and a low-carbon

economy. In March 2018. The Task Force published a report with recommendations for government and the business sector on how green finance should be integrated into financial services, including, for example, stimulating the demand and supply of green credit, improving climate risk management using best practices, building green and sustainable infrastructure, and issuing green bonds.

2. **France.** This country is currently home to one of the largest green bond markets in the world. In 2015, it was here that a law on mandatory climate risk disclosure for institutional investors was first passed. In 2018, the main supervisory authority (Autorité de contrôle prudentiel et de résolution) published a document on green debt risk management for French banking institutions [72].

3. **Sweden.** In December 2016, the Swedish government prepared a request to investors to determine how to respond to the growing demand for green bonds. The document provided suggestions on what information investors need to make informed decisions, suggested a process framework and criteria for defining green projects, including recommending green bonds. Almost a year later, in November 2017, Sweden initiated a strategic partnership with France on green finance to take joint action and develop a common approach to sustainable finance, including joint training and exchange of experiences.

Thus, both the public authorities of the European Union, in general, and the governments of European states seek to regulate ESG policies by issuing relevant documents. In some states (e.g., UK, Sweden) they are recommendatory in nature and rather indicate the general direction of green investment development. In other countries (France), such documents are directly applicable and binding.

As noted, the idea of «responsible investing» has got the most traction in the U.S. and Western Europe, but Asian countries are also following this global trend. According to the MSCI 2021 Global Institutional Investor survey, about 79% of investors in the Asia-Pacific region increased their ESG investments «significantly» or «moderately» in response to Covid-19. According to the MSCI report, about 50% of investors in Asia-Pacific, excluding Australia, New Zealand and Japan, consider

climate change indicators when making decisions, compared to the global average of 42%.

Complex, multidirectional processes are taking place in China, which carried out large-scale industrialization in the 1990s without taking environmental factors into account. Today, China is one of the main air polluters, putting economic growth ahead of concern for the environment. Meanwhile, Chinese companies are interested in receiving investments based on ESG standards. In June 2017, the People's Bank of China, together with other government agencies, published a plan to develop a financial industry standardization system (2016-2020). The plan includes «green financial standardization» as a major project, focusing on standards for the production and creation of products, standards for information disclosure and green credit rating standards for financial institutions.

The most important factor that distinguishes China in its green and green financing strategy is that it follows a planned «top-down» approach rather than a market-based «bottom-up» approach. This is reflected in the extensive government investment in renewable energy projects that have been financed through green investment instruments.

In South Africa, the business community not only contributed to a voluntary national review of the SDGs in 2019, but also released a report on the role of South African businesses. The Business in Society 2020 survey of corporate social investment in South Africa shows that nearly 60% of South African companies have incorporated the SDGs into such programs, but less than a quarter of companies assess progress toward achieving the SDGs [32].

In general, political actors and public authorities in most countries have rather indirect influence on the sphere of ESG, which is a voluntary business practice. There is a mutual infiltration of «responsible investment» values, with the business community, political elites, and civil society institutions acting in a unified direction without a single decision-making center.

1.3 Russian experience in supporting and regulating ESG business transformation

Social responsibility of business began to develop in Russia in the 1990's, during the formation of a market economy. The first ten years of capitalist relations in post-Soviet Russia were characterized by unorganized, spontaneous attempts to hold a discussion about the need for companies to observe social justice. During 2000's and 2010's, this discussion began to take on a formal character - companies began to learn the principles of corporate social responsibility. The term «social partnership» as a system of relations between employees, employers and public authorities for the purpose of coordinating their interests also became relevant. In recent years the Russian business community, public organizations and state authorities began to use the term ESG, which is a logical continuation of the past activities for the development of social responsibility of business.

In Russia, the concept of socially responsible investing is in its infancy. One of the reasons for this situation is the lack of investor awareness. A study conducted by the PRI (Principals for Responsible Investment) Responsible Investment Association in 2017-2018 showed that Russian companies pay a lot of attention to corporate governance issues, but are virtually uninterested in social and environmental responsibility aspects. It can be assumed that this is due to the predominant focus of Russian business on short-term profits. Thus, 81% of Russian respondents believe that corporate governance issues influence stock returns to a greater extent than other criteria. In the course of the survey the main limitations that hinder the introduction of ESG-investing in Russian practice were revealed. These include, for example, misunderstanding or inaccurate understanding of ESG issues themselves and the impact of these factors on long-term financial performance.

Forums, conferences, business events aimed at explaining the use of ESG factors in the analysis of companies' activities, taking into account national specifics and best foreign practices, can serve as a measure that can help to remove this barrier. One of the main barriers to successful socially-oriented investments in Russia is also

the lack of access to high-quality and objective non-financial information that would describe companies' sustainability activities.

Another reason for the insufficient development of ESG practices is the lack of a strong base of institutional investors represented by pension funds and insurance companies, which in other countries of the world form the main demand for the development of the ESG investment market. The request to use ESG criteria and disclose non-financial information comes to Russian firms mainly from foreign investors. However, due to financial sanctions and fears of possible additional penalties in case of interaction with Russian companies that are not yet included in the sanctions lists, but may get there, the demand for such information is very limited.

It should be noted that only large companies with an appropriate «safety cushion» or guarantees of support from the state (the status of backbone companies) can develop responsible investment in the context of sanctions. However, even during the relatively calm period of economic development in Russia (2015-2019 and earlier) the list of organizations involved in social and «green» projects was relatively small. Nevertheless, activity in these areas is progressing.

It is noteworthy that not only resource extraction companies, whose activities are connected with pollution technologies, are interested in environmental issues, but also IT companies. In particular, East Capital experts appreciate Yandex's efforts in this area: Yandex's data processing server, located in Finland, sends excess heat to heat residential buildings. Earlier such activities of the company would have been classified as charity, nowadays they are considered part of the social investment strategy and are aimed at obtaining concrete results in the long run [47]. Although Russian companies are still not accustomed to the principles of social, corporate, ethical and environmental responsibility becoming a factor in assessing the value of their shares, the public demand for the application of these criteria is present [22]. The financial literacy of the population is increasing, business philosophy is changing, business interest in social responsibility is growing, the environmental situation is deteriorating (unevenly from region to region) - all the above-mentioned

processes somehow contribute to the demand for ESG criteria implementation in the Russian investment practice. It should be noted that the financial indicators of companies are not important for ESG ratings, which is also still unusual for Russian business.

Lack of development of ESG practices in Russia has been detrimental to Russian companies interacting with U.S. partners. As noted by Belyaeva I.Yu., Kozlova N.P., Danilova O.V., «this trend represents a very serious challenge for Russian companies. Here are just a couple of examples. In December 2020 representatives of the third largest pension fund in the USA said that they will exclude from their portfolio securities of oil and gas companies that will not meet their environmental requirements within the next four years. In the portfolio of this fund there are securities of Russian companies: PJSC "Novatek", PJSC "Rosneft", PJSC "Surgutneftegaz" and PJSC "Tatneft". And in early 2021 it became known that the world's largest bond fund PIMCO refused to buy social bonds of JSC "Russian Railways", because in the structure of cargo transportation company carbon-containing cargoes account for more than 50%» [4].

It should be noted that since February 2022, when large-scale sanctions against Russia were imposed and many American companies stopped interacting with Russian business entities, the relevance of responsible investing for Russian companies has fallen, as investors began to refuse to interact with Russia for foreign policy reasons unrelated to ESG.

In order to develop approaches to responsible investing at Russian financial market in 2020 the Bank of Russia directed recommendations on implementation of responsible investing principles (information letter of the Bank of Russia № IN-06-28/111 dd. 15.07.2020) for application [45]. The essence of the recommendations is that responsible investing implies making investments taking into account significant risks associated with sustainability factors in the selection and management of investment objects. The recommendations are voluntary and are considered as guidelines for institutional investors and trustees of institutional investors' assets when they invest in shares and bonds of Russian companies.

According to the spirit of the recommendations of the Bank of Russia, buying shares in companies that comply with ESG principles is not only an investment, but also a way to express their civic position in support of increased attention to environmental and social responsibility issues.

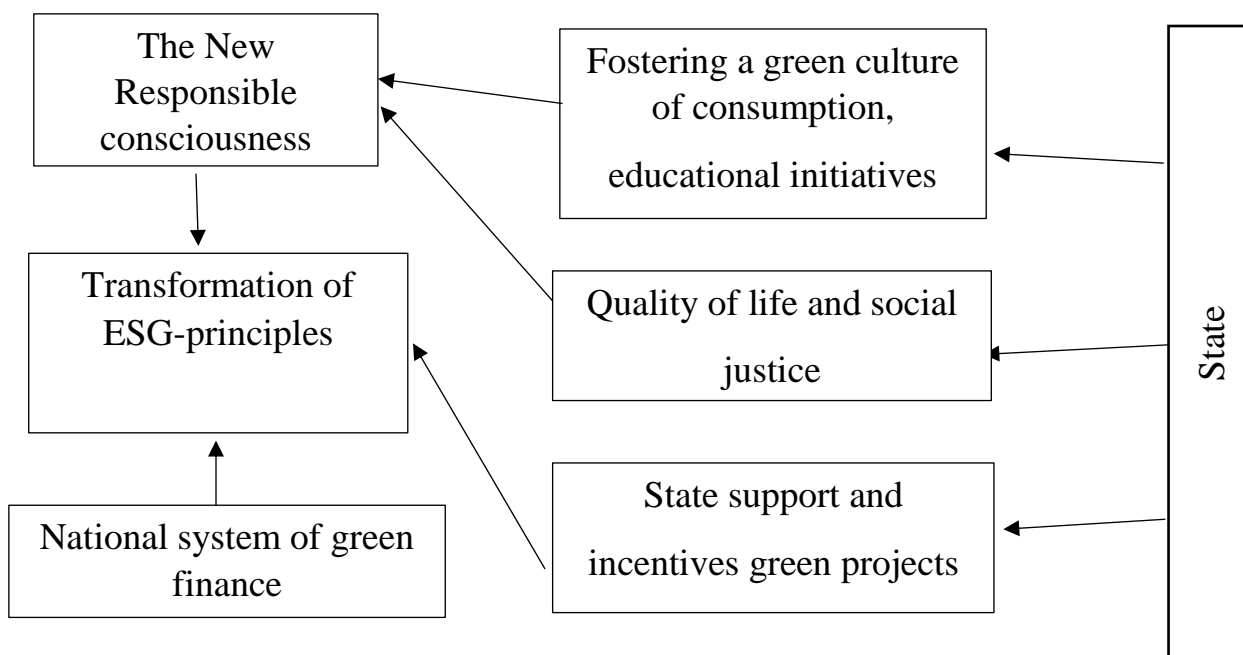
Russia's first major responsible business congress «ESG-(R)Evolution» was held in Moscow on October 14, 2021 and discussed the transformation of sustainable development principles in the Russian economy.

ESG-projects are aimed at the long term and have a payback period of 10-15 years. These are capital-intensive and high-tech projects that require R&D, and therefore are risky, which does not help to meet the demand for investment from companies focused on sustainable development. It is obvious that it is impossible to implement ESG principles on enthusiasm alone, business will not work at a loss, no matter how high values it professes.

As E.A. Divaeva notes, «in this regard, it is necessary to recognize the crucial role of the state in stimulating enterprises to implement green technologies and make green investments. Forms of state support are standard, observed in all countries, the specificity lies in the extent of state support and in the approach to the organization of the process. Risks associated with green investments can be reduced through government grants, subsidies, guarantees, preferential financing through commercial banks at lower interest rates, the creation of "green" funds, etc» [9].

Much practical experience of state support for green finance is accumulated in developed countries, the governments of these countries also widely use various forms of fiscal incentives in the form of tax benefits: tax refunds, tax exemptions, tax deductions for possible environmental projects. These measures are key to building an effective state policy for the development of a green economy in Russia, supporting and stimulating private green initiatives, and could be used by government agencies in the short term. Thus, the government has at its disposal a wide arsenal of tools that can help mobilize investment in the development of green technologies and the overall growth of the green economy [9].

Fig. 2. Conditions for the transformation of ESG principles [9]



An important event in this direction of formation of the National Green Project Financing System was the adoption of the RF Government Decree №1587 dated 21.09.2021 «On approval of the criteria for sustainable (including green) development projects in Russia and requirements for the verification system of sustainable (including green) development projects in Russia». The national methodology developed by the Ministry of Economic Development of the Russian Federation together with the VEB RF (VEB.RF (State Development Corporation «VEB.RF»; until 2018 - Vnesheconombank) defines the criteria for green projects in the following areas: waste management, energy, construction, industry, transport, water supply, agriculture, biodiversity and natural landscapes conservation, establishes requirements for verification system, financial instruments of sustainable development and verifiers.

This document is a methodological guideline for the recognition of financial instruments of sustainable development, defining the requirements for the system of verification of sustainable (including green) development projects in the Russian Federation and the procedure for using financial instruments of sustainable development [9]. The Decree also determines the requirements and procedure for including legal entities in the list of verifiers. At present, there is a temporary list of

independent verifiers approved by VEB RF, which includes the leading rating agencies: Expert RA Agency, ACRA Agency, National Rating Agency.

Bonds are considered one of the key instruments for raising private financial resources for the green economy. Green bonds, as defined by the International Capital Markets Association (ICMA), are «any type of bond instrument whose proceeds will be used exclusively to finance or refinance, in part or in full, new or/and existing green projects».

At the moment there is a lack of qualitative research in Russia, reflecting the industry and regional specifics of ESG.

Table 1 presents data on the 10 regions with the best and 10 with the worst indicators in the ESG factors and in general according to a comprehensive assessment performed by N.I. Makarov and V.S. Nazarenko [18].

Places of Russian regions in the ESG rating for 2020. Compiled by the author on the basis of data [18].

Table 4: Evaluation of Russian regions' participation in ESG projects

Place (in order)	Environmental	Social	Governance	ESG
Best				
1	Lipetsk region	Nenets Autonomous District	Republic of Tatarstan	Republic of Tatarstan
2	Kostroma region	Yamalo-Nenets autonomous district	Khanty-Mansiysk autonomous district	Moscow
3	Kursk region	Sakhalin region	Moscow	Lipetsk region
4	Smolensk region	Chukotka Autonomous Okrug	Tyumen region	Khanty-Mansi Autonomous Okrug
5	Saratov region	Moscow	Ulyanovsk region	Kursk region
Worst				
79	Magadan region	Republic of Buryatia	Pskov region	Magadan region

80	Republic of Karelia	Kurgan region	Republic of Tyva	Pskov region
81	Nenets Autonomous District	Zabaykalsky Krai	Republic of Ingushetia	Kabardino-Balkarian Republic
82	Republic of Komi	Jewish Autonomous Region	Republic of Kalmykia	Republic of Tyva
83	Kamchatka Krai	Republic of Tyva	Kabardino-Balkarian Republic	Republic of Kalmykia

We can distinguish characteristic features of ESG-transformation of business in Russia:

1. Low consumer receptivity to social projects beyond the scope of the company's direct activities. Charity, interaction with authorities and public organizations are of little concern to the Russian consumer. There is a situation where socially significant projects implemented by the company are not considered by the consumer when choosing to buy a home. This situation reduces the interest of companies in ESG, as the implementation of ESG principles does not contribute to profit maximization.

2. Russia lacks effective non-profit organizations (NPOs) that would act as influential stakeholders in a dialogue with business. Formally, there are a significant number of NGOs in Russia that are linked to business in their profile, but in most cases their activities are formal. Civil society institutions, as they exist in the United States and Western Europe, do not operate in Russia - they function largely as imitation and do not express public aspirations. Under these conditions, business may refuse to consider NPOs as full-fledged partners.

3. Russia has not developed a mass media capable of covering the social projects of business actors. The media audience does not demonstrate an interest in business activities for the good of society beyond the usual commercial activities. To a large extent, the Russian audience of media resources perceives materials on

the social activities of businesses as irresponsible advertising. Such materials do not always elicit positive reactions, but may be perceived neutrally or hostilely.

4. Russian labor relations are characterized by the weak role of trade unions. Employees are often unable to act as participants in the negotiation process with the employer and demonstrate low activity in uniting to assert their rights and improve working conditions. There is a situation when the company management is able to ignore employees as an internal stakeholder. As a result the activity of the company on development of human resources is based on initiatives coming only from the management of the company, while from the point of view of ESG theorists this activity should be initiated by both managers and employees themselves.

5. The most influential stakeholder influencing Russian companies is the state represented by executive authorities - at the federal and especially at the regional level. The executive authorities, as the dominant stakeholder, have the greatest influence on the Russian company implementing investment and construction projects. Business entities tend to respond positively to various initiatives of state regulatory bodies more than to those of other stakeholders, since the construction company's relationship with the authorities influences the possibility of obtaining building plots and other preferences. On the contrary, the absence of a dialogue between a construction company and representatives of the executive authorities may hinder and limit its activities in a certain territory.

6. The foreign policy environment that emerged in February 2022 hinders the development of ESG in Russia. This business practice has value within the global economy. The ESG-transformation based on the UN Sustainable Development Goals is largely interested in those companies that seek to work with partners from the United States and European countries, attract investments from these countries, and operate in European markets. The introduction of a large-scale package of sanctions against Russia sharply reduces the opportunities for Russian companies to work with American and European partners. It can be assumed that in the near future there will be a slowdown in the development of ESG in Russia. In addition, in conditions of economic instability and the need to minimize costs, companies are

likely to reduce spending on social needs - to deal less with environmental issues, to donate to the environment.

7. The main trend of 2022 in Russia is a strong dependence of social responsibility of business on foreign political events. The concept of ESG in Russia has demonstrated a high correlation with the international political agenda. With the beginning of the military operation of the Russian armed forces in Ukraine, Russian companies have actually lost access to U.S. and European investments. The sanctions regime impedes the free movement of capital, making it difficult for Russia to access U.S. and European financial resources. Given the fact that the ESG concept is important primarily to foreign investors, it can be assumed that the social responsibility of Russian companies will soon be implemented without direct involvement in international practices.

CHAPTER II. ANALYSIS OF ACTUAL REGIONAL PRACTICES OF ESG-TRANSFORMATION OF INTERACTION BETWEEN GOVERNMENT AND BUSINESS (ON THE EXAMPLE OF SAINT PETERSBURG)

2.1 Network analysis: a description of the method

Theoretical foundations of network analysis

The field of politics and government relations is filled with various interactions. In order to realize their interests, participants in socio-political processes interact with each other, striving to achieve their goals. Among the tools used in the study of social and political processes, there is network analysis - a method that allows to analyze the interaction between different actors. Network analysis is applicable to the relationship between different actors - political parties, public authorities, companies, public organizations, associations and communities, and can be applied both at the level of the country and at the level of its regions.

Historically, the network approach was developed as an interdisciplinary approach and has been most widely used in sociology by M. Castells, E. Rogers, C. Levi-Strauss and in mathematics in the context of network analysis and graph theory by R. Solomonoff and A. Rapoport, P. Erdos, A. Renyi, D. Watts, S. Strogach. It also finds now application within political science – in Russian political science an approach is developed by L.V. Smorgunov and A.S. Sherstobitov.

If we consider the concept of "network" in a narrow sense, it is a structure consisting of "nodes" that form a set of connections. The concept of "network" is used for structural analysis, in which the individual constituent elements of the structure are considered in aggregate. This characteristic of network analysis reflects its universality. On the other hand, the "network approach" has different interpretations in those or other disciplines, because it is a disciplinary one.

P. Kenis and D. Knock provide various evidence that «links the qualities of inter-organizational spatial networks (field-net) - a concept close to the concept of

political networks - with the attitude of member organizations to the interaction within the network. In particular, they prove that there is a non-linear relationship between communication density and the rate of connection formation, increasing initially and decreasing after saturation. They also suggest that as the level of centralization increases, communication formation slows down and interaction decreases» [14].

For R. Rhodes, «political networks are formed in different policy sectors of the modern state (health care, agriculture, industry, education, etc.) and represent a set of structural relationships between the political institutions of the state and society. He emphasizes the importance of the institutional component of the political network and its limitation to certain sectoral interests. Rhodes includes the exchange of resources between members of the network in the process of building relationships» [21].

Tanja Börzel, analyzing two schools of thought on political networks, German and English, defines them as follows: «A political network is a set of relatively stable relationships, by nature non-hierarchical and interdependent, linking a diversity of actors who share common interests regarding politics and who exchange resources in order to advance those interests, recognizing that cooperation is the best way to achieve common goals» [7].

Let us dwell on the concept of «political network». In general, «a political network is a system of state and non-state entities in a particular sphere of politics, which interact based on resource dependence in order to reach a common agreement on a political issue of interest to all, using formal and informal norms» [26].

Political networks are not enshrined in the legislation of the country; there is no legal framework that would regulate their creation and functioning. State authorities and large non-state actors form many political networks around them simultaneously. An important factor determining the creation of a political network is the common sphere of activity. At the same time, the interests of different actors within the same sphere of activity can be both the same and different. In forming political networks, actors can seek both partnership and confrontational interaction

aimed at achieving the interests of their subject to the detriment of the interests of other actors.

According to L.V. Smorgunov and A.S. Sherstobitov, «we should distinguish between structural (relational) and network approaches in political science. If the analysis of political processes as a structure was a methodological achievement, i.e. our ideas about political phenomena have changed, the network analysis is based on the change of political reality itself, not only our approach to it. Today, networking is an essential characteristic of society, not only linking actors and changing the nature of relations between them» [26].

The distinctive features of political structures and political networks, based on various criteria, are presented in Table 5.

Table 5. Difference between structures and networks [26]

Criterion	Structure	Network
Composition	Agents and Relations	Actor-Relations
The nature of the relationship	Functional	Communication
Processes	Command transmission and response	Exchange
Focusing on the Other	Instrumentality	Mutuality
Signals	Information	Knowledge
Order	Certain and sustained	Uncertain and unstable
Regulation	Inclusion/exclusion	Affiliation
Significance	Statuses	Processes
The nature of the whole	Integration through totalitarianism	

A **network model** is a picture of a network consisting of nodes and connections between them. A network model can be visualized in various ways, including with the help of appropriate software.

The construction of network models is related to **graph theory**. This graph theory provides an opportunity to apply a wide range of quantitative measurements. In the process of modeling political networks, the nodes will be the actors, and the edges (arcs) will be the links arising between the authors.

In general, the network model can be of two types (Fig. 3):

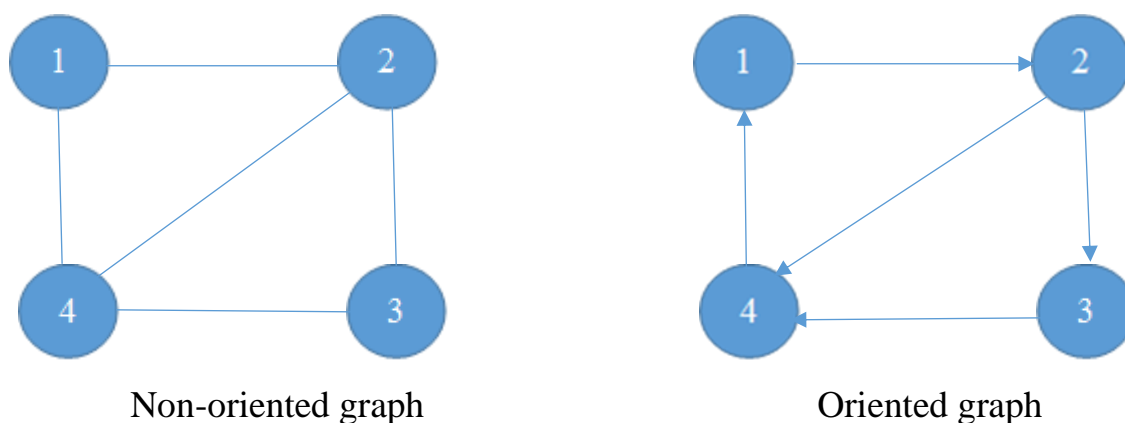
1. Oriented

This network model is applied when it is possible to capture the situation, when communication or transfer of resources takes place from one actor to another. This model is applicable in a situation where there is considerable information about the nature of interaction between different actors.

2. Non-oriented

It is possible that contacts are two-way, and it is not possible to identify the actor who starts the communication and the actor who receives the communication. Such a case can arise, for example, when as a source of data on the presence and nature of network communications are chosen, for example, such forms of network political participation as public councils or associations, the members of which are different actors. The undirected model is applied in conditions of lack of information, when the investigated relationships do not allow to identify the initiator of communications.

Fig. 3: Examples of oriented and undirected graphs [27]



Conducting a network analysis. Description of the practical part.

This research identifies political networks that are formed between the executive authorities of Saint Petersburg and the largest Saint Petersburg companies in the implementation of ESG. Big business in Russia more and more often implements its activities taking into account the social component - many leading companies are engaged in the preparation of social reporting, which is available in

the public domain. In addition, companies publish other materials reflecting their social activities on their Internet resources. Another way of obtaining information about a company's ESG activities is through publications in the electronic media.

On the other hand, it is possible to find publications on the website of the Government of Saint Petersburg, which contain information about contacts between the Administration of Saint Petersburg and representatives of business. Within the framework of this study all the above sources were analyzed.

The information base of the study was publications on the website of the official site of the Administration of Saint Petersburg (gov.spb.u), social reports of companies, other information materials located on their websites, materials of electronic media.

The sampling of the study is the 20 largest companies in Saint Petersburg based on revenue volume. The list of companies was compiled on the basis of the annual RBC500 survey. Three lists of companies were made (for 2019, 2020, 2021).

Those companies which, according to this rating, are legally registered in Saint Petersburg were selected. The specifics of compiling such ratings is that they are based on the financial statements of companies for the past year. Thus, the rating for 2019 is based on 2018 data, while the rating for 2020 is based on 2019 data. - The 2019 rating is based on 2019 data, and the 2021 rating is based on 2020 data. More recent ratings of Russian companies based on 2021 business financial statements are not available at the time of the study (April 2022).

One of the key events in Saint Petersburg's economic life in 2021 was PJSC «Gazprom's» legal move from Moscow to Saint Petersburg. «Gazprom» is Russia's largest company, implementing large-scale social projects and having a wide range of contacts with various state authorities. We placed PJSC «Gazprom» in the first place in the Saint Petersburg companies rating for 2021, despite the fact that it is listed as a Moscow company in the RBC500, as the rating compilers used data for 2020.

The administration of Saint Petersburg is seen as several actors - the governor of Saint Petersburg, the vice-governors of Saint Petersburg, and committees interacting with business.

The study analyzed the links between business entities and public authorities at the level of Saint Petersburg, the links were visualized in the form of graphs, which were networked. Each link was evaluated in terms of how it reflected all aspects of the ESG concept.

The following indices were assigned to the graphs:

- E - if this connection reflected the interaction between the business entity and the authority in the field of ecology, it was assigned index E;
- S - if the contacts were aimed at improving the life of citizens, at the implementation of projects significant for Saint Petersburg;
- G - if the interaction between business-subjects and authorities improved the management practices of the companies.

Each column was assigned one, two, or three indices at once. If the company during interaction with authorities covered all three spheres, it meant full realization of ESG practice from the point of view of network interaction.

Object of a study Interaction between companies and public authorities of Saint Petersburg in the process of transformation to ESG principles. Subject of a study is ESG-transformation of Saint Petersburg businesses and public authorities in the framework of public policy.

Exploring the formation of political networks from 2019 to 2021 it will be possible to conclude to what extent ESG practices are expanding in Saint Petersburg. As a hypothesis, we can consider the thesis that the process of ESG-transformation is likely to be non-systematic and fragmented, since it is at an early stage

This hypothesis is partly confirmed by the fact that at the end of November 2021 Saint Petersburg was the first in the history of Russia to present a regional ESG report. The document was formed under the editorship of vice-governor Stanislav Kazarin and the chairman of the Committee on Information and Communication Yulia Smirnova on the basis of data from open sources. This is a report on the

environmental situation in Saint Petersburg in 2020, a report on the implementation in 2020 of the Action Plan for the implementation of the Strategy of socio-economic development of Saint Petersburg for the period up to 2035.

It is worth noting that in the ESG-rating of Russian regions in 2020, compiled by the agency «RAEX-Analytics» Saint Petersburg is in the top 25 Russian regions, in the area of «social sphere» - in the top 10, in terms of quality of management - in the top 20 [73].

Alan Salbiev, the head of the Academy of System Analysis, the compiler of the report, believes that «Saint Petersburg, in fact, has become a base region for all subjects of Russia to practice methodological, organizational and strategic principles of sustainable development with extensive use of technologies and approaches of digital transformation. Saint Petersburg, in fact, introduces a new component "D" - digital into the ESG principles. For the first time in Russia, the relationship between the sustainable development agenda and the digital transformation strategy (the concept of D-ESG) is proposed» [73].

The network analysis implemented in this study will allow us to assess how extensively the state business community interacts with each other, solving tasks in the field of ESG, but the financial volume of these interactions is not the subject of our study. Network analysis allows us to estimate how many contacts there are between actors, and what is the nature of these contacts (E, S or G), but the question remains how much money is spent by business to implement the set socially significant tasks. This question can be solved in the course of further research activities, by studying the social reporting of companies.

2.2 Characteristics of interaction between the Administration of Saint Petersburg and the largest Saint Petersburg companies in the field of ESG

During the study 20 largest companies of Saint Petersburg were selected on the basis of RBC500 rating. The selection criterion was revenue volume. They are presented in table 1. It should be noted that although PJSC «Gazprom» appears in the RBC500 rating as a Moscow company in 2021, an important event was its move to Saint Petersburg, finally implemented at the end of 2021. In order to make the database more informative, Gazprom was placed in the database section for 2021.

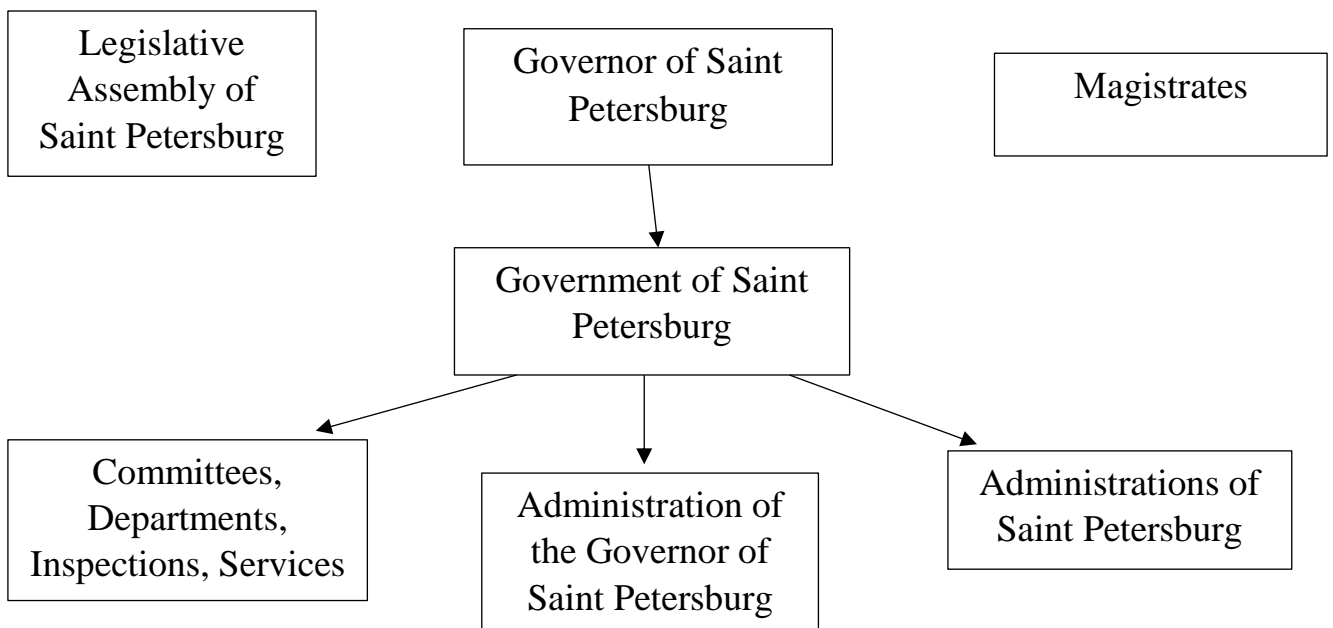
The full database reflecting ESG interaction between the Saint Petersburg Administration and major Saint Petersburg companies, compiled on the basis of materials from the official website of the Saint Petersburg Administration (gov.spb.ru), companies' social reports, and materials from their corporate websites, is presented in Appendix 1.

List of authorities involved in ESG-transformation:

1. Government of Saint Petersburg (not detailed);
2. Governor of Saint Petersburg;
3. Vice-Governor of Saint Petersburg;
4. Committee for Economic Policy and Strategic Planning;
5. Committee for Construction;
6. Committee for Investments;
7. Committee for Transport Infrastructure Development;
8. Committee for Social Policy;
9. Committee for Youth Policy and Interaction with Public Organizations;
10. Committee for Science and Higher School;
11. Committee for Arctic Affairs;
12. Committee for State Service and Personnel Policy;
13. Committee for State Control, Use and Protection of Monuments of History and Culture;

14. Committee for Nature Use, Environmental Protection and Ecological Safety;
15. Committee for Physical Culture and Sports;
16. Committee for External Relations;
17. Committee for Transport;
18. Committee for Tourism Development;
19. Committee for Press and Media Relations;
20. Committee of Education;
21. Committee on Public Health;
22. Committee for Improvement;
23. Administrations of Central, Nevsky, Krasnogvardeysky, Krasnoselsky, Kurortny, Moskovsky, Primorsky, Petrodvortsovsky, Pushkinsky districts.

Fig. 4. Structure of the Administration of Saint Petersburg



The research sample included the executive authorities of St. Petersburg, as they have the authority to make the necessary decisions to participate in the ESG-transformation process. Also publications about interaction of executive authorities and business community of the city give a more complete picture than, for example, publications about interaction of business with legislative authorities.

At the end of November of previous year Saint Petersburg was the first in the history of Russia to present a regional ESG report. The document was formed under the editorship of the Vice-Governor Stanislav Kazarin and the Chairman of the Committee on Information and Communications Yulia Smirnova based on data from public sources. This is a report on the environmental situation in Saint Petersburg in 2020, a report on the implementation in 2020 of the Action Plan for the implementation of the Strategy of socio-economic development of Saint Petersburg for the period up to 2035.

It is worth noting that in the ESG-rating of Russian regions in 2020, compiled by the agency «RAEX-Analytics» Saint Petersburg is in the top 25 Russian regions, in the area of «social sphere» - in the top 10, in terms of quality of management - in the top 20 [73].

Table 6 List of the largest companies registered in Saint Petersburg

	2019	2020	2021
1	VTB 1361 billion rubles	VTB 1411 billion rubles	Gazprom 6322 billion rubles
2	Lenta billion rubles	Lenta 418 billion rubles	VTB 1369 billion rubles
3	Stroytransneftegaz 187 млрд руб.	Stroytransneftegaz 164 млрд руб.	Lenta 446 млрд руб.
4	Ilim Group 156 млрд руб.	Ilim Group 124 млрд руб.	Ilim Group 123 млрд руб.
5	LSR Group 146 млрд руб.	LSR Group 110 млрд руб.	LSR Group 118 млрд руб.
6	Transoil 106 млрд руб	Transoil 108 млрд руб.	Setl Group 117 млрд руб.
7	Setl Group 92 млрд руб.	Gazstroyprom 106 млрд руб.	Transoil 104 млрд руб.
8	PK Baltika (Carlsbergfondet) 78 млрд руб.	Setl Group 98 млрд руб.	GK Etalon 79 млрд руб.
9	GK Etalon 72 bln. rub	GK Etalon 84 bln. rub	PK Baltika (Carlsbergfondet) bln. rub
10	Bank Russia 71 bln. rub	PK Baltika (Carlsbergfondet) 76 bln. rub	STD Petrovich 74 bln. rub

11	Bank Saint Petersburg 53 bln. rub	STD Petrovich 60 bln. rub	BSS 67 bln. rub
12	Renaissance Construction (Ronesans Holding Anonim Sirketi) 53 bln. rub	BSS 58 bln. rub	Silovye mashiny 66 bln. rub
13	BSS 52 bln. rub	Bank Saint Petersburg 57 bln. rub	Bank Russia 64 bln. rub
14	Goznak 50 bln. rub	Goznak 50 bln. rub	Bank Saint Petersburg 53 bln. rub
15	STD Petrovich 49 bln. rub	Renaissance Heavy Industries 43 bln. rub	Renaissance Heavy Industries 53 bln. rub
16	Saint Petersburg Metro 38 bln. rub	Saint Petersburg Metro 42 bln. rub	Goznak 46 bln. rub
17	Renaissance Heavy Industries 38 bln. rub	Renaissance Construction (Ronesans Holding Anonim Sirketi) 41 bln. rub	Saint Petersburg Metro 37 bln. rub
18	Rive Gauche 36 bln. rub	Rive Gauche 37 bln. rub	Vodokanal of Saint Petersburg 37 bln. rub
19	Vodokanal of Saint Petersburg 36 bln. rub	Vodokanal of Saint Petersburg 37 bln. rub	Kirovskiy Zavod 35 bln. rub
20	Delovye linii 32 bln. rub	OPH Heineken 36 bln. rub	Biokad 33 bln. rub

Interactions between the business entities under consideration and the Administration of Saint Petersburg were evaluated. If in the course of this interaction environmental problems were solved, the company was given index E, if social problems - index S, if problems related to corporate governance - index G. Absence of one or another index does not mean that the company is not engaged in this direction of activity, but means that within the framework of implementation of this direction there are no contacts with regional authorities of Saint Petersburg for solution of set tasks.

Characteristics of interaction with the authorities in the field of ESG between major companies and the Administration of Saint Petersburg:

1. **Gazprom**

PJSC Gazprom (**indices - E,S,G**) is Russia's largest company. It has comprehensive, detailed social reporting reflecting a wide range of socially significant areas of the company's activities. PJSC Gazprom concludes cooperation agreements with various subjects of the Russian Federation. At the end of 2021 Alexey Miller and Alexander Beglov signed a Cooperation Agreement for a new three-year period from 2022 to 2024 [67].

PJSC «Gazprom» is implementing an ambitious program to support Saint Petersburg's development. It is comprehensive in nature: it covers the Company's core activities (gasification, conversion of public transport to methane, etc.) and involves improvement of the city's historic center, implementation of restoration projects, and assistance to cultural and sports institutions.

Cooperation between PJSC «Gazprom» and the Tsarskoye Selo Museum-Reserve continued. Since 2016, with the Company's support, work has been underway to restore the Palace Church of the Resurrection in the Catherine Palace. PJSC «Gazprom» supports Saint Petersburg's leading theaters, does charity work, and implements environmental projects («Green Spring»).

Some schools in Saint Petersburg have «Gazprom» classes, which proves the cooperation between the company and the Saint Petersburg Government, including in the field of training personnel for PJSC Gazprom.

2. VTB

VTB Bank (**indexes - E, S**) has numerous social projects and extensive social reporting. It implements various ESG projects together with the Administration of Saint Petersburg. These projects include the issue of the Single Card of Saint Petersburg residents, the purchase of computer equipment under the «lean manufacturing» project and the construction of an infectious diseases hospital in Kolpino [74]. VTB Group, the Government of Saint Petersburg and the Leningrad Region Government signed a letter of intent to jointly resolve the issue of waste management and recycling in the two Russian regions. VTB Bank participates in the construction of the Western High-Speed Diameter and other highways. VTB capital

is present in the company Metrostroy Saint Petersburg, which is building the Saint Petersburg metro after the bankruptcy of Metrostroy.

3. Lenta

Lenta (**index - S, G**) is a Russian chain of hypermarkets. It has high-quality social reporting, but performs most social-environmental activities independently, without interaction with the Administration of Saint Petersburg. Nevertheless, among joint ESG initiatives with the regional government are the following: for several years Lenta has been a partner of the Tulip Festival in Saint Petersburg, supplied ready-made lunches to 6 hospitals in Saint Petersburg during the first wave of the coronavirus [50].

4. Ilim Group

Ilim Group JSC (**index - S**) is the largest logging and timber processing company in Russia. Ilim is engaged in large-scale environmental activities in the regions where it has production facilities. There is no interaction with the Administration of Saint Petersburg in the field of ESG public space. The only project the company implements in cooperation with Saint Petersburg authorities is the construction of the satellite city Yuzhny [51].

5. LSR Group

LSR Group (**indexes S**) is a Russian company operating in the field of building materials production, development and real estate construction. The company actively cooperates with the Administration of Saint Petersburg in the construction of social facilities - schools, kindergartens in Krasnogvardeysky district, in Lomonosovsky district and others [68]. He has awards from regional authorities. Among the areas of activity specified in social reporting are the improvement of cities of presence, creation of park zones and landscaping of territories of Saint Petersburg, restoration of cultural heritage sites.

6. Stroytransneftegaz

JSC Stroytransneftegaz (**no indices**) is one of Russia's leading construction companies, performing a full range of services for the oil and gas industry. It does

not actually conduct social activities in Saint Petersburg, but has its registered address in Saint Petersburg [52].

7. **Transoil**

Transoil - Transportation and Logistics Group (**no indices**) is a Russian transport company specializing in railway transportation of oil and oil products. It does not interact with the government of Saint Petersburg [53].

8. **Setl Group**

Setl Group (**index - S**) is a Russian company operating in the segment of development, construction and consulting in the field of residential and commercial real estate. It cooperates in the sphere of ESG with regional authorities, building schools in Saint Petersburg. It also participates in small social projects (collecting tablets for schoolchildren) [54]. However, the company has no social reporting and mentions it in the media on social topics.

9. **GK Etalon**

Etalon GK (**index - E, S**) is a construction company, one of the oldest in Saint Petersburg, formerly called LenSpetsSMU. It has social accountability. The company invests in the development of the cities of its presence: creation of social infrastructure, restoration of historical monuments, support and organization of cultural and sports events. Construction is carried out taking into account possible environmental risks. In cooperation with the Saint Petersburg authorities it builds social facilities - kindergartens and schools [43].

10. **Gazstroyprom**

Gazstroyprom (**no indices**) is a contractor of «Gazprom», which was registered in June 2018 in Saint Petersburg. It does not interact with the Administration of Saint Petersburg as an independent actor.

11. **PK Baltika**

PK Baltika (**indexes E,S**) is a brewing company. It is involved in environmental projects together with Saint Petersburg - it installs containers for separate waste collection, cooperating with Saint Petersburg trash recycling

operators. Provides assistance to some hospitals in Saint Petersburg. Social and environmental projects are local [69].

12. **STD Petrovich**

Petrovich Construction Trading House (**no indices**) is a Russian company specializing in retail sales of construction materials. The company has no social reporting, there are no mentions in the media on social topics [56]. The company does not interact with the authorities in the field of ESG.

13. **Bank Russia**

Bank Russia (**index S**) is the general partner of the Scarlet Sails festival, which is organized jointly with the Administration of Saint Petersburg and Channel 5. There is a close, multi-year cooperation in the implementation of this project. In addition, the bank, together with the city authorities, supports innovative and creative ideas of Saint Petersburg's youth and cooperates with the Committee for the Development of the Arctic. It is a long-standing partner of the Saint Petersburg Government and the Committee on Science and Higher Education in organizing the Saint Petersburg Education Salon [46].

14. **Bank Saint Petersburg**

Bank Saint Petersburg (**indexes E, S**) cooperates with the Government of Saint Petersburg by implementing various social projects. The Bank's assets include projects aimed at taking care of veterans and the younger generation, preserving historical heritage, and creating a comfortable urban environment. For example, in 2021, Bank Saint Petersburg, together with regional authorities, signed an agreement to create a hotel in the historic center of the city. The bank has a satellite city Yuzhny project being implemented jointly by the Government of Russia, Saint Petersburg on the territory of 2012 hectares [44].

15. **BSS**

BSS (**no indices**) is a pharmaceutical company. No social reporting and mentions in mass media on social topics. Does not conduct ESG activities jointly with the Administration of Saint Petersburg [57].

16. **Silovye mashiny**

JSC Power Machines (index E, S) is a Russian power engineering company. Saint Petersburg hosts the Governor's Cup in robotics, of which Power Machines is a partner. The company participates in the Jubilee Youth Career Forum organized by the regional authorities [58].

17. **Renaissance Construction**

Renaissance Construction (**no indices**) is an international construction company founded in 1993 in Saint Petersburg [59]. It does not conduct ESG activities jointly with the Saint Petersburg Administration.

18. **Renaissance Heavy Industries**

Renaissance Heavy Industries (**no indices**) is an independent industrial division of Renaissance Holding [60]. It does not conduct ESG activities jointly with the Administration of Saint Petersburg.

19. **Rive Gauche**

Rive Gauche (**no indices**) is a Russian perfume and cosmetics chain [61]. It does not interact with the government of Saint Petersburg in the area of ESG.

20. **Goznak**

The joint-stock company Goznak (**S indexes**) is engaged in the production of banknotes, coins, orders. Participated together with the leadership of Saint Petersburg in events for the 800th anniversary of Prince Alexander Nevsky, presenting unique projects. In general, the interaction in the sphere of ESG with regional authorities is weak [62].

21. **Saint Petersburg Metro**

Saint Petersburg Metro (**indexes S, G**) is a state unitary enterprise owned by Saint Petersburg. The authorities directly perform social functions by managing this enterprise, including managing its personnel policy and the company's management system. «Saint Petersburg Metro» is involved in socially-oriented projects of the city [63].

22. **Vodokanal of Saint Petersburg**

Vodokanal of Saint Petersburg (**indexes E, S**) is a state unitary enterprise owned by Saint Petersburg. It implements various environmental projects – «Clean

Coast», measures to save seals [66]. The authorities directly perform social functions by managing this enterprise, including managing its personnel policy and the company's management system.

23. **Kirovskiy zavod**

Kirovskiy zavod (**indexes S, G**) is one of the oldest and largest machine-building and metallurgical enterprises of the Russian Empire, USSR and modern Russia. ESG activity consists, first of all, in educational projects implemented by the enterprise together with regional authorities. The plant opened a center for advanced vocational training together with the Committee for Science and Higher School and the Machine-Building Academy named after Zh. J.Y. Kotin Academy of Mechanical Engineering. Here about 600 students are trained in technical specialties [63]. The enterprise carries out the educational activities of the Corporate University on the basis of a license issued by the Saint Petersburg Committee on Education. Agreements have been reached on the production of municipal and road-building equipment ordered by the government of Saint Petersburg.

24. **Biokad**

«Biokad» (**index S**) is a Russian biotechnology company engaged in research, development, production and distribution of pharmaceutical and biopharmaceutical products. The company is a resident of the special economic zone «Saint Petersburg», it added 2.2 billion rubles to the city's budget. JSC «Biocad» in 2021 signed an agreement with the Government of Saint Petersburg for a total of 5.8 billion rubles at the Saint Petersburg International Economic Forum to develop and produce new drugs [70]. In addition, Biocad implements local social projects in other areas - it is a partner of the contest of young designers.

25. **Heineken**

United Heineken Breweries LLC (**index E**) is the Russian division of the Heineken brewing company. The company has social accountability, but its ESG policy is mainly carried out by itself, without interaction with the executive authorities. However, containers for separate collection were installed in the Primorsky District of Saint Petersburg with the company's support [71].

26. Delovye linii

Delovye Linii (**index S**) is a transportation company. It has no social reporting. The company, together with regional authorities, carried out such ESG activities as sending humanitarian cargo to the Trans-Baikal Territory, holding the Youth Forum of the Moscow District [65].

Pajek program was used for implementation of network analysis. The result of its use during the network analysis, based on the goals and objectives of the study, is visualized in Figure 5 (data for 2019), Figure 6 (data for 2020), Figure 7 (data for 2021).

Table 7. Tightness and nature of ESG-relationships between the authorities and the largest companies in Saint Petersburg

Year	Tightness and nature of ESG links				Number of companies engaged in ESG interaction with the authorities (out of the top 20)
	Total	E	S	G	
2019	43	5	35	3	14
2020	36	6	28	2	12
2021	50	8	37	5	16

Fig. 5. Network of 2019 (Pajek)

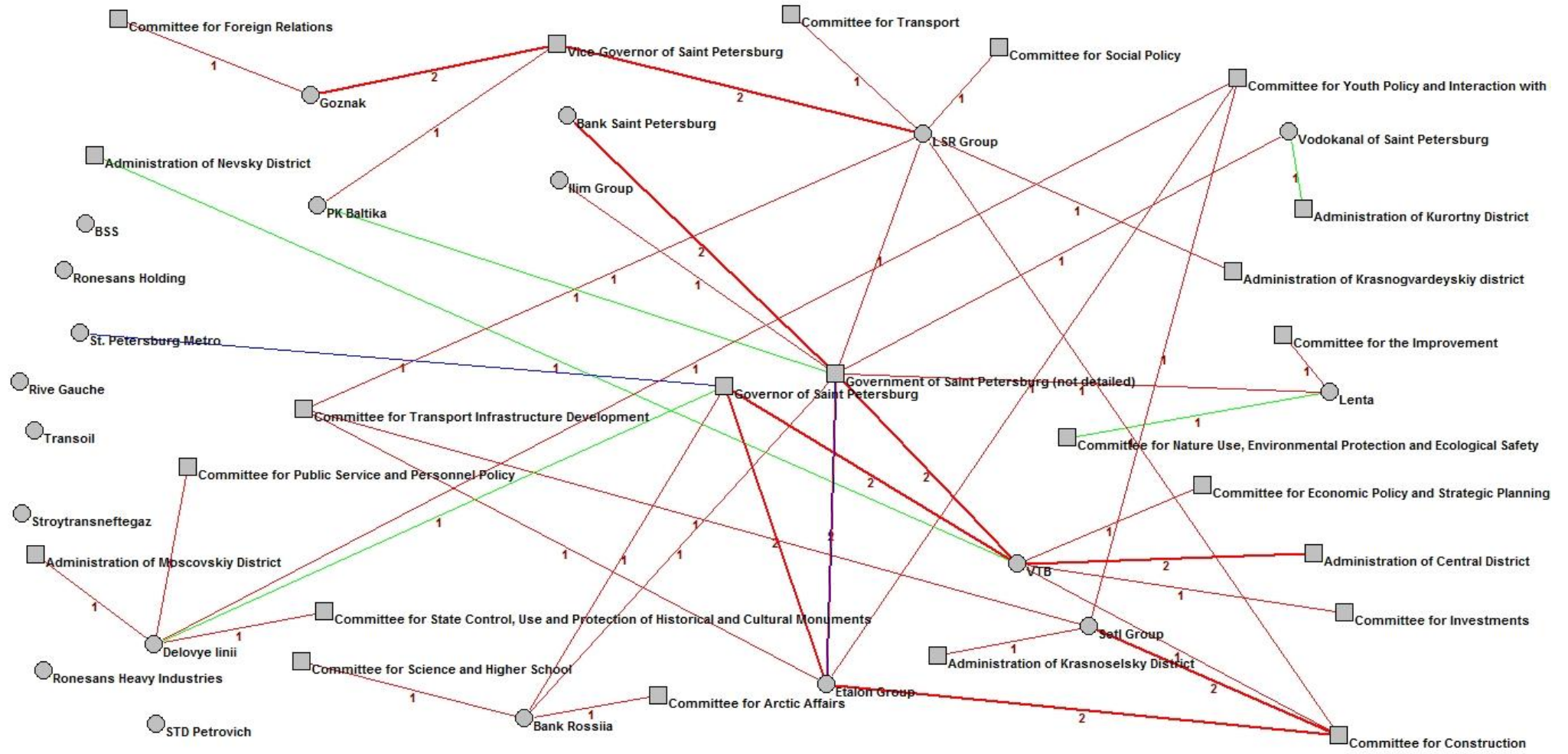
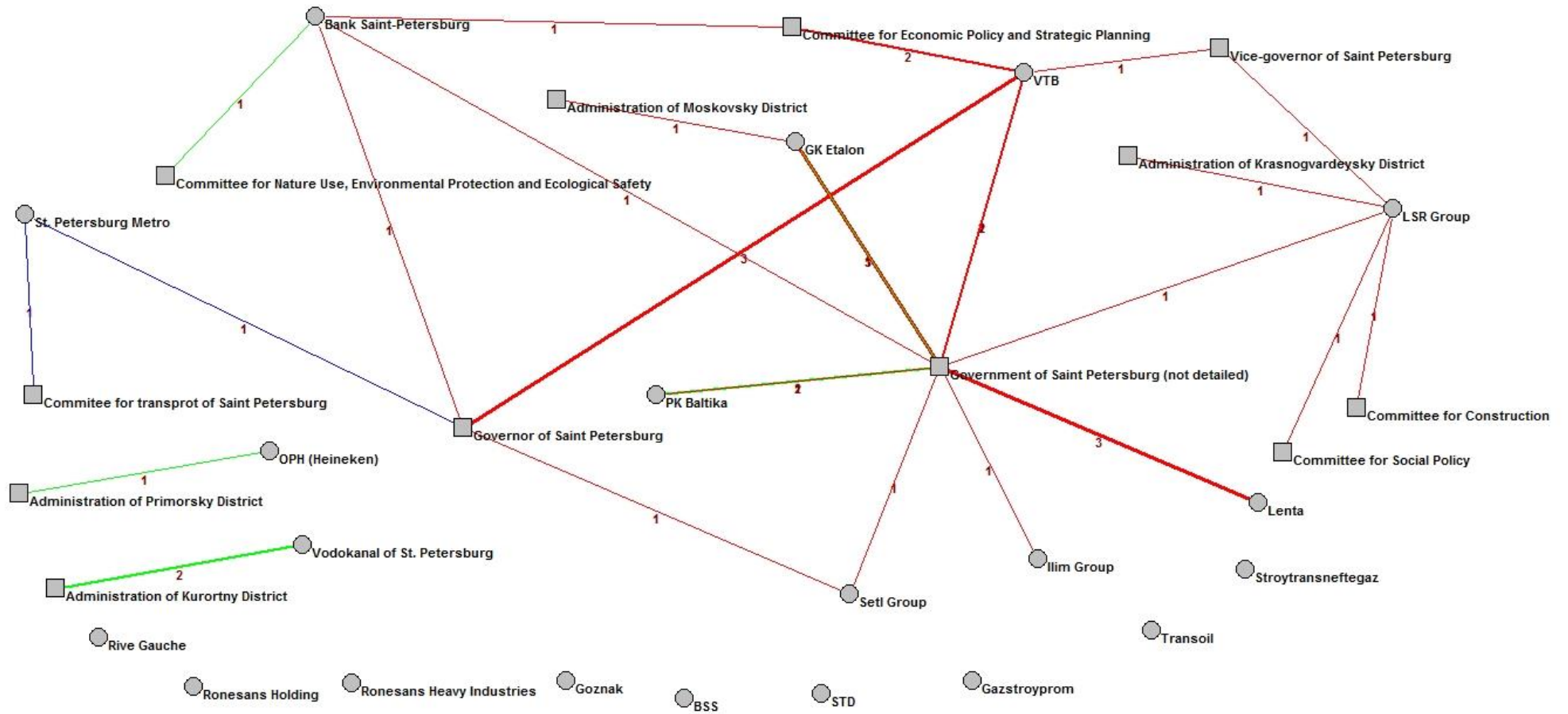


Fig. 6. Network of 2020 (Pajek)



2.3 Network Analysis of ESG Transformation in Saint Petersburg: Results

According to the results of the study, the following conclusions were made:

1. The conducted research has shown that ESG activities from the point of view of executive authorities are concentrated in two entities - the Government of Saint Petersburg and the Governor of Saint Petersburg. The regional government plays a key role in achieving sustainable development, the mention of this authority within the framework of the topic under consideration most often appears both on the official website of Saint Petersburg Administration, and in social reports of companies, on company websites, as well as in the media materials.

The second most frequently mentioned person is the Governor, who appears in ESG information materials mainly as a person who performs a representative function: he participates in official events on the opening of schools and kindergartens, speaks at forums where sustainable development issues are addressed, and signs cooperation agreements with major companies on behalf of the region. In some cases, one of the Vice-Governors acts in a similar capacity.

Committees only occasionally appear in informational materials related to ESG topics. Most often when describing the interaction between business and government the Government is mentioned as a whole, without detailing the committees, which causes a situation where the connections between the company and the Government are more extensive than with each of the committees.

Administrations of specific districts also appear only sporadically in informational materials - social activities within specific districts of a large region or city, typical for some American or European companies carrying out ESG practices, are not typical for Russia and Saint Petersburg. Russian companies more often try to work with large partners, so their activities are more characterized by interaction with authorities, higher in terms of state hierarchy.

In addition, it is worth noting the almost complete absence of materials on interaction with municipal authorities.

2. Regional peculiarities of ESG-transformation in Saint Petersburg can be distinguished. First of all, Saint Petersburg is a European city with historically stronger influence from Western Europe, as well as a tourist city attracting tourists from different countries. Therefore, it seems logical that in Saint Petersburg are developing practices that are consistent with the global trend. It seems logical that Saint Petersburg, to a greater extent than most regions of the Russian Federation, is gaining popularity for global trends in society.

Secondly, Saint Petersburg is one of the top five most economically developed regions of Russia, which is associated with the presence in the region of large companies, including the largest in Russia - PJSC «Gazprom». Social activities in Russia are more peculiar to large businesses than to small ones, moreover, it is the largest companies that adhere to the concept of ESG. The presence of a large number of large companies in the region is in itself a factor activating activities in the direction of sustainable development.

Thirdly, Saint Petersburg is home to many cultural, artistic, and historical heritage sites that have national and worldwide recognition. A noticeable part of social investments is directed to the maintenance of these areas.

3. There were 26 companies in the sample over three years, of which 18 companies (70%) interact with the Administration of Saint Petersburg in the course of implementation of ESG policy. Thus, we can conclude that big business in Saint Petersburg follows the global trend and not only pays attention to social investments (donations to the development of society and improvement of the quality of life), but also has contacts with regional authorities in solving these tasks. Meanwhile, the number of links in the implementation of sustainability projects between 2019 and 2021 has not changed significantly. This means that Saint Petersburg companies have been engaged in non-profit activities in the public interest for quite a long time. The term ESG merely reinforces an already established practice that Saint Petersburg businesses have followed for a longer period.

The companies that were engaged in ESG activities in 2019 continued to do so in 2020 and 2021. In contrast, those business entities that were not engaged in

socially-oriented activities in 2019 did not start doing them in 2021 either. Thus, there is a correlation between the scope and specificity of a company's activities and its participation in ESG-projects.

4. The official site of the Administration of Saint Petersburg gov.spb.ru does not adequately inform citizens about activities in the area of ESG. There is no specialized section of the site for these purposes, and when analyzing the subject under consideration one can only be guided by the news materials present on the site. In turn, the news content does not have a clear structure - important events related to the activities of Saint Petersburg business are absent from the site, while secondary events can be presented extensively.

The fragmentary nature of the information posted deteriorated the research sample, the joint activities of the authorities and some companies are presented in detail (for example, the construction profile – «LSR», «Etalon»), while it is difficult to find even general data on other major business entities. The haphazard nature of placing information on the site does not create an objective picture of nowadays process - it is possible that the increase or decrease in the number of contacts between the authorities and business on the site will be caused by the intensity of placement of materials, rather than the content of the processes taking place. In order to have a confirmation of the quality of the identification of political networks carried out in the course of the research, other sources of information were also overviewed.

Administration of Saint Petersburg website cannot fully meet the needs of the expert community researching ESG-transformations in Saint Petersburg. Many corporate websites as well as social reports of companies are performed at a higher level - they are well-structured, more detailed and have better visualization.

5. Despite the fact that companies engaged in ESG together with the authorities, a number of the largest business entities in Saint Petersburg do not engage in ESG activities or do not carry them out publicly, without contact with the executive authorities. These are such companies as «Renaissance Construction»,

«Renaissance Heavy Industries», «BSS», «Rive Gauche», «Transoil», «Stroytransneftegaz», «Gazstroyprom», «STD Petrovich».

We can distinguish two groups of companies that are not engaged in social activities. The first group includes those business entities that perform work according to the b2b (business-to-business) principle, working with large customer companies. In this case, a large corporate client is interested in the quality of the order, but may not be interested in sustainability activities. Such a client does not study the company's social reporting, it is not interested in the executor's projects for the benefit of society.

The second group of companies that do not participate in ESG include business entities for which this activity could be useful for business development, but in the current business model it is not applied by them («Rive Gauche», STD «Petrovich»). It can be assumed that in the future these companies will pay attention to social activities.

6. Companies operating in the construction sector (Etalon, LSR, and Setl Group) consider the construction of schools and kindergartens to be social activities for the improvement of the city. Some schools and kindergartens are donated to Saint Petersburg by the company, while other kindergartens and schools are purchased by the regional government. A situation arises where the usual commercial actions for the purpose of making a profit are seen by construction companies as social projects.

This situation can be evaluated from different angles. Some scholars believe that a company's social activities imply investing in society without making a profit (for example, charity, helping the sick, rare species of animals), and then only those investments are social, which do not imply a direct financial return. On the contrary, there is another point of view, according to which a company should not be divided into financial and non-financial activities, and all activities should be socially oriented. From the point of view of this second position, building schools and kindergartens by construction companies is an ESG activity.

7. Of the three components of ESG, the majority of companies, interacting with the authorities in Saint Petersburg, do not implement the direction G related to

corporate governance. This is explained by the fact that business entities independently modernize their internal corporate structure, without interacting with the authorities of the region on this issue.

Due to the fact that a small number of companies (four companies out of twenty-six) were assigned G indices, only one company received all three indices (E, S, G) - Gazprom. This means that this business-actor interacts with regional authorities of Saint Petersburg in all three aspects of ESG. Other business actors cover only one or two aspects of ESG. Saint Petersburg companies strive not to fully implement all three aspects - environmental, social, managerial, but only those related to their business profile. Environmental projects are present, above all, in those companies that are associated with the possibility of environmental pollution, while business entities whose main activities are not related to this problematic are not involved in this area. ESG-transformations of corporate management aimed at increasing its transparency (index G) - the rarest area of activity, interaction on this track between the government and business is very limited only in the form of educational and volunteer projects for staff.

8. Saint Petersburg became the first region in Russia to adopt ESG in 2020. The compilation of Saint Petersburg's ESG report for 2020 testifies to the growing interest of the Saint Petersburg authorities in regulating social activities in accordance with the global trend. The availability of this document indicates a high level of ESG-transformation in Saint Petersburg in comparison with other Russian cities. Moreover, for the first time in Russia, the authors of the report proposed the relationship between the sustainable development agenda and the strategy of digital transformation (the concept of D-ESG). Meanwhile, this report has certain shortcomings: it pays little attention to Saint Petersburg companies. If there is a fundamental difference between the social policy of the state (in this case, at the level of the subject of the Russian Federation) and corporate social practices. This report is more reminiscent of informing citizens about the activities of the Government of Saint Petersburg in solving socially significant problems, than a report on the activities of businesses in the field of ESG.

9. Analysis of materials of Saint Petersburg media, considering the activities in the field of ESG, showed a low interest of the media community in the interaction between government and business in the field of sustainable development. The available informational materials are texts (news reports and press releases) written by the actors themselves or by journalists on the basis of these texts.

In fact, in the media environment there is no expertise of social projects on the part of journalists, as well as civil society, in general. As a result, activities in the sphere of sustainable development look like PR, when the authorities and the business community inform the public about such activities, but the public itself does not react actively. Theoretically, the media should be engaged in assessing the quality of social projects, in particular, to attract independent experts who could evaluate certain activities, then activities in the field of ESG.

10. The analysis showed the low role of non-profit organizations (NPOs) in the practice of ESG in Saint Petersburg. In the information materials considered there is practically no mention of public organizations, which, according to theory and world practice, should be involved in the process of achieving sustainable development. NCOs are not considered as political actors, they are not able to have a significant impact on the policy of the Government of Saint Petersburg, the business community also virtually ignores their role. The emerging political networks do not include public organizations, which do not have the resources either to support certain socially significant undertakings or to adjust them in their interests.

11. The environmental component of the ESG concept can become one of the public policy tools for the Government of Saint Petersburg. Commitment to the environmental agenda is a profitable step to enhance one's reputation. Authorities can improve their image through the expansion of sustainable development practices, the development of environmental protection activities, the involvement of non-profit organizations, the population of the city, business representatives in these activities. One of the peculiarities of ESG from the point of view of regional

authorities is that it involves not only the use of budgetary funds to solve environmental problems, but also the attraction of other financial resources.

In European practice, ESG standards of banking activities are gaining popularity, «green finance» is developing, involving «responsible investment». In the framework of such investment activities, the business entity investing in the economy of Saint Petersburg will follow the accepted environmental standards of investment activities, where environmental protection will be initially included in the financial resources invested in the development of the city. Under these conditions, regional authorities do not bear the costs of environmental protection from investment activities - environmental risks are assumed by business. However, it is advisable to implement ESG standards for banking activities immediately at the federal level, in regulations uniform for the entire Russian Federation, so these aspects should exist.

In terms of image, ecology is practically a win-win theme in public policy for the authorities - there are virtually no opponents of the environmental agenda in public space, and almost any undertaking in the field of environmental protection is perceived positively by society. It would be logical for the Saint Petersburg authorities to take the lead in promoting this is agenda by becoming the backbone, the main element in the development of this area.

CONCLUSION

One of the global trends is increasing the social role of business and its involvement in the political agenda. A modern company in the U.S. or Western Europe does not just carry out commercial activities aimed at maximizing profits, but also gets involved in solving socially significant problems. The activities of business circles aimed at the development of society, environmental protection, and assistance to the needy are involved in public policy. This trend is characteristic of Western countries, but it is also gaining popularity in Russia. In Saint Petersburg, the second largest city in the country and one of the most economically developed regions of the Russian Federation, there is an active practice of the authorities and business community joining forces to solve socially important problems. For the business community, this activity lies in the realm of GR - companies find contacts with political leadership in order to improve their image and obtain informal tools to influence decision-making.

The orientation of business towards investing in the development of society was embodied in the 1970s in the form of corporate social responsibility (CSR). In the mid «tens» the social orientation of the business community was fixed at the international level in the framework of the Sustainable Development Goals (SDGs), developed by the UN General Assembly in 2015. Priorities were formed, common for public authorities, companies, and civil society institutions - the introduction of energy-saving technologies, reducing inequality, providing quality education accessible to all, the fight against climate change, etc. Based on the UN SDGs, the ESG (Environmental, Social, Corporate) concept began to gain popularity in global business practice, which became a new stage of business transformation.

ESG is a voluntary business practice, but the values of «responsible investment» are interpenetrating: companies, government and political elites, civil society structures, and the general population all act in the same direction, although they do not have a decision-making center.

Social responsibility of companies appeared in Russia in the 1990s, during the formation of a market economy. In the first decade of the formation of market relations in the Russian Federation there were chaotic discussions about the

importance of corporate social responsibility. At the beginning of the 21st century, with the end of political turbulence in Russia, the ideas of CSR began to formalize - companies began to master the principles of corporate social responsibility. Currently, big business in Russia is in ESG-transformation, following global trends, but this process is somewhat slower due to foreign policy aggravations, including the introduction of a large-scale package of sanctions against Russia after the events of February 2022.

Interaction of Saint Petersburg authorities and the business community in the field of ESG-transformation was investigated by means of network analysis. This method makes it possible to analyze the interaction between different subjects. The toolkit of network analysis is applicable to relations between different subjects - political parties, state authorities, business subjects, non-profit organizations, it can be applied both on the level of the country and on the level of its regions.

This study identifies political networks that are formed between the executive authorities of Saint Petersburg and the largest Saint Petersburg companies in the implementation of ESG. Regional authorities (Government of Saint Petersburg as a whole, governor, vice-governors, separate committees, district administrations), as well as 20 largest Saint Petersburg companies were singled out. The base was compiled, reflecting the interaction between these actors in the course of ESG-transformation for 2019-2021.

As part of the study, we built a network model - a visualized image of the network, consisting of nodes and links between them. The network model was built in accordance with graph theory, using the program for analysis and visualization of networks «Pajek».

Interactions between the business subjects under consideration and the Administration of Saint Petersburg were evaluated by analyzing information materials presented on the official website of the Administration of Saint Petersburg gov.spb.ru, in social reports of companies, in materials of their websites, in media materials. The research is characterized the interaction in the field of ESG between the business subjects under consideration and regional authorities, the number of

CONCLUSION

contacts was calculated, the tightness of each contact was estimated, the division of these contacts into three groups - E (related to environmental problems, S (related to solving social problems) and G (related to improving corporate governance) was done.

Based on the results of the study, ten conclusions were made, reflecting the specifics of ESG-transformation in Saint Petersburg within the framework of public policy. In general, the regional political agenda of Saint Petersburg includes interaction between the authorities and business in order to achieve sustainable development - both the governor and his deputies, as well as other structural units of the government have stable contacts with business in the area in question - the authorities and business jointly hold major city cultural events (the Scarlet Sails holiday), open new schools and kindergartens, issue the Unified Map of Saint Petersburg resident, coordinate efforts in a number of events to counter pandemics. Meanwhile, these activities are not holistic, they are fragmented in separate areas, which are poorly synchronized with each other.

In general, the results of the conducted research can be useful for regional executive authorities (both Saint Petersburg and other regions of the Russian Federation), as well as for the business community involved in public policy through GR. The conducted diagnostics of political networks showing the strengths and weaknesses of the interaction between government and companies in the field of ESG at the regional level can be used to eliminate weaknesses and choose the optimal trajectory of further development, beneficial both for the actors themselves and society.

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		public-private partnerships, infrastructure and construction		
2	Lenta	For several years Lenta has been a partner of the Tulip Festival in St. Petersburg Roundtable discussion "Sorting out trash in St. Petersburg - a prospect for a healthy life for our children"	Government of Saint Petersburg Committee for Nature Use, Environmental Protection and Ecological Safety of Saint Petersburg, Committee for the Improvement of Saint Petersburg	S E
3	Stroytransneftegaz	-	-	-
4	Ilim Group	Construction of a satellite city Yuzhny	Government of Saint Petersburg	S
5	LSR Group	Improvement of cities of presence, creation of park zones and landscaping in St. Petersburg, restoration of cultural heritage sites (from the Sustainability Report 2019) LSR Group accepted the construction site of the "problem" Okhta-Modern complex Working traffic on the new section of Granitnaya Street is open "LSR Group" started the construction of kindergartens in its residential projects in the Krasnogvardeyskiy district of the city The company will build new kindergartens in the best traditions of building social facilities A conference on assisted living concluded in St. Petersburg	Government of Saint Petersburg Committee for Construction of Saint Petersburg Vice-Governor of Saint Petersburg Committee for Transport Infrastructure Development, Administration of the Krasnogvardeyskiy District, Committee for Transport of Saint Petersburg Vice-Governor of Saint Petersburg Committee for Social Policy of Saint Petersburg	S S S S S
6	Transoil	-	-	-
7	Setl Group	In St. Petersburg ended the fourth inter-regional student construction	Committee for Construction of Saint Petersburg, Committee	S

		<p>The award ceremony for representatives of the construction complex of St. Petersburg took place</p> <p>Head of the administration of the Krasnoselsky district Oleg Fadeenko opened a new kindergarten. The developer - "Setl Invest" Limited Liability Company</p>	<p>for Youth Policy and Interaction with Public Organizations of Saint Petersburg, Committee for Transport Infrastructure Development of Saint Petersburg</p> <p>Committee for Construction of Saint Petersburg</p> <p>Krasnoselsky District Administration</p>	<p>S</p> <p>S</p>
8	PK Baltika	<p>Since 2013, the company has been installing containers for separate waste collection by cooperating with Petersburg operators. All the packaging waste collected through them packaging waste (PET packaging, glass, aluminum cans, cardboard, etc.) are recycled. packaging (PET packaging, glass, aluminum cans, cardboard, etc.) are sent for recycling</p> <p>Winners of the "Made in St. Petersburg" contest were awarded</p>	<p>Government of Saint Petersburg</p> <p>Vice-Governor of Saint Petersburg</p>	<p>E</p> <p>S</p>
9	GK Etalon	<p>Investments in the development of the cities and towns where we operate: creation of Social infrastructure, restoration of historical monuments, support and organization of cultural and sporting events. Construction is carried out taking into account possible environmental risks. During construction work, the Company takes measures to prevent environmental pollution - restoration of areas, protection of the air basin and water resources, control of noise</p> <p>The award ceremony for representatives of the construction complex of St. Petersburg took place The Palace of Labor held an awards ceremony for the winners of the</p>	<p>Government of Saint Petersburg</p> <p>Committee for Construction of Saint Petersburg Government of Saint Petersburg</p>	<p>E, S</p> <p>S</p> <p>G</p> <p>G</p> <p>S</p>

		<p>Stroymaster St. Petersburg - 2019 contest</p> <p>The winners of the children's drawing contest "My parents are builders!"</p> <p>In St. Petersburg ended the fourth inter-regional student construction</p> <p>A new 825-seat school on Kosmonavtov Avenue will open for the upcoming school year</p> <p>A kindergarten was opened on Vasilievsky Island</p>	<p>Government of Saint Petersburg</p> <p>Committee for Construction of Saint Petersburg, Committee for Youth Policy and Interaction with Public Organizations of Saint Petersburg, Committee for Transport Infrastructure Development of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Governor of Saint Petersburg</p>	<p>S</p> <p>S</p>
10	Bank Russia	<p>For many years it has supported the St. Petersburg holiday "Alye parusa" as a major partner</p> <p>The Bank is a long-term partner of the Government of St. Petersburg and the Committee on Science and Higher School in the organization of the St. Petersburg Education Salon</p> <p>St. Petersburg Committee for Arctic Affairs and Joint-Stock Company Joint-Stock Bank RUSSIA signed an agreement. On the opening day of the forum, a letter of intent was signed at the St. Petersburg stand between the St. Petersburg Committee for Arctic Affairs and Joint-Stock Company Rossiya Bank</p> <p>Innovative and creative ideas of St. Petersburg youth will be supported by a new fund - Among the founders of the fund - Joint-Stock Bank "RUSSIA"</p>	<p>Government of Saint Petersburg</p> <p>Committee on Science and Higher Education of Saint Petersburg</p> <p>Saint Petersburg Committee for the Arctic</p> <p>Governor of Saint Petersburg</p>	<p>S</p> <p>S</p> <p>S</p> <p>S</p>
11	Bank Saint Petersburg	<p>The Bank has projects aimed at taking care of veterans and the younger generation, preserving historical</p>	<p>Government of Saint Petersburg</p>	<p>S</p>

		heritage, and creating a comfortable urban environment St. Petersburg's priority project "Single Card of St. Petersburg" is being implemented at the initiative of the city government together with the St. Petersburg business community The "Single Card of St. Petersburg" will give the key to state and commercial digital services of the city"	Government of Saint Petersburg	S
12	Renaissance Construction	-	-	-
13	BSS	-	-	-
14	Goznak	In the Peter and Paul Fortress an exhibition opened on the anniversary of Russian paper money At the Piskarevsky Memorial Cemetery, a capsule with the earth from the Piskarev Memorial was handed over for later laying in the foundation of the "Candle of Memory" monument in Jerusalem	Vice-Governor of Saint Petersburg Vice-Governor of Saint Petersburg, Committee on External Relations of Saint Petersburg	
15	STD Petrovich	-	-	-
16	Saint Petersburg Metro	The government of St. Petersburg will support the creation of new knowledge-intensive industries	Governor of Saint Petersburg	G
17	Renaissance Heavy Industries	-	-	-
18	Rive Gauche	-	-	-
19	Vodokanal of Saint Petersburg	Veterans and employees of St. Petersburg Vodokanal left a message for future generations The company has been implementing various environmental projects for many years. For example, since 2013 the pinnipeds have been rehabilitated at the treatment facilities of the Repino settlement in the Kurortny District of St. Petersburg	Government of Saint Petersburg Administration of the Kurortny District	S E
20	Delovye Linii	Humanitarian cargo shipped to Trans-Baikal Territory	Governor of Saint Petersburg Administration of Moskovsky District,	S S

		The convention center of the Park Inn Pulkovskaya Hotel hosted a Youth Forum of the Moscow District.	Committee on Youth Policy and Cooperation with Public Organizations of Saint Petersburg, Committee on State Service and Personnel Policy of Saint Petersburg, Committee on State Control, Use and Protection of Monuments of History and Culture of Saint Petersburg	
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Data of 2020

№	Name of a company	Event/source	Political institution	ESG-criterion
1	VTB	VTB Group, St. Petersburg Government, The Government of the Leningrad Region and PJSC Inter RAO entered into an agreement of intent to jointly address the issue of waste management and recycling in the two constituent entities of the Russian Federation	Government of Saint Petersburg	E
		VTB Group and the Government of St. Petersburg signed an agreement to initiate work on a project to build a connection to the Vitebsk Ring Road	Government of Saint Petersburg	S
		Unified card of a St. Petersburg resident	Government of Saint Petersburg	S
		The bank's assistance in purchasing medical equipment and personal protective equipment for St. Petersburg hospitals was discussed	Governor of Saint Petersburg	S
		Alexander Beglov and Andrei Kostin discussed plans for the implementation of large-scale development projects in St. Petersburg airport "Pulkovo",		S

		<p>the construction of high-speed highway, as well as other investment projects</p> <p>The Committee for Economic Policy and Strategic Planning extends the list of bank partners involved in the creation of social infrastructure in St. Petersburg</p> <p>More than 20 thousand soft loans issued by banks in St. Petersburg</p> <p>The MusicAeterna Foundation Board of Trustees meets at the Radio House</p> <p>Participants of the Industrial Cooperation project signed contracts worth 1 billion rubles</p>	<p>Governor of Saint Petersburg Committee for Economic Policy and Strategic Planning of Saint Petersburg</p> <p>Committee for Economic Policy and Strategic Planning of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Vice-Governor of Saint Petersburg</p>	
2	Lenta	<p>For several years Lenta has been a partner of the Tulip Festival in St. Petersburg</p> <p>Delivered prepared lunches to 6 hospitals in St. Petersburg during the first wave of the coronavirus</p> <p>Employees of the Social Rehabilitation Center for Minors "Foster Home" visited children from foster and guardian children who are socially supported at the Center and participate in the "Foster Parent Club" program.</p>	<p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p>	<p>S</p> <p>S</p> <p>S</p>
3	Stroytransneftegaz	-	-	-
4	Ilim Group	Construction of a satellite city Yuzhny	Government of Saint Petersburg	S
5	LSR Group	Improvement of cities of presence, creation of Parks and landscaping in St. Petersburg Restoration of architectural and architectural monuments (from the Sustainability Report 2020)	Government of Saint Petersburg	<p>S</p> <p>S</p> <p>S</p>

		<p>In 2020 with the participation of investors in St. Petersburg 26 social facilities will be built</p> <p>This unique project is implemented by LSR Group, the St. Petersburg Association of Public Associations of Parents of Disabled Children "GAORDI" and the Government of St. Petersburg</p>	<p>Committee for Construction of Saint Petersburg</p> <p>Vice-Governor of Saint Petersburg, Saint Petersburg Committee for Social Policy, Krasnogvardeysky District Administration</p>	
6	Transoil	-	-	-
7	Gazstroyprom	-	-	-
8	Setl Group	<p>Construction of schools and kindergartens in St. Petersburg - 9 social facilities in 2020 restoration of cultural heritage in St. Petersburg</p> <p>Saint Petersburg residents and business representatives helped collect more than 5,000 tablets for schoolchildren and students</p>	<p>Government of Saint Petersburg</p> <p>Governor of Saint Petersburg</p>	<p>S</p> <p>S</p>
9	GK Etalon	<p>Construction of social infrastructure facilities in the cities of presence. In 2020, Etalon Group commissioned 5 children's educational institutions with a total area of over 7,000 sq m, and three more kindergartens for 470 children are under construction (Moscow and St. Petersburg). The functional divisions of the Moscow and St. Petersburg territorial offices responsible for construction employ environmental specialists</p> <p>Kindergarten opened on Marshala Blucher prospect</p> <p>A new school will appear in the Admiralty district of St. Petersburg</p> <p>The presentation of gratitude to the heads of construction companies was held in the district administration</p>	<p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Moscow District Administration</p> <p>Government of Saint Petersburg</p>	<p>E, S</p> <p>S</p> <p>S</p> <p>S</p> <p>S</p>

		A new school is being built in the Moscow district		
10	PK Baltika	<p>"Baltika, together with the supplier of aluminum Ball, together with an aluminum can supplier, carried out a packaging collection project at the St. Petersburg Semi-Marathon "White Nights" Since 2013, the company has been installing containers for separate waste collection, cooperating with St. Petersburg operators. All packaging waste collected through them (PET packaging, glass, aluminum cans, cardboard, etc.) All packaging waste collected through them (PET packaging, glass, aluminum cans, cardboard, etc.) is sent for recycling.</p> <p>"As part of the "Despite the Distance, We Remain Together" social campaign, Baltika sent drinking water to Municipal Multidisciplinary Hospital No. 2, St. George Hospital, Aleksandrovsy Hospital, Pokrovsky Hospital, and the War Veterans Hospital.</p>	<p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p>	<p>S</p> <p>S</p> <p>S</p>
11	STD Petrovich	-	-	-
12	BSS	-	-	-
13	Bank Saint Petersburg	<p>The Bank has projects aimed at taking care of veterans and the younger generation, preserving historical heritage, and creating a comfortable urban environment (Social Report For 2020)</p> <p>The Bank provided comprehensive support to more than 40 health care institutions in St. Petersburg and the Leningrad Region. St. Petersburg and the Leningrad Region</p>	<p>Committee for Nature Use, Environmental Protection and Ecological Safety of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Governor of Saint Petersburg</p>	<p>E</p> <p>S</p> <p>S</p> <p>S</p>

		<p>Bank will finance the construction of social facilities in the northern capital</p> <p>The Committee for Economic Policy and Strategic Planning of St. Petersburg continues to monitor the implementation of concessional lending programs by banks for businesses and individuals</p>	Committee for Economic Policy and Strategic Planning of Saint Petersburg	
14	Goznak	-	-	-
15	Renaissance Heavy Industries	-	-	-
16	Saint Petersburg Metro	<p>IT in the transport sphere. Finalists of the third stage of the case championship "New People - New Transport" were named</p> <p>The occupations navigator will start working on September 1</p>	<p>Transport Committee of Saint Petersburg</p> <p>Governor of Saint Petersburg</p>	<p>G</p> <p>G</p>
17	Renaissance Construction	-	-	-
18	Rive Gauche	-	-	-
19	Vodokanal of Saint Petersburg	<p>For many years it has been implementing various environmental projects (for example, since 2013 the pinnipeds have been rehabilitated at the treatment facilities of the Repino settlement in the Kurortny District of St. Petersburg)</p> <p>To save the trees, Vodokanal changed the scheme of laying a water pipeline in the Kurortny district</p>	<p>Administration of the Kurortny District</p> <p>Administration of the Kurortny District</p>	<p>E</p> <p>E</p>
20	Heineken concern	<p>In the Primorsky District of St. Petersburg with the</p> <p>The company supported the installation of containers for separate collection - more than 2 thousand tons of PET packaging waste, aluminum cans and glass have been sent for recycling since 2017.</p>	Administration of Primorsky District	E

№	Name of a company	Event/source	Political institution	ESG-criterion
1	Gazprom	<p>PJSC Gazprom is implementing a large-scale program to support the development of St. Petersburg. It is comprehensive in nature: it covers the Company's core activities (gasification, conversion of public transport to methane, etc.) and involves improvement of the historic center of the city, implementation of restoration projects, and assistance to cultural and sports institutions. Figures describing the city improvement program. More than 70 streets, squares, embankments and squares; - More than 11 000 lighting fixtures and projectors (including more than 2 000 LEDs used in exterior lighting); - Eight architectural prizes</p> <p>Cooperation between Gazprom and the Tsarskoye Selo Museum-Reserve continued. Since 2016, the Company has been supporting the restoration of the Palace Church of the Resurrection at the Catherine Palace. PJSC Gazprom supports St. Petersburg's leading theaters. Large-scale charitable activities in St. Petersburg. Plans to implement charity projects - a project to create a theatrical and exhibition space and cultural environment in the Lakhta Center mixed-use complex</p> <p>With Gazprom's active assistance the Lenexpo exhibition complex in Saint Petersburg was converted into a temporary hospital for mild COVID-19 patients. PJSC Gazprom's expenditures for the above activities amounted to over 98 mln rubles</p> <p>The Gazprom Classes project is implemented, among others, in St. Petersburg</p> <p>The Green Spring event is held in St. Petersburg with the support of</p>	<p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Government of Saint Petersburg</p> <p>Committee on Youth Policy and Interaction</p>	<p>E, S</p> <p>S</p> <p>S</p> <p>G</p> <p>E</p> <p>S</p> <p>E</p> <p>E</p> <p>S</p>

		<p>Gazprom and the city's Committee on Youth Policy and Cooperation with Public Organizations</p> <p>Alexey Miller and Alexander Beglov signed a cooperation agreement for a new three-year period, 2022-2024. Three modern sports complexes were built: for ice sports, swimming, gymnastics, basketball, volleyball, mini-football and other sports, as well as school stadiums and sports grounds</p> <p>Three sports complexes were opened in St. Petersburg as part of the Gazprom for Children program</p> <p>Nearly three thousand city buses will be switched to NGVs in 2022</p> <p>Gazprom will create an eco-gallery near the Lakhta Center</p> <p>A new public space in the reconstructed greenhouses of Tavrichesky garden will open by July 2025</p> <p>Construction of the Sports and Recreation Center in Old Peterhof is coming to an end</p> <p>III inclusive swimming festival "Equality of Diverse"</p>	<p>with Public Organizations of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Governor of Saint Petersburg, Investment Committee of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Administration of Petrodvortsovy district</p> <p>Committee for Physical Culture and Sports of Saint Petersburg</p>	<p>S</p> <p>S</p>
2	VTB	<p>VTB Group, Government of St. Petersburg, The Government of the Leningrad Region and PJSC Inter entered into an agreement of intent to jointly address the issue of waste management and recycling of waste on the territory of the two constituent entities of the Russian Federation</p> <p>St. Petersburg and VTB Bank continue implementing major infrastructure projects</p>	<p>Government of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Governor of Saint Petersburg</p>	<p>E</p> <p>S</p> <p>S</p> <p>S</p>

		<p>SPIEF 2021: Petersburg Signs Agreement of Intent on Development of Healthcare in the Region</p> <p>St. Petersburg has allocated budgetary funds for the work of a single waste management operator</p> <p>St. Petersburg and VTB Infrastructure Holding signed a memorandum of understanding at SPIEF today to build a new infectious diseases hospital in the city</p> <p>Vice-Governors of St. Petersburg Eduard Batanov and Vladimir Knyagin, experts: Vadim Izotov, Senior Vice-President of VTB Bank, Alexander Gurko, co-director of MTI Autonet and president of Glonass NP, Konstantin Trofimenko, Director of The Centre for Research of Metropolitan Transport Problems at the Higher School of Economics, Evgeny Khokhlunov, Deputy Director for GR at Yandex and Kirill Polyakov, Chairman of the City Transport Committee took part in the discussion.</p>	<p>Governor of Saint Petersburg</p> <p>Governor of Saint Petersburg</p> <p>Vice-Governors of Saint Petersburg, Saint Petersburg Committee for Transport</p>	<p>S</p>
3	Lenta	<p>For several years Lenta has been a partner of the Tulip Festival in St. Petersburg</p> <p>The first meeting of National Council for Corporate Volunteering in St. Petersburg and Leningrad region in 2021 was held in St. Petersburg</p> <p>The "Give a Doctor a ride" project switches to centralized work</p>	<p>Government of Saint Petersburg</p> <p>Committee for Youth Policy and Interaction with Public Organizations of Saint Petersburg</p> <p>Committee for Youth Policy and Interaction with Public Organizations of Saint Petersburg, Committee for Health Care of Saint Petersburg</p>	<p>S</p> <p>G</p> <p>S</p>
4	Ilim Group	Construction of a satellite city Yuzhny	Government of Saint Petersburg	S
5	LSR Group	Improvement of cities of presence, creation of park zones	Government of Saint Petersburg	S

		<p>and landscaping in St. Petersburg Restoration of Architectural and architectural monuments (from the Sustainability Report 2020)</p> <p>The City Planning Commission supported 18 projects of the city developers - the company LSR has built a school</p> <p>At the Forum of Strategists they discussed evidence-based policy and the impact of tourism on socio-economic development</p> <p>In spring a new building of kindergarten No. 77 will be put into operation</p> <p>In May the investors built 4 kindergartens in St. Petersburg</p> <p>On June 22 a regular meeting of the working group on Russian-Japanese project "Smart City" was held</p>	<p>Vice-Governor of St. Petersburg</p> <p>Vice-Governor of St. Petersburg</p> <p>Administration of Nevsky District</p> <p>Government of Saint Petersburg</p> <p>Committee on External Relations of Saint Petersburg</p>	<p>S</p> <p>S</p> <p>S</p> <p>S</p> <p>S</p>
6	Setl Group	<p>Two new kindergartens will open in Nevsky District.</p> <p>A new sports field was opened in Nevsky District</p>	<p>Administration of Nevsky District</p> <p>Administration of Nevsky District</p>	<p>S</p>
7	Transoil	-	-	-
8	GK Etalon	<p>A kindergarten is being built in the yard of a residential complex on Kushelevskaya Road. The works are carried out by the company "Etalon LenSpecSMU".</p> <p>On June 22, there was a regular meeting of the working group of the Russian-Japanese project "Smart City".</p> <p>A landscaping day was held in Moskovsky district</p> <p>A kindergarten was opened in Pulkovskaya Street</p>	<p>Government of Saint Petersburg</p> <p>Committee on External Relations of Saint Petersburg</p> <p>Moscow District Administration</p> <p>Governor of Saint Petersburg</p>	<p>S</p> <p>S</p> <p>S</p> <p>S</p>
9	PK Baltika	<p>Baltika Breweries, part of the Carlsberg Group, and the government of St. Petersburg signed an agreement at SPIEF-2021 St. Petersburg Government have signed</p>	<p>Government of Saint Petersburg</p>	<p>S</p>

		a cooperation agreement at St. Petersburg International Economic Forum 2021. The agreement will be valid for two years and will help improve the production, economic, and environmental potential of Russia's northern capital as well as accelerate the implementation of Baltika's sustainable development program		
10	STD Petrovich	-	-	-
11	BSS	-	-	-
12	Silovye mashiny	"Silovye mashiny" together with SUE Vodokanal of St. Petersburg Vodokanal have developed action plans to reduce of wastewater discharge and pollutants into the centralized sewage system for KTL, LMZ and Electrosila Plant Preparation for the 25th World Energy Congress (WECC) together with the Government of St. Petersburg St. Petersburg will host the Governor's Cup in robotics.	Government of Saint Petersburg Government of Saint Petersburg Governor of Saint Petersburg	S S S
13	Bank Russia	They are a partner of "Alye parusa" festival Status of St. Petersburg as coordinating center of realization of transport and tourist projects on water transport in the North-West region of Russia was fixed in tripartite agreement	Government of Saint Petersburg Saint Petersburg Committee for Transport, Saint Petersburg Committee for Tourism Development	S S
14	Bank Saint Petersburg	The Bank has projects aimed at taking care of veterans and The Bank's assets include projects aimed at taking care of veterans and the younger generation, preserving historical heritage, creating a comfortable urban environment. A new Business Service Center (BSC) was opened in the Moskovsky District. In the premises of PJSC "Bank St. Petersburg"	Government of Saint Petersburg Vice-governor of Saint Petersburg	S S

15	Renaissance Heavy Industries	-	-	-
16	Goznak	For the 800th anniversary of Prince Alexander Nevsky unique projects will be presented	Saint Petersburg Committee for Press and Media Cooperation	S
17	Saint Petersburg Metro	Students of the College of Metropolitan and Railway Transport will be taught the basics of strategizing	Committee for Education of Saint Petersburg, Committee for Transport of Saint Petersburg	G
18	Vodokanal of Saint Petersburg	For many years it has been implementing various environmental projects (e.g., since 2013 on the territory of the treatment The company has been implementing various environmental projects for many years. Petersburg are rehabilitating pinnipeds) Citizens of St. Petersburg and Leningrad region will choose names for the saved Ladoga seals "Clean coast": The youth of Pushkin district took part in ecological action Clean-up month started in the Central district	Governor of Saint Petersburg Governor of Saint Petersburg, Pushkin district administration Governor of Saint Petersburg	E E E
19	Kirovskiy Zavod	Opening of the Center for Advanced Vocational Training together with the Committee on Science and Higher Education and the Kotin Academy of Mechanical Engineering. The center was opened in cooperation with the Committee on Science and Higher Education. Here, about 600 students are trained in technical specialties. For many years Kirov Plant has been supporting the Presidential Lyceum No 239 in Physics and Mathematics The educational activities of the Corporate University is carried out on the basis of the license of the Committee on Education of St. Petersburg	Committee for Science and Higher Education of St. Petersburg Saint Petersburg Committee for Education	G G
20	Biokad	"We decided to build our new production sites in St. Petersburg and Zelenograd taking into account the introduction of the most	Government of Saint Petersburg	S

		Europe's most advanced methods of treating industrial local sewage treatment plants (LTTP)"		
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