

Consolidated Report on CSR Best Practices identified by ROAD – CSR project



December 2017

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1. Introduction

The following consolidated report composed in order to present the best practices that each participant country was referred to, in the context of the project "Road CSR". Its country represents 7 national best practices and 1 good practice from a foreign country which does not participate in this project. Some detailed information on each practice are provided, as well as the resources that the companies or the public organizations need in order to implement these practices. In addition, this report includes information regarding the results of the chosen practices, the difficulties that arise during their implementation and the potential learning and transfer of each practice. Initially, some details in regard to the Road CSR project and the meaning of Corporate Social Responsibility are provided to a better comprehension of the CSR actions that mentioned in this consolidated report. Finally, recommendations for being a social responsible enterprise are referred to the present document.

2. Road – CSR project

Competitiveness of SMEs is high in the agenda of the European Commission (EC). Due to economic crisis, there is a widespread expectation that businesses should be more accountable to the society. The EC issued the Directive 2014/95/EU, where companies concerned are required to disclose in their management report, information on policies, risks and outcomes regarding environmental, social and employee aspects, respect for human rights, anticorruption and bribery issues, and diversity in their board of directors. In other words, to integrate in their business models Corporate Social Responsibility (CSR) principles.

Although, the new directive applies only to a limited number of large EU companies it leaves out the Small and Medium sized enterprises (SMEs) that are the predominant form of enterprise in EU and a key to achieving the goals of growth and jobs strategy. Studies have shown that CSR is viewed as a vital concept that businesses of all types and size need to understand and address. Also, there is a positive relationship between SMEs and CSR and their competitiveness. Our common challenge is to help member states to apply the new directive and new measures in their Operational Programmes in order SMEs to increase their competitiveness and sustainability.

Road-CSR brings together 7 partners from 7 countries (Cyprus, Greece, Spain, Norway, Slovenia Czech Republic, Italy), involving the managing authorities & regional bodies influencing regional and national policy instruments, to help EU member states to apply CSR principles into the core business of SMEs helping them with this way to become more competitive, sustainable, innovative and accomplish long term profitability with social justice and environmental protection. To incorporate CSR principles into SMEs' business core the project includes a wide range of activities, focusing on promoting the interregional learning process and the exchange of experience among regional authorities.

Project activities include:

- Investigation of the integration of CSR principles into SMEs and to national/regional legislation and programmes.
- Identification of successful best practices ¥ Evaluation and analysis of the level of impacts of CSR principles on the performance of SME's.
- Analysis of the factors (barriers and enablers) that influence the adoption of CSR into SMEs.
- Promoting public dialogue and consultation process to build consensus and ensure the successful implementation of regional action plans, through the support and participation of key regional stakeholders.
- Fostering interregional learning and capacity building through workshops, study visits, and policy learning events.
- Joint development of action plans to promote the improvement of the policy instruments addressed by the project.

- Policy recommendations for Directive 2014/95/EU and dissemination of them beyond the geographical scope of the project.
- Increasing awareness, promoting and disseminating the project results and knowledge beyond the partnership.

3. What is CSR

Corporate Social Responsibility has emerged as a new way of doing business, the main concern of which is how profits are achieved or, in other words, that the activities of a company are economically, socially and environmentally sustainable and managed in an ethical and efficient way.

Numerous definitions of Corporate Social Responsibility have been published, each offering a common thread that has allowed a certain type of consensus to be reached on the concept of CSR. The European Commission provides the most common definition: 'CSR is a concept whereby companies integrate social and environmental concerns in their business operations and interaction with their stakeholders on a voluntary basis' (Green Paper 'Promoting a European framework for Corporate Social Responsibility').

There are, however, other definitions: 'CSR defines the commitment of a company to contribute to sustainable economic development through collaboration with its employees, their families, the local community and society as a whole to improve standards of living' (WBCSD, World Business Council for Sustainable Development).

4. Best Practices

To choose a best practice, it should fulfill at least 3 of the following selection criteria:

- holistic approach,
- ongoing character,
- innovative,
- tangible results,
- transferability

4.1 Cyprus

1. Social Responsible Investment Tool (SRI)

Detailed description	
Detailed information on the practice	Sustainable, responsible and impact investing (SRI) is an investment discipline that considers environmental, social and corporate governance (ESG) criteria to generate long-term competitive financial returns and positive societal impacts. One of the biggest challenges for promoting socially responsible investments is the difficulty in examining and evaluating non-financial issues of a company in the context of investment decisions and strategies. The aim of the project was to produce and deploy a tool that will be powerful to fill this gap by contributing to the systematic assessment of social, environmental and wider economic issues in the context of the investment decisions and strategies of mutual fund managers and financial analysts. This tool is as well contribution to the dissemination of CSR methodologies to a stakeholder group (the investing public), which has an interest in promoting socially sensitive investments. The creation of the tool is part of the objectives that shape the European Union's CSR policy, encouraging investors and businesses to contribute to sustainable development through socially responsible investment decisions. words. The purpose of the SRI Tool is to enable Cypriot asset owners or investment managers to undertake a basic assessment of company's environmental, social and governance (ESG) practices, and to thereby enable them

to consider these extra-financial factors as part of investment decisions. The SRI Tool is primarily designed for evaluating the quality of management of ESG-related risks within publicly listed companies.

The reasons for integrating ESG criteria into investment decisions are the following:

Poor management of ESG issues can:

- Harm a company's reputation
- Impede its operational efficiency and business continuity
- Harm its relationships with key stakeholders¹ and thereby the business' license to operate
- Harm the welfare of society and the environment

All of these factors can influence business success, and thereby short- and long-term profitability. Good and strategic management of ESG issues, on the other hand:

- Offers opportunities for strategic and competitive differentiation
- Enhances operational and resource efficiency (i.e. cost savings)
- Improves relationships with and goodwill amongst key stakeholders
- Helps in the attraction and retention of talented employees
- Contributes to shaping an operating environment that is conducive to sustainable business success
- Secures supplies of high quality inputs
- Pre-empts pending regulation
- Creates confidence in the company's commitment to quality of management, products and services.

The SRI Tool analyses companies ESG management approaches and performance across 6 different domains:

- Governance and Transparency
- Environment
- Sector Sustainability
- Human, Health and Safety Management
- Supply Chain Management
- Community Engagement

Application of the tool results in an overall performance rating, as well as a performance rating for each of the 6 areas. This tool is entirely interview-based, so fund managers speak directly with the companies in which they are planning to invest.

- 28 questions across the SRI framework, using Account Ability's global responsible competitiveness framework.
- The tool is designed to be applied using only publicly available information, but can just as easily be applied in an interview format.
- Fund managers are given responsibility to decide their own benchmarking standards.
- Methodology results in overall score for the company at the end of the process.
- The final score indicates the level of the company's sustainability performance

All questions use a 1-7 scoring system, where 1 is a very low performance and 7 is best international practice. The minimum scores a company can receive is 14%. Low performers score approximately 20%. Improvers score approximately 30-40%. National best practice is between 40-50%. International best practice is in the region of 70% and higher. The maximum score a company can receive is 100%. The tool has a methodology guideline as well as tool guidelines. It can be used by companies, financial institutions and investment analysts who will

	be able to use it to ascertain whether the investments they make or intend to make can be described as socially responsible investment (SRI).
Resources needed	There is no need of financial resources since the tool is read and can be used free. For human resources to set up and to run the practice one person is needed. The tool is easy to apply by non-sustainability experts, but training and discussion on the questions of the tool is beneficial and will allow for maximum accuracy. Analysts should be able to understand the responsible competitiveness framework, outline why this approach is suitable, and provide relevant examples of national or international best practice in corporate responsibility. Also, analysts should be able to communicate with local companies and to critically analyse the information they receive.
Timescale (start/end date)	The tool was created in 2011.
Evidence of success (results achieved)	<p>The SRI tool has been piloting tested to 5 companies. After that 42 companies so far as using the relevant tool.</p> <p>The benefits from using the SRI tool are the following:</p> <ol style="list-style-type: none"> 1. Reduce risk: Companies with weak corporate governance, or poor social and environmental track records, can experience regulatory fines, criminal charges, and reduced or negative reputation. Poor sustainability performance often correlates directly with financial performance. 2. Benefit from companies with reduced costs: Companies with sound social and environmental policies can reduce costs through efficiencies (such as reducing energy consumption, reduced turnover of employees, greater access to international markets), which links directly to their overheads. 3. Long-term performance: There is increasing evidence from FTSE4Good and other indexes that socially and environmentally responsible companies perform better in the long-term.
Difficulties encountered/ lessons learned	No difficulties have been encountered. The tool is easy to apply by non-sustainability experts but training and discussion on the questions is needed for ensuring maximum accuracy. This tool is designed for use by analysts using publicly available information, such as audited accounts, CSR reports and company websites. It is at the analysts' discretion if they want to use the tool on an interview basis.
Potential for learning or transfer	<p>The SRI Tool is primarily designed for evaluating the quality of management of ESG-related risks within companies. It is a tool that has been tested and used by companies for 6 years. It is easy to implement and can be used by any company.</p> <p>Also, the tool can be considered as a part of the objectives that shape the European Union's CSR policy, encouraging investors and businesses to contribute to sustainable development through socially responsible investment decision.</p> <p>Socially conscious investors may assume a more holistic view of a company when making investment decisions, looking at how it serves its stakeholders, a rubric under which are subsumed not only shareholders, but also creditors, management, employees, the community, customers and suppliers. Within this context, socially responsible investment seeks to maximize welfare while earning a return on one's investment that is consistent with the investor's goals.</p>
Further information	http://www.csr-ccci.org.cy/index.php?option=com_content&view=article&id=32&Itemid=56
Contact details	
Name	Lefteris Karidis
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Short profile	The CCCI is the union of Cypriot businessmen, the interests of whom it promotes by submitting to the government and the Parliament the members' positions on matters in which they are

	<p>involved, while, through its participation in tripartite bodies and committees, it conveys and promotes the views of the business community. The membership of the CCCI exceeds 8,000 enterprises from the whole spectrum of business activity. Affiliated to it are more than 140 Professional Associations from the trade, industry and services sectors.</p> <ul style="list-style-type: none"> ▪ The CCCI has the following departments and independent services: ▪ Department of Services and Trade ▪ Department of Industry ▪ Department of Education and European Programmes ▪ Department of International and Public Relations ▪ Department of Industrial Relations ▪ Department of Accounts ▪ Certificates of Origin Service ▪ Press Office ▪ CCCI employs about 35 people and has 5 local chambers of commerce, one for each District.
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2. Vassiliko Cement Company

Detailed description	
<p>Detailed information on the practice</p>	<p>The Corporate Social Responsibility constitutes one of Vassiliko Cement Works corporate principles; it is embedded in the company's mindset governing its business activity through initiatives aiming at upgrading the living standards, the cultural level and at protecting the environment. Their activities adhering to the code of ethics and in a socially responsible way, minimizing any impact. Having incorporated the Sustainable Development Goals into their Strategy, they take bold and transformational steps ahead towards a sustainable and resistant path. Their aim is to be a successful company with an increasing value, operating always under full transparency and showing respect to people.</p> <p>Vassiliko Cement gives a very big significance and priority to environmental protection in all stages of their operation. The company has undertaken Important Investments for protecting the environment such as the installation of a new state-of-the-art cement plant that meets the European standards, an investment of €180 million. Four years later, the plant has contributed greatly to improving environmental performance, reducing production costs and upgrading the production capacity of the Company. Specifically, the Organization has succeeded in, reducing CO2 emissions by 15-20%, reducing electricity consumption in cement production by more than 70%, reducing the kiln dust emissions thanks to cutting-edge filter technology, reducing water consumption in production by 70% and reducing thermal energy consumption by more than 30%. Also, an alternative fuel supply unit became operational in 2014, allowing the Organization to proceed with the thermal recycling of specific waste streams, such as chopped tyres, thus reducing conventional fuels consumption (preservation of natural resources) and achieving a rationalistic waste management (thermal recycling instead of uncontrolled disposal and landfill of waste). Concerning energy since 2016 they are following the ISO 50001 for energy management. Also, they have a management system and a monitoring plan for the emissions. As well a management plan for the relevant waste of the company.</p> <p>Vassiliko Cement is also building dialogue with their social partners. Vital part of their philosophy for the achievement of the companies' goals is maintaining a two-way communication with the employees, the local communities, customers, suppliers and other</p>

	<p>stakeholders as well as meeting their concerns; this is the driving force for effectively addressing the CSR challenges. Their aim is to collaborate properly with the groups/people that are affected by the business activity with respect, honesty and openness, but without discrimination; to positively respond to their concerns, thus maintaining and enhancing the social idea behind our operation as well as being a better corporate citizen.</p> <p>The company also gives a great importance towards their employees by cultivating strong relationships of trust and respect among staff and providing equal opportunities for employment as well as training. As a responsible employee in the management of human resources there are 5 areas of action, that is the management of human resources, bonus and benefits, training and development, equal opportunities and employability issues. In the health and safety at work, Vassiliko Cement has the OHSAS 18001:2007 in all the fields of its activities. Furthermore, they give a lot of significance in avoiding any accidents at work and they take all the relevant measures of safety for ensuring it, like a security management system, training of the employees, the establishment of a health and safety policy, the employee of a doctor on a full-time basis for the employees, the and the creation of the registry for accidents.</p> <p>For the employee's satisfaction and training the company has lot of activities. Trainings (average of 7,49 hours per employee, an evaluation system for the employees, awards, bonus and benefits, and other activities like organization of sports events, women's day event, etc.</p> <p>Concerning the responsibility of the company towards the market, the company gives priority on the customer service and satisfaction. They have a complain management, product liability and compliance with EU regulations, and responsible supply chain, ensuring that their suppliers are following the procedures of risk management during their activities.</p> <p>For society the company is supporting the local community with the a continues dialogue with the community, offering employment positions, supporting the local schools, and training programmes to the schools and the community. Amongst is activities are also activities of social actions such as an open communication day with schools, universities, organized groups, the support of unemployed graduates with the academy of talents, the collaboration with universities for the practical education of students, the development of activities with local NGO's and a lot of other activities that are directed to the society. Also, organization and participation to volunteering activities.</p>
Resources needed	The CSR policy of the Company is under the Department of human Resources, Safety and Health and Communication. Two people are responsible for the CSR policy of the company.
Timescale (start/end date)	On going
Evidence of success (results achieved)	<p>The Company has a holist approach in implementing CSR in its core business.</p> <p>By implementing CSR in to the company's strategy the following benefits occurred for the company:</p> <ul style="list-style-type: none"> ▪ Reduce emissions and become more environmental friendly, ▪ Positive business reputation ▪ Increased sales and customer loyalty ▪ Develop and enhance relationships with customers, suppliers and networks ▪ Attract, retain and maintain a happy, safe and healthy workforce ▪ Save money on energy and operating costs and manage risk ▪ Differentiate themselves from their competitors ▪ Improved company's reputation and standing ▪ Generate positive publicity and media opportunities due to media interest in ethical business activities ▪ Better financial performance ▪ Greater ability to attract talent and retain staff

	<ul style="list-style-type: none"> Organisational growth
Difficulties encountered/ lessons learned	<p>The process of implementing CSR into the company's strategy was a set of actions. First, it was needed to understand the company's values and corporate culture which was found at the core of a company's actions and reputation and its effect on employees. Also, to make business sense of sustainability, it should make sense for the business. It was needing to develop a strategy that works for the business and its stakeholders. Then it was needed to keep employees and all the relevant stakeholders up-to-date, motivated and engaged.</p> <p>In general, the steps taken where the following:</p> <ol style="list-style-type: none"> 1) Implementing corporate social responsibility <ul style="list-style-type: none"> Conduct a CSR assessment Develop a CSR strategy Develop CSR commitment Implement CSR commitments Report and verify progress Evaluate and improve 2) Stakeholder engagement <ul style="list-style-type: none"> Identify stakeholders Understand the reason for stakeholder engagement Plan the engagement process Start the dialogue Maintain the dialogue and deliver on commitments 3) Keep employees and all the relevant stakeholders up-to-date, motivated and engaged. 4) Communicate and Inspire. Communicating the impact and successes of the strategy to the levels of the company's organization, to the employees, to the stakeholders and to the general public.
Potential for learning or transfer	<p>The practise is interesting for other companies as well since it is a company that for many years is implementing CSR in a holist approach. The implementation of CSR gave lot of benefits to the company.</p>
Further information	<p>https://www.vassiliko.com/en/corporate-social-responsibility</p>
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Short profile	<p>Vassiliko Cement Works Public Company Ltd was established as a public Company in 1963, and started its operation in 1967 with annual production of 150.000 tons. The Company has been listed on the Cyprus Stock Exchange since 1996.</p> <p>The Company operates in clinker and cement production sectors and manages four quarries for the extraction of raw materials which are used exclusively to produce cement.</p> <p>Vassiliko Cement is one of the largest heavy industries in Cyprus. It has adopted as its fundamental principles, the ongoing quality improvement of its products, with the aim to be recognized as offering the best customer experience. These principles are inextricably linked to the achievement of its strategic goals.</p> <p>In its commitment in progressing across all levels – entrepreneurship, technology and environment - the Company applies prevention policies with the involvement of all employees, in the following key areas:</p> <ul style="list-style-type: none"> - Health & Safety Policy

	<ul style="list-style-type: none"> - Energy Management Policy - Corporate Responsibility Policy - Environmental Management Policy - Quality Policy <p>The annual turnover of the company is 58.309.471 and 224 employees.</p>
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3. Climate Charter for Climate Change

Detailed description	
Detailed information on the practice	<p>Climate change is already happening and is evolving with great speed. The quantities of so-called greenhouse gases, especially carbon dioxide released into the atmosphere, have increased over the past fifty years and the trend remains steady as long as the same production model is maintained, the earth's population is growing, human activity is based on irrational use of our natural resources and our energy needs are mainly covered by fossil fuels.</p> <p>To prevent climate change the Cyprus Chamber of Commerce and Industry (CCCI) took the initiative to promote the Charter of Cyprus Businesses for Climate Change. The objectives of the initiative were to sensitize and inform all Cypriot businesses about the issue of climate change, to contribute to the achievement of Cyprus' national targets for reducing greenhouse gas emissions by 2020 and to help businesses with simple, practical and understandable measures to adopt functions of environmental and general responsibility.</p> <p>For preventing climate change a Charter of Climate Change has been created that has been signed by 55 companies. The companies have committed themselves and take responsibility to limit the impact of their business on climate change, to contribute to the achievement of Cyprus' national target of a 15% reduction in carbon dioxide (CO₂) emissions by 2020, to support the promotion of state actions and programs to tackle climate change and to help inform our staff, customers, suppliers and partners about climate change.</p> <p>A practical guide was prepared that gives simple, costless and practical measures and actions that each business can implement to reduce its carbon footprint as well as measures that can support a more comprehensive enterprise-specific adaptation strategy to the challenge of climate change. Most of the measures that were described along with the benefits to our planet, also save significant sums in corporate budgets. A small number of these require corresponding investments by the company, but they are expected to be amortized soon and have long-term financial benefits for the company that will proceed with them.</p> <p>Finally, for being able to measure and then improve the company's CO₂ emissions performance, a CO₂ Emissions Registration Form was created and been adopted by the participating companies.</p>
Resources needed	A person is needed for monitoring, measuring, recording and reporting the emissions of the company.
Timescale (start/end date)	2009 and is ongoing
Evidence of success (results achieved)	The practice is good since it gives simple, costless and practical measures and actions that each business can implement to reduce its carbon footprint as well as measures that can support a more comprehensive enterprise-specific adaptation strategy to the challenge of climate change. With the implementation of this practice there was a 10% reduction in the emissions of the participating companies.

	This best practise was after followed by the Covenant of Mayors in an ambitious initiative involving European urban centres and cities in the fight against climate change. To implement measures and actions in for fighting climate change. 24 municipalities have sign the Covenant and developed an action plan for fighting climate change that it is expected to reduce CO2 emissions by 598,815 tons and reducing energy consumption by 1,838,974 MWh by 2020 from their implementation.
Difficulties encountered/ lessons learned	They were not any specific difficulties since the measures to be adopted for reducing emission are rather simple, costless and easy to be implemented by a company.
Potential for learning or transfer	This practice is simple, costless and easy to implement. change. Most of the measures that are described in the practical guide are easily been adopted by a company and the benefits to our planet as well as to corporate budgets of the companies are high compare to the relevant cost for implementing this best practise.
Further information	http://www.csr-ccci.org.cy/index.php?option=com_content&view=article&id=1&Itemid=5
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Name	Marianne Siarli
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Short profile	<p>The CCCI is the union of Cypriot businessmen, the interests of whom it promotes by submitting to the government and the Parliament the members' positions on matters in which they are involved, while, through its participation in tripartite bodies and committees, it conveys and promotes the views of the business community.</p> <p>The membership of the CCCI exceeds 8,000 enterprises from the whole spectrum of business activity. Affiliated to it are more than 140 Professional Associations from the trade, industry and services sectors.</p> <p>The CCCI has the following departments and independent services:</p> <ul style="list-style-type: none"> Department of Services and Trade Department of Industry Department of Education and European Programmes Department of International and Public Relations Department of Industrial Relations Department of Accounts Certificates of Origin Service Press Office <p>CCCI employs about 35 people and has 5 local chambers of commerce, one for each District.</p>

4. Green Public Procurement

Detailed description

<p>Detailed information on the practice</p>	<p>Under the new EU Public Procurement Directive 2014, it is allowed the application of "green" and social criteria in public procurement. It encourages buyers to choose the most economically advantageous offer instead its cheaper. They may, in the technical specifications, award criteria or conditions execution of the contract, require a specific mark as evidence conformity of works, goods or services with the requirements characteristics.</p> <p>With this way they have the possibility to use award criteria or execution conditions contracts covering every aspect and stage of their life cycle from the extraction of raw materials for the product up to the stage of its disposal. Also, they are able to report specific labels, such as the European eco-label EU Ecolabel mark, national eco-labels or any other label, under the condition that the requirements for obtaining the mark are linked to the Object of the Contract. Furthermore, the may require the implementation of environmental measures or systems such as EMAS when executing a public contract. Finally, they have the possibility to exclude economic operators who have been seen unreliable, for example because of environmental or social violations obligation.</p> <p>The introduction of environmental criteria in public procurement relies mainly on contracting authorities' discretion. However, central entities and the Department of Environment (DoE) within the Ministry of Agriculture, Natural Resources, and Environment take an active role in promoting their use, including by providing comprehensive guidance. The Green Public Procurement National Action Plan of Cyprus (GPP NAP) adopted in 2012 sets several specific measures to promote environmental criteria in tendering processes whose implementation is ensured by the DoE, including regular communication through electronic newsletters to all contracting authorities and stakeholders in order to update them on the ongoing green public procurement developments at the European level, awareness-raising campaigns through meetings, seminars and workshops focused on both the advantages of green public procurement in the Cypriot context and the means of implementing it, and on-site trainings organised by the DoE. In addition, the DoE intends to closely follow-up the implementation of the GPP NAP through annual review of achievements. In that respect, it requires all contracting authorities to designate a "Coordinate Interior" for green public procurement.</p> <p>The Green Public Procurement Action Plan is mandatory for all Contracting Authorities, so the Authorities should provide for incorporating environmental criteria into their technical specifications, as they are included as an aid to Annex C of the Action Plan for GPP.</p>
<p>Resources needed</p>	<p>A person is needed for drafting the procurement including environmental criteria.</p>
<p>Timescale (start/end date)</p>	<p>2009 – on going</p>
<p>Evidence of success (results achieved)</p>	<p>Green Public Procurement is the most important measure for countries seeking a green economy, which are associated with climate change, resource use and sustainable consumption and production – especially given the importance of public sector expenditure for goods and services in Europe.</p> <p>The Green Public Procurement Action Plan is mandatory for all Contracting Authorities, so the Authorities should provide for incorporating environmental criteria into their technical specifications, as they are included as an aid to Annex C of the Action Plan for GPP.</p> <p>There is no specific action to promote SMEs in public procurement but recently efforts have been made to add this in business as well. There is the possibility to conclude separate contracts by lots and the free e-procurement solution are likely to increase their participation in tenders. In fact, they already represent a large part of the contracts awarded. In average, they have won 70% of the above-threshold contracts between 20014 and 2016.</p>
<p>Difficulties encountered/ lessons learned</p>	<p>An issue faced by Cypriot contracting authorities when including environmental criteria is the small size of the internal market, which limits the variety of green products available. That is why the DoE carries out market research to identify green products on the Cyprus market to</p>

	<p>be promoted within public procurement. It results in green products and eco-labelled catalogues available for contracting authorities. It also launched the green public procurement awards to reward the contracting authorities that were the most successful in implementing environmental criteria. The first were awarded in September 2014</p>
Potential for learning or transfer	<p>Green Public Procurement is already being promoted by EU. However, is a voluntary instrument but it has a key role to play in the EU's efforts to become a more resource-efficient economy. It can help stimulate a critical mass of demand for more sustainable goods and services which otherwise would be difficult to get onto the market. GPP is therefore a strong stimulus for eco-innovation.</p> <p>To be effective, GPP requires the inclusion of clear and verifiable environmental criteria for products and services in the public procurement process. The European Commission and a number of European countries have developed guidance in this area, in the form of national GPP criteria. The challenge of furthering take-up by more public sector bodies so that GPP becomes common practice still remains. As does the challenge of ensuring that green purchasing requirements are somewhat compatible between Member States - thus helping create a level playing field that will accelerate and help drive the single market for environmentally sound goods and services.</p>
Further information	<p>http://www.moa.gov.cy/moa/environment/environmentnew.nsf/All/9B99E4EB2CA7A90DC2257F64003CF378?OpenDocument</p>
Contact details	
Name	Natalia Georgiou Tsiakalou
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Short profile	<p>The mission of the Department of Environment is to protect the environment through effective management, and strengthening public awareness for the benefit of public health, quality of life and against loss of biodiversity both for today's society and future generations.</p> <p>Environmental protection is achieved through the rational management of resources and waste, the impact assessment, pollution control, tackle actions on climate change and halt the risk of loss of species and habitats, while helping to promote green growth within the contents of circular economy.</p> <p>Key Objectives of the three years 2016 - 2018</p> <ul style="list-style-type: none"> - Reducing the environmental impact of development projects and projects - Implementation of management plans and actions for protected areas NATURA 2000 network aiming at the effective protection of the Network. - Promote the licensing of all facilities that have waste water in order to protect both soil and water resources of Cyprus. - Create an integrated network of waste management installations promoting separation systems at source, as an important target for recycling and recovery. - Mitigation and adaptation to climate change. - Strengthening institutional capacity and improving the efficiency of the Department, also, is always within the priority areas.

5. Commissioner for Children's Rights

Detailed description

<p>Detailed information on the practice</p>	<p>The Commissioner for Children’s Rights is an independent institution which deals exclusively with the rights of the child and whose competences and obligations are prescribed by law. The Commissioner is appointed by the Council of Ministers pursuant to the Commissioner for the Protection of Children’s Rights Laws 2007 and 2014 [(Laws 74(I)/2007), 44(I)/2014]], which came into force on 22/6/2007</p> <p>The Commissioner receives complaints concerning the rights of the child and, according to the law, if he considers that they need further investigation by a competent authority, he has the power to send these complaints to that authority for investigation and to monitor the progress of the investigation. Also, the Commissioner may take the initiative to call for investigation and follow the course of investigating complaints from any authority, regarding violation of rights of the child.</p> <p>More specifically, the Commissioner has competence and responsibility:</p> <ul style="list-style-type: none"> ▪ to represent children and their interests at all levels ▪ to promote public awareness and sensitivity so that the society will be mobilized and safeguard in practice children’s rights in the family, the school, the community where they live and the society in general. ▪ to have contacts with the children of Cyprus in order to identify and promote their views where they themselves cannot be heard. ▪ to supervise and monitor the implementation of the provisions of the UN Convention and of other Conventions ▪ to follow up and monitor the legislation and practices in Cyprus concerning children and to submit proposals aiming at their harmonization with the Convention. ▪ to carry out public awareness and change of attitude campaigns with regard to the situation of children in our society ▪ to conduct studies on the situation of children in Cyprus ▪ to make recommendations and proposals to all competent bodies engaged with children so as to promote the interests of children and to give publicity to them whenever she deems it appropriate ▪ to organise seminars and educational programs relevant to children’s rights. ▪ to represent children and their interests in procedures affecting them and to be appointed by the court as their representative ▪ in general, to take any action as she may deem necessary for the protection and promotion of the rights and interests of the children of Cyprus. <p>For carrying out her competences the Commissioner</p> <ul style="list-style-type: none"> ▪ meets and talks with children in schools, child care institutions, youth centres, etc. ▪ Gives information on the rights of the child through her webpage, publications, seminars, etc. ▪ Gives interviews and participates in media programmes ▪ Cooperates with public bodies, NGOs, international bodies engaged with the protection and promotion of the rights of the child or providing services to children. ▪ Follows the course of the investigation of complains by other authorities and evaluates their outcome concerning violations of children’s rights ▪ Cooperates with equivalent bodies and authorities of other states regarding issues relating to the exercise of her competences.
<p>Resources needed</p>	<p>A person to be assigned as a Commissioner for Children. Also, an action Plan needs to be drafted and updated every year with the relevant priorities</p>
<p>Timescale (start/end date)</p>	<p>2007 – on going</p>

Evidence of success (results achieved)	The Commissioner for the Rights of the Child has succeeded, the Institution gaining recognition and the assessment of institutional and state factors, to build credibility and awareness among the general public. Also, the productive relationship that the Institution maintains with all Ministries dealing with child-related issues, as well as close co-operation the Institution maintains with the House of Representatives. Also, it has succeeded in promoting public debate issues that concern the interest of children.
Difficulties encountered/ lessons learned	The safeguarding and promotion of human rights in general and the rights of especially at both international and national level, is an open process which requires a sustained commitment and continued effort both at the level of official institutions, and at the level of the wider society.
Potential for learning or transfer	Rights of children are part of human rights: rights that the EU and EU countries must respect, protect and fulfil.
Further information	http://www.childcom.org.cy/ccr/ccr.nsf/DMLcommissioner_en/DMLcommissioner_en?OpenDocument
Contact details	
Name	Leda Koursoumba
Organisation	Commissioner for Children Rights
Email	childcom@ccr.gov.cy
Short profile	The Commissioner for Children's Rights is an independent institution which deals exclusively with the rights of the child and whose competences and obligations are prescribed by law. The Commissioner is appointed by the Council of Ministers pursuant to the Commissioner for the Protection of Children's Rights Laws 2007 and 2014 [(Laws 74(I)/2007), 44(I)/2014]], which came into force on 22/6/2007

6. Corporate Governance Code

Detailed description	
Detailed information on the practice	<p>The Council of the Cyprus Stock Exchange (CSE) at September 2002 issued the Code of Corporate Governance for the Cyprus Stock Exchange. The aim of the Code is to strengthen the monitoring role of the Board of Directors, to protect small shareholders, to adopt greater transparency and to provide timely information, as well as to sufficiently safeguard the independence of the Board of Directors in its decision - making. Furthermore, the Code aims to achieve conformity of listed companies with internationally accepted rules of corporate governance as they are widely applied by both individual and institutional investors in the selection of listed securities and the creation of investment portfolios internationally, and therefore establishes regulatory indicators of compliance with desirable rules of corporate governance.</p> <p>The Code is voluntary for the listed companies. Listed Companies have an obligation to include in their Board of Directors' annual report to shareholders, a report on corporate governance as follows: The company should state in the first part of the report whether the principles of the Code are being implemented. The company should confirm in the second part of the report that it complies with the principles of the code and, in the event that it does not, should give explanations as to why not. The Code does not apply to private limited companies whose</p>

	<p>corporate governance stems mainly from the relevant provisions contained in the articles of association of each company and from the Companies Law.</p> <p>The primary bodies responsible for the Code and its enforcement are the CSE and the Cyprus Securities and Exchange Commission (CYSEC). The Code is issued by the Council of the CSE, which is also responsible for its monitoring and amendments. A specific committee has been established regarding the Code. Representatives from the CSE, the CYSEC, the investors and the members of CSE take part in this committee. However, this committee is unofficial and the responsibility of monitoring and amending the code remains with the Council of the CSE. Under CYSEC Directive No. 190-2007-04 (CYSEC Directive), the report of the board of directors of all issuer companies, which is a part of the annual financial report, should contain a corporate governance. The corporate governance statement should contain at least the following:</p> <ul style="list-style-type: none"> ▪ reference to the corporate governance code to which the issuer is subject (if any) and details as to where this document is available to the public; ▪ reference to the code of corporate governance which the issuer has voluntarily decided to apply and details as to where this document is available to the public; ▪ reference to any relevant information for any extra practices of corporate governance that the issuer applies in addition to the corporate governance code.
Resources needed	The company to follow the Code of Corporate Governance
Timescale (start/end date)	2002 – on going
Evidence of success (results achieved)	A corporate governance program can boost the company's reputation. Also, corporate governance includes instituting policies that require the company to take specific steps to stay compliant with local, state and federal rules, regulations and laws. Also, it limits the potential for bad behaviour of employees by instituting rules to reduce potential fraud and conflict of interest.
Difficulties encountered/ lessons learned	To achieve excellence in Corporate Governance it needs to permanently meet the mix of strict legal regulations, regulatory requirements, and softer best practice guidelines. Also, global applicability versus compliance with local jurisdiction and conflicting rules in a trans-border environment. It also needs timely implementation, consistency in internal rules and regulation, internal controls and documentation and education and training.
Potential for learning or transfer	It protects small shareholders, to adopt greater transparency and to provide timely information, as well as to sufficiently safeguard the independence of the Board of Directors in its decision - making
Further information	http://www.cse.com.cy/en-GB/regulated-market/listing/corporate-governance/
Contact details	
Name	Cyprus Stock Exchange
Organisation	Cyprus Stock Exchange
Email	info@cse.com.cy
Short profile	<p>The Cyprus Stock Exchange or CSE is a European stock exchange located in Cyprus. CSE was established under the Cyprus Securities and Stock Exchange Law which provides for the development of the securities market in Cyprus and for the establishment and operation of the Cyprus Stock Exchange. It was passed by the House of Representatives in April 1993. CSE commenced its operations on March 29, 1996.</p> <p>The Cyprus Stock Exchange (CSE) allows private or public companies to list their bonds on the Emerging Companies Market (ECM) and for public companies to list their shares on the ECM. In</p>

	<p>both cases (listing of shares or bonds) the CSE will also provide the ISIN code and have the prices beamed through Bloomberg and Reuters terminals as both are official financial data vendors.</p> <p>CSE is responsible for the supervision and control of all CSE operations, the transactions carried out, its listed companies, brokers and brokerage firms.</p> <p>There are approximately 80 companies in the CSE. It employs</p>
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7. CYTA – Cyprus Telecommunication Authority

Detailed description	
Detailed information on the practice	<p>For Cyta, CSR mainly concerns how responsibly we behave as an organisation in all their business activities and in the relationships with all those who are affected by Cyta. The objective where CSR is concerned, is to implement its integrated management at Cyta.</p> <p>Concerning costumers, they are evaluating customer satisfaction through survey at every contact point (shops), surveys carried out at Cytashops using the Mystery Shopper method to monitor customer service procedures. Regarding business customers, surveys are carried out to measure their level of satisfaction with the service provided. Surveys are also carried out to discover the level of customer satisfaction with every service they provide. As well they have mechanisms giving customers the opportunity to comment Cyta views any complaints submitted by customers as a wealth of information and their careful examination is considered as an essential ingredient for continuous improvement. Also, they use social networking applications to develop additional and more modern channels of communication with the customers.</p> <p>akes full responsibility for its products and services, keeps up-to-date on any issues that may arise and promotes their responsible use as well as protecting its customers from possible dangers. Some examples are the activities to promote safe Internet use, especially among the vulnerable child population, fighting bullying in schools, discouraging mobile phone use while driving and the recycling of telephone equipment.</p> <p>rsonnel Cyta manages and makes the most of its personnel through the implementation of management systems and development/support programmes which assist them in their professional as well as their private lives, as part of its work-life balance policy. CYTA offers its personnel far more than is prescribed in the relevant legislation. Among other things, it takes care of the health and welfare of its employees and their families through the Medical Fund, the Occupational Health Centre and the Cyta Staff Welfare Fund. It provides psychosocial support services to its personnel through Social Workers, as well as financial assistance to needy employees, pensioners and employees’ widows and orphans. Cyta also offers student and housing loans and organises social activities for members of staff and their families. Also, it provides significant opportunities for training, development and learning, subsidising staff participation in training programmes, certifications and educational materials related to their work, and organising specialist courses on issues of development which improve productivity as well as employee job satisfaction, such as, for instance, teamwork, leadership-mentoring and customer-orientation, as well as technology and IT. It also respects the right of its employees to trade union membership and, for this reason, 100% of our personnel – monthly- and hourly paid – are covered by agreements based on collective bargaining. As well there is a all permanent monthly-paid employees receive an official evaluation of their performance every year. Furthermore, CYTA has established and promoted voluntary work like blood donation sessions, members of staff working in volunteer groups in all towns, charity fundraising etc.</p>

	<p>is aware of the negative impacts that its activities, products and services can have on the environment and, for this reason, it has been active on environmental issues after formulating its Environmental Policy in 2001. The most significant environmental aspects of Cyta's operations, products and services are the use of energy, in the form of electricity and fuel, the production of waste – mainly electric and electronic waste and the consumption of other resources such as paper and water. For energy consumption they have a decrease since last year due to the replacement of obsolete and energy-inefficient heating/cooling units and rectifier systems with new, more efficient equipment. For fuel consumption significant efforts were made to reduce the number of vehicles through the creation of a Common Use Vehicles Group. At the same time, a redistribution of vehicles took place so that the most energy in efficient and older ones could be withdrawn from service. As for generators and machinery, they reduced the number of mobile telephony base stations with 24-hour support of generators and this led to a reduction in fuel consumption. They reduce the paper consumption as well by sending bill with email and recycling paper. As well they have a waste management system for re-use and recycling of our waste.</p> <p>society in addition to its direct impacts on society, through the provision of electronic communications products to its customers and employment to its personnel, the procurement of products and services from its suppliers and through the payment of a dividend and taxes to the State, Cyta supports broader society in a multiplicity of ways and at every opportunity. For health and welfare, they give donations, they created the interactive health portal and telecare applications. Also, it participates in lot of activities that have to do with education, road safety and environment.</p>
Resources needed	A CSR department has been established by CYTA for implementing the CSR strategy.
Timescale (start/end date)	2012 – on going
Evidence of success (results achieved)	They have adopted a holistic approach since it considers not only the positive but also the negative impacts that they have on the three dimensions of CSR – social, environmental and economic – as well as on all stakeholders. They have lot of positive results most important positive result is the increase of its sales and the continues improvement of the company.
Difficulties encountered/ lessons learned	<p>The process of implementing CSR into the company's strategy was a set of actions. First, it was needed to understand the company's values and corporate culture which was found at the core of a company's actions and reputation and its effect on employees. Also, to make business sense of sustainability, it should make sense for the business. It was needing to develop a strategy that works for the business and its stakeholders. Then it was needed to keep employees and all the relevant stakeholders up-to-date, motivated and engaged. In general, the steps taken where the following:</p> <ol style="list-style-type: none"> 1) Implementing corporate social responsibility <ul style="list-style-type: none"> ▪ Conduct a CSR assessment ▪ Develop a CSR strategy ▪ Develop CSR commitment ▪ Implement CSR commitments ▪ Report and verify progress ▪ Evaluate and improve 2) Stakeholder engagement <ul style="list-style-type: none"> ▪ Identify stakeholders ▪ Understand the reason for stakeholder engagement ▪ Plan the engagement process ▪ Start the dialogue

	<ul style="list-style-type: none"> Maintain the dialogue and deliver on commitments <p>3) Keep employees and all the relevant stakeholders up-to-date, motivated and engaged.</p> <p>4) Communicate and Inspire. Communicating the impact and successes of the strategy to the levels of the company's organization, to the employees, to the stakeholders and to the general public.</p>
Potential for learning or transfer	The practise is interesting for other companies as well since it is a company that for many years is implementing CSR in a holist approach. The implementation of CSR gave lot of benefits to the company.
Further information	https://www.cyta.com.cy/id/e281/en
Contact details	
Name	Theodoulos Makriyiannis Head of Corporate Social Responsibility (CSR) at Cyta
Organisation	CYTA
Email	theodoulos.makriyiannis@cyta.com.cy
Short profile	Cyta is a semi-government organization. It was established with the aim of providing, maintaining and developing a comprehensive telecommunications service, both nationally and internationally. Cyta is considered to be the leading provider of integrated electronic communications services in Cyprus. They have 1834 employees and an annual revenue of €396.48 million

8. Office of the Commissioner for Administration and Human Rights (Ombudsman)

Detailed description	
Detailed information on the practice	<p>The Commissioner for Administration and Human Rights (Ombudsman) is a senior independent state officer. The institution of the ombudsman constitutes the most prevalent institution of extra judicial control of the administration and protection of human rights. The main pivots of the mission of the Commissioner for Administration and Human Rights are to ensure legality, to promote good governance, to combat maladministration and to protect citizens' rights and human rights in general. The Commissioner for Administration and Human Rights operates as a guarantor of legality, keeps equal distances between the citizen and the administration and defines the limits of his/her competences and powers by adhering to the law and to the institutions of the state. For the citizens in particular, the Commissioner for Administration constitutes perhaps the most powerful means of safeguarding their rights and of supporting their claims, as the Commissioner's activity is turned against any arbitrary act and abuse of power by organs of the state and the services exercising public administration.</p> <p>The Commissioner for Administration and Human Rights has the power to investigate complaints against any public service or officer for actions that violate human rights, or are exercised in contravention of the laws or the rules of proper administration and correct behaviour towards the people administered. Specifically, the complaints submitted to the Commissioner for Administration are categorised and assigned to the following sectors:</p> <ul style="list-style-type: none"> The Human Rights Sector The Environment, Immovable Property and Development Sector The Local Government Sector The Financial and Social Insurance Sector The Education and Employee Relations Sectors The Health, Social Protection and Relations between the State and the Citizen Sector

	In cases where violation of the law or human rights is observed, the investigation process can lead to the submission of a Report to the implicated authority, with specific conclusions, suggestions and recommendations that aim at resolving an issue and avoiding the generation of similar issues in the future. Alternatively, the Commissioner may make use of his/her mediating role and, in cooperation with the relevant authority, succeed in resolving the issue, without submitting a Report. The Commissioner takes part as well to Seminar and Trainings, organize and participate in events, appearance at the House of Representatives, consultations, contacts with NGO's and appearances in media.
Resources needed	Administration Law, on the basis of which the remit of the Commissioner's responsibilities is defined and regulated, making the Commissioner the guardian of the rule of law and citizens' rights.
Timescale (start/end date)	1991 – on going
Evidence of success (results achieved)	
Difficulties encountered/ lessons learned	No difficulties
Potential for learning or transfer	<p>By joining the EU, for purposes of compliance with the Article 13 of the Directive to combat racial and ethnic discrimination (2000/43/EC), the Republic of Cyprus appointed the Commissioner for Administration as the independent body / authority to deal and decide on issues related to discrimination. For more effective exercise of this duty, two independent authorities: the Authority against Discrimination and the Equality Authority were established within the Office of the Commissioner for Administration and staffed by members of its personnel.</p> <p>Main institutional competence of both Authorities, as defined by the legislation is to investigate, as independent authorities, through non- judicial procedures, complaints by people who believe they are / were victims of discrimination either in the public or private sector activities. Their field of activities includes discrimination based on gender, race, community, language, color, religion, political or other beliefs, national or ethnic origin, disability, age, sexual orientation or any other grounds prohibited by law.</p> <p>Specifically, the Equality Authority has jurisdiction to investigate complaints about gender discrimination, as well as discrimination that are reserved in the sector of employment on the basis of any reason. On the other hand, the Authority against Discrimination investigates complaints of discrimination on the basis of all the above reasons, other than gender, in the areas of education, healthcare, social protection and social benefits, and access to goods and services.</p> <p>In cases where the Ombudsman finds that a particular practice / conduct constitutes unlawful discrimination, he may issue an order to end the practice / behavior and, in case of noncompliance, to impose fines on the persons / organisations involved.</p> <p>In the basis of the above, it appears that the Commissioner investigates to a certain degree, nonjudicial complaints of discrimination by companies.</p>
Further information	http://www.ombudsman.gov.cy/ombudsman/ombudsman.nsf/index_gr/index_gr?OpenDocument
Contact details	
Name	Maria Stylianou Lottidi Commissionaire of Administration and Human Rights
Organisation	Office of the Commissioner for Administration and Human Rights (Ombudsman]
Email	mstylianou@ombudsman.gov.cy

Short profile	The Commissioner for Administration and Human Rights has the power to investigate complaints against any public service or officer for actions that violate human rights, or are exercised in contravention of the laws or the rules of proper administration and correct behaviour towards the people administered.
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4.2 Greece

1. Creta Maris Beach Resort

Detailed description	
Detailed information on the practice	<p>Creta Maris Beach resort is located 24km from Heraklion in Hersonissos, which is one of the most famous tourist destinations in Crete. During its 40 years of operation, the main goal of the management team is the development of the hotel services taking always with respect to the environment in which the company grows. Since, 2013 Creta Maris has published 4 annual Sustainability Reports that reflects the company’s significant economic, environmental, and social impacts and will help the managers to plan their next year operations.</p> <p>Environment: The company desires to contribute to the protection of the environment. To reduce energy consumption solar panels are used for heating water, electricity is replaced with liquid gas in all kitchens and main laundry areas and the incandescent and economy lamps are gradually replaced by LED lamps. Training and information are given to the staff, so they can operate energy saving measures in their daily activities. In order to facilitate the efficient use of energy all rooms are equipped with a magnetic card which ensures that all electrical devices, except the refrigerator and the air condition, are switched off when the guest leaves the room. Moreover, an additional switch is installed in the bedrooms to disable the air condition, every time someone opens a window or door. In addition, the hotel uses professional, environmentally friendly cleaning detergents and recycling has been an integral part of the environmental awareness of Creta Maris. The managing directors of the hotel understand the need of the planet to reduce the water consumption, so, many actions have adopted to achieve this goal (e.g. water reduction filters to all taps of the hotel, automatic night watering the green areas). To protect the environment the respect to the biodiversity and the preservation of the landscape are necessary for Creta Maris.</p> <p>Society: The grand total of Creta Maris’ employees in 2016 was 348 and the 326 of them were Cretans. In this way, the resort supports the local community providing a total amount of 4,853,335,76 euros. In addition, since 1992 Creta Maris has established a volunteer blood donor bank at Venizelio Pananneio Hospital of Heraklion and the blood donation takes place every year. All employees have the right to request blood when they or their relatives will need it. The establishment of the action “Open School Days” where the local schools visit the organic field of the hotel and the donations to those are in need are two more of the ways that the hotel contributes to the social welfare of the island. Moreover, Creta Maris contributes to the financial development of the island by supporting the local market and the local producers.</p> <p>Workplace environment: Creta Maris offers equal opportunities to all its employees. As mentioned before, the hotel employed in 2016 348 employees. This number is divided almost equally to male (180) and female (168) population, with the majority of employees have either Cretan origin or live permanently in Crete (326), and with the majority of the employees</p>

	<p>belong to the age group of 18-29 years (117). In addition, the hotel's employees have the opportunity to attend educational seminars in order to enhance their existing knowledge and skills, or to develop new ones. Moreover, Creta Maris has adopted and implements its own health and safety program.</p> <p>Marketplace: The market pillar completes the company's holistic CSR approach. Its purpose is to provide excellent facilities to its customers regardless their age. So, in Creta Maris there are 6 children's pools, wellness center, spa, convention center etc. In addition, the restaurants always offer the best services and organic products to the hotel's guests with many of them to originate from hotel's own production. Except of the high gastronomy and organic meals the visitors have the opportunity to participate in outdoor environmental actions such as "Street cleaning & tree preservation".</p>
Resources needed	Financial resources, employees' contribution, labor hours.
Timescale (start/end date)	The CSR actions of the hotel are ongoing.
Evidence of success (results achieved)	<p>The results of company's CSR actions are measurable and are as follows:</p> <ul style="list-style-type: none"> ▪ Creta Maris Beach Resort energy consumption is considered very good to excellent, as with its large public areas, it showed 0,50 litres of average gas consumption per guest and 20 kWh of average electricity consumption per guest for the year 2016. ▪ In 2016, the results of recycling were: 18.000 kilos of paper, 120 kilos of lamps, 12.910 kilos of glass, 17 kilos of batteries, 2.120 kilos of cooking oils. ▪ The 43% of hotel's purchases for the year 2016 were for Cretan products and the 30.9% for Greek products. ▪ During 2016, the Injury Rate was 0,01%, the Absentee Rate & Lost Day Rate was 1,03% and The Occupational Disease Rate was 0%. ▪ The hotel's organic production consists of 0.5 acre outdoor, open to visitors' vegetable garden, 9.5 acre arable crops [with local varieties of legumes and cereals], 1.0 acre of citrus [orange, tangerine and lemon], 9,5 acre of local wines' varieties.
Difficulties encountered/ lessons learned	
Potential for learning or transfer	As Creta Maris has compiled four sustainability reports until 2017, the results of the implementation of CSR action are measurable and they could be easily transferred or learnt.
Further information	https://www.cretamaris.gr/media/1685/annual_report_2016_en.pdf
Contact details	
Name	Faye Papaioannou
Organisation	Creta Maris Beach Resort
Email	marketing@cretamaris.gr
Short profile	<ul style="list-style-type: none"> ▪ Business Activity: Tourism Industry ▪ Number of employees: 50 – 249 ▪ Financial Turnover: 10.000.001 - 50.000.000€
Expert opinion	The approach of Creta Maris towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them.

2. Avra Hotels Collection

Detailed description	
Detailed information on the practice	<p>Avra Hotels Collection is a group of three hotels which located in the region of Lasithi, Crete in the city of Agios Nikolaos. Corporate Social Responsibility is fully integrated into the hotels' operations and the strategic management in order to achieve the proper entrepreneurship that will be in full harmony with the Cretan biodiversity, the society, the human resources (employees) and the marketplace.</p> <p>Environment: The protection of the environment is one of the main goals of Avra Hotels Collection CSR actions. Both management and staff follow the environmental policy of the hotels and attend annual training programs about the efficient usage of energy, the recycling procedure and the waste production also. In addition, Avra Hotels Collection chooses suppliers who keep environmental friendly procedures and encourages its guests to recycle their waste. Regarding waste management and recycling, the hotels follow methods such as the collection of used oil and fats, the reuse of paper for internal use and the existence of recycle bins in all public areas in order to recycle and separate the different materials. To measure the energy and water waste, Avra Hotels Collection always record the energy and water consumption in order to keep the total kWh and water lit consumption to the lowest possible level by keeping the high level of the available services. More specific, there are many energy and water saving measures such as:</p> <ul style="list-style-type: none"> ▪ Water efficient filters and mixing taps in most bathrooms. ▪ Automatic irrigation systems in all hotels' garden areas. ▪ The hotels use solar energy. Water is heated by solar thermal collectors and by biomass burner. ▪ Energy efficient light bulbs in all public areas and most guest rooms (led bulbs). ▪ Key cards or magnets to switch off lights when guests leave the room. ▪ Information towards guest to encourage them to save water/energy. <p>Further environmental protection measures are the coastal protection by following the directives of the international Blue Flag Award, the control of chemical consumptions and the chemical management.</p> <p>Society: The measures that Avra Hotels Collection has adopted for the society pillar are the following:</p> <ul style="list-style-type: none"> ▪ Support to local economy by purchasing products from local suppliers, ▪ The majority of its employees has Cretan origins or lives permanently in Crete, supporting this way the local community. ▪ Donations to international and national organizations ▪ Environmental actions in cooperation with local schools or kindergartens. ▪ Acceptance of student's internships to enable them to gain the requisite experience. ▪ Promotion of Cretan and Greek culture by offering Greek cooking lessons, promoting the local food and wine and visiting with the guests the Local Farmers Market.

	<p>Workplace environment: The measures that Avra Hotels Collection has adopted for the workplace environment pillar are the following:</p> <ul style="list-style-type: none"> It provides equal opportunities to all its employees regardless the gender. In 2017 Avra Hotels employed 314 employees. The 154 of them were male population and the 160 were female population. Establishment of a volunteer blood donor bank at Hospital of Agios Nikolaos. All employees have the right to request blood when they or their relatives need it. The employees have the opportunity to leave their children to a collaborating kindergarten during the working hours. Avra Hotels offers to all those who work for over five years in the company non-interest-free loans up to 6,000€ for the next five years. <p>Marketplace: Avra Hotels have a commitment to providing excellent & customized services to each single customer. By this way the managing directors and the employees achieve the main goal that Avra Hotels Collection has set. That aim is to work together (hotel owners and staff) in maximizing the benefits and value of the business and to offer the hotel guests an exceptional, indulging experience.</p>
Resources needed	Labor hours, money resources
Timescale (start/end date)	The company's actions are ongoing.
Evidence of success (results achieved)	<p>Avra Hotels Collection, provides measurable results regarding its CSR actions. More specific</p> <ul style="list-style-type: none"> During the 2017 summer season, the total production of glass, metal, paper, plastic and cooked oil was reduced by 16.9% (2.967 Kg). During the 2017 summer season the total consumptions of chemical products was 0.07 kg. per guest night. Environmental awards (Blue Flag, Green key, ISO 14001) "Greek Breakfast" award by offering Greek specialties within the breakfast. The 302 of the 314 employees of the company in 2017, have Cretan origin or live permanently in Crete. The 95% of hotels' suppliers are locals and they keep the same cooperation's each year.
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.
Potential for learning or transfer	The experience that has been acquired of the implemented actions, could be transferred and disseminated. Avra Hotels Collection is going to publish an annual sustainability report where will be mentioned all the results of the implementation of CSR actions.
Further information	http://www.avrahotelscollection.gr
Contact details	
Name	Pelekanakis George General Manager
Organisation	Avra Hotels Collection
Email	gm@avracollection.com
Short profile	<ul style="list-style-type: none"> Business activity: Tourism Financial turnover: Number of employees: 314

3. COSMOS SPORT S.A.

Detailed description	
Detailed information on the practice	<p>Environment:</p> <ul style="list-style-type: none"> ▪ Recycling paper and packaging cartons (36 tons per year). ▪ Recycling of electrical appliances (1.200 kilos per year) and batteries (120 kilograms per year). ▪ Replacing conventional light bulbs with LED energy saving lamps. ▪ Replacement of air conditioners with Inventor energy saving devices. ▪ Using a photocell mechanism in storage rooms and bathrooms. ▪ Cleaning of beaches and parks. <p>Society:</p> <ul style="list-style-type: none"> ▪ Organization of sporting events. ▪ Support to athletes and sports organizations. ▪ Organization of "Heraklion Cosmos Sport Run" in cooperation with the Municipality of Heraklion and the support of Adidas. The action has managed to bring together and donate to the organization "Together we beat cancer" the sum of 6,500€ in total. The money was used in order to buy a special medical machine for cancer patients. ▪ Established annual partnership with TOMS, a multinational company that operates the "One For One" corporate social responsibility action worldwide. The company through this action, every time that someone buys a new pair of TOMS shoes offers a new pair of shoes to children in need. Cosmos Sports, acts as the main supporter of this action, covering all the costs incurred for the distribution of footwear in all the prefectures of Crete, dividing more than 1.000 pairs of shoes each year. ▪ Creation and support of "Cosmos We Care" team which implements, among other things, actions such as blood supply, the distribution of toys to hospitalized children, the creation of a "wall of kindness" at the company's premises. <p>Workplace environment:</p> <ul style="list-style-type: none"> ▪ The criteria for staff selection are free from stereotypes (gender, religion, nationality). ▪ Providing equal opportunities for development irrespective of gender, religion, nationality. For example, 54% of company executives in positions of responsibility are women. ▪ Stewardship-free pay system (e.g. equal pay for men and women at all hierarchical levels). ▪ Modern facilities that ensure full hygiene and safety. ▪ Gym that is available to all employees of the company. ▪ "Parent's Day off" action where parent company employees are encouraged to obtain parental leave entitlement to get close to their children on the first day of school.

	<p>Marketplace:</p> <ul style="list-style-type: none"> Measuring customer satisfaction. Introduction of foot scanner service.
Resources needed	Labor hours, money resources
Timescale (start/end date)	The company's actions are ongoing.
Evidence of success (results achieved)	In any action where the result is measurable, the number has been reported in the "description of action" field above.
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.
Potential for learning or transfer	The experience that has been acquired of the implemented actions, could be transferred and disseminated.
Further information	http://blog.cosmosport.gr/
Contact details	
Name	Zervakis Ioannis
Organisation	COSMOS SPORT S.A.
Email	hr@cosmosport.gr
Short profile	<ul style="list-style-type: none"> Business activity: Trading of sporting goods Financial turnover 2016: 27.067.730 € Number of employees: 309

4. Kouvidis Industry

Detailed description	
Detailed information on the practice	<p>Kouvidis industry, which is active in the electrical equipment industry, presents a holistic approach to how it addresses Corporate Social Responsibility by developing actions across all four axes of CSR.</p> <p>Environment: The company, aiming to contribute to environmental protection, has adopted a series of principals such as energy saving from the production process, the application of a collective waste management system resulting from product packaging and, finally, the development of environmentally friendly products. The product packaging is produced by 100% recycling paper. In addition, the company and its suppliers comply with the REACH 1907/2006 regulation of the European Union for the correct use of chemical products. All the above is certified by quality management systems that the company has (e.g. ISO 14001).</p> <p>Society: Kouvidis is closely tied to the society in which it does business and recognizes the responsible role it has to play, so it applies CSR actions in the society axis. Such actions are the establishment of its own blood bank, the continuous financial support of NGOs and the priority of hiring from the local society.</p> <p>Work environment: Human resources are of paramount importance to the Kouvidis industry, which believes the employees are building the company's future. Thus, it provides training seminars for all employees as well as health care and group insurance programs.</p> <p>Marketplace: The company is certified with the ISO 9001: 2008 quality management system and aims to produce high quality, safe products that meet the expectations of its consumers and modern market trends following the principles of total quality.</p>
Resources needed	To implement the aforementioned actions, the company uses its own financial and human resources which is part of the quality management systems implemented by the company. It also seeks compliance by its suppliers with certain criteria such as the REACH Regulation 1907/2006 of the European Union.
Timescale (start/end date)	There is no specific timetable for implementing company management systems. Management systems are continually being implemented and ongoing efforts are being made to enrich them as well as to improve their processes. Regarding CSR practices, a short budget is made every year to outline a monetary amount to be used to support these actions. Priority has some fixed partnerships and then the company tries every year to increase its actions by trying to state the present in more actions aimed at promoting its social responsibility
Evidence of success (results achieved)	<p>Through the CSR actions the company has achieved:</p> <ul style="list-style-type: none"> ▪ Zero use of primary raw materials ▪ Reduction in the weight of carton materials by 5 tons per year, ▪ 80% reduction in ink usage ▪ National recognition of business excellence in 2008 by the Ministry of Development, ▪ To receive the European Certification for Business Excellence and Quality award, "Committed to excellence in Europe" from EFQM (European foundation of Quality Management)

	<ul style="list-style-type: none"> To receive the Best Workplaces award as one of the best-performing companies in the best workplace in Greece for 2017.
Difficulties encountered/ lessons learned	<p>The biggest difficulty is to incorporate corporate social responsibility practices into the core of the company's operations. However, this has been achieved by adopting and implementing management systems across the company's range of operations.</p> <p>Another difficulty may be the high cost required for some actions that will not have a direct effect on the performance of the company. The high cost has been addressed by the proper assessment and selection of actions that the company can successfully implement.</p> <p>Finally, especially for a small and medium-sized company, the implementation of CSR practices requires human resources, as proper implementation takes time. At this point, the company has allocated the necessary actions required for the correct application of CSR to the responsibilities of different employees from different departments, thus dispersing the time required for their implementation and incorporation into the operations of the company.</p>
Potential for learning or transfer	<p>There is the possibility of transferring and spreading the company's CSR practices on condition that each company adapts itself to the values of CSR and designs a model that fits its philosophy, its management model and the sector in which it operates.</p>
Further information	<p>https://www.kouvidis.gr</p>
Contact details	
Name	Chochlakis George
Organisation	Emm. Kouvidis S.A
Email	Georgios.chochlakis@kouvidis.gr
Short profile	<ul style="list-style-type: none"> Activity field: Plastic tubes industry Number of employees: 65 Financial Turnover: 7.532.778,28€

5. Lyrarakis Wines – Gea S.A.

Detailed description	
Detailed information on the practice	<p>The company "GEA S.A." which has the distinctive title Lyrarakis Wines and is based in Crete, is a family vineyard, a winery, a standardization/bottling plant and a visitable Cellar. According to the company's sustainability report, its goal since its inception in 1966 is the ethical relationship with society, which continues to be enriched to date, along with the other principles of corporate social responsibility by developing actions in the field of the environment, the market and human resources.</p> <p>Environment: Environmental protection is one of the main objectives of the Lyrarakis Wines CSR actions. As the activity of the company is directly related to the cultivation and exploitation of the soil, the ultimate goal of the corporate social responsibility actions that concern the environmental pillar is the respect for the Cretan land and the biodiversity of the soil so there is land for the future generations. In order to achieve this goal, all those involved in nutrition plant programs plant protection and cultivation are informed that the soil contains living organisms. Efforts are also being made to enhance soil biodiversity that will act as a substitute for the use of chemical insecticides and herbicides. Other measures to achieve the protection of the environment in which the enterprise is developed, are:</p> <ul style="list-style-type: none"> ▪ Promotion and preservation of the use of wild plants as ground covers, which are sources of nectar for many beneficial insects. ▪ Sowing vineyards in the winter months with plant mixtures for the oppression of weed populations. ▪ Grazing sheep at selected time intervals to control weeds. ▪ Implementation of biodynamic cultivation <p>Compost production and its incorporation into the vineyard lands is also a process that takes place every autumn for the purpose of soil health and reinforcement, as well as the soil with the beneficial microorganism. In addition, Lyrarakis wines is a member of the People4soil initiative - European Citizens' Initiative (ECI), aiming to exert pressure on the creation of specific European legislation recognizing the land as a common good and laying down principles for its protection. Finally, further actions in the environmental pillar are the following:</p> <ul style="list-style-type: none"> ▪ Recycling of packaging materials ▪ Measurements and application of methods for limiting energy and water consumption during the production process. ▪ Waste production measurements to reduce them. <p>Society: Lyrarakis Wines implements a multitude of actions that are among the pillars of society. Initially, the aim is to have a moral relationship with and within the local community and within this philosophy, further actions are being developed which are:</p> <ul style="list-style-type: none"> ▪ Establishment of Saint August winegrowers group. This group consists of the vineyard company and associates who maintain the same love for Cretan land and native wine varieties and aim at identifying individualized intervention strategies for the sustainable management of vineyards exploited by each vineyard grower. This group has 24+ members. ▪ Cooperation with local community and local winemaker producers. The company collaborated with 115 local producers in 2015.

	<ul style="list-style-type: none"> ▪ Visitable cellar. By the creation of the visitable cellar, the company seeks to highlight the importance of the society that produces its own food and to promote local products through the establishment of the winery as a tourist destination. Along with the promotion of the island and its culture, new jobs and business opportunities emerged for the local businessmen of the island through collaborations that have been developed. The prolongation of the tourist period is another positive consequence of this exercise. ▪ Participation in the "Connecting Sustainable Winegrowing with the Hospitality Sector" project, which aims to link sustainable wine growing with the hospitality industry on the island of Crete. ▪ GEA S.A. Blood Bank. The blood bank was created to ensure the blood needs of members and their 1st degree relatives. <p>Workplace environment: The company has made serious efforts to provide a fair, safe and decent working environment. As a result, a series of practices have been designed which enrich the employees. All employees of the company have an employment contract that complies with the applicable national legislation, while 35% of the employees are women and 10% of them are positioned in managerial positions. Gender pay gaps are solely associated with responsibility issues and position in the company. In addition, the average duration of career in the company is high and the majority of employees are permanent personnel. For ensuring continuous training of the associates, an annual program has been designed for updating and training the employees. In addition, the company seeks to constantly inform employees and visitors of the company's premises on health and safety rules, which is also supervised by the responsible Safety Technician. Finally, a strict stance against forced child labor is applied, no persons under 18 years old are hired for any reason or type of work.</p> <p>Marketplace: Lyrarakis Wines aims, among other things, to the production of high-quality wine and has developed a range of activities to achieve this goal. These activities relate to the protection of soil and arable land, with the aim of protecting the environment and, on the other hand, they aim to the production of high quality products. Vinification is done through strict procedures that are continuously supervised and improved by specialized staff and a modern bottling procedure consisting of 6 individual stages is also followed. Through these actions, the aim is to create a strong brand name in the wine industry.</p>
Resources needed	Financial resources, labor hours, co-operation - workers, data that cannot be precisely separated.
Timescale (start/end date)	The company's actions are continuous.
Evidence of success (results achieved)	The results are not measurable at this point but there are indicative measurable data when reporting the applicable practices above
Difficulties encountered/ lessons learned	
Potential for learning or transfer	The experience gained from the actions implemented could be transferred and disseminated. Lyrarakis Wines has already issued its 1st sustainability report, which lists the practices adopted in the context of CSR.
Further information	www.lyrarakis.com
Contact details	
Name	Lyrarakis Vartholomaïos
Organisation	GEA S.A.

Email	bart@lyrarakis.com
Short profile	<ul style="list-style-type: none"> ▪ Business activity: Winery ▪ Financial turnover: 1.855.448€ (2015) ▪ Number of Employees: 22

6. Chalkiadakis S.A

Detailed description	
Detailed information on the practice	<p>Chalkiadakis S.A. operates in the trade industry with 39 retail shops (Super Markets) and 1 home items shop, being one of the largest companies on the island, employing over 1,200 employees. Corporate Social Responsibility for the company is philosophy, strategy and innovation and is fully integrated into the operations of the company.</p> <p>Environment: The company, wishes to contribute to the protection of the environment while respects Cretan biodiversity, so it has adopted a range of measures that are applied by management and employees. Also, the company motivates its customers to implement these measures. Most of these measures consist of recycling actions. More specifically:</p> <ul style="list-style-type: none"> ▪ Oil recycling, which includes the collection of used cooking fat to avoid contamination of the aquifer through its deposition in the sewage system. The company, in fact, rewards customers involved in this process with a bottle of bottled water for each bottle of used oil. ▪ Paper recycling: For this process, paper presses and special bins have been installed both in the stores and in the central warehouses of the company, thus recycling all cartons and membranes. ▪ Battery Recycling: The company works with an authorized battery recycling organization for the battery recycling and there are special bins in all its stores. <p>Recycling is also done on electrical appliances, lamps and lubricating vehicle oils. An additional measure adopted by Chalkiadakis SA aims to improve the image of waste disposal sites in the company's stores.</p> <p>Society: The company, through its cooperation with local producers and suppliers, supports the local community in which it operates and develops. In addition, it provides solidarity to those who need it by supporting them. For example, it provides assistance to vulnerable groups, social grocery stores and charities, while providing discounts to the majority and the disabled. In addition, the company provides donations to school and medical equipment as well as supports cultural and athletic events that take place in Crete.</p> <p>Workplace environment: Characterizing the manpower as its largest asset, Chalkiadakis S.A. implements Corporate Social Responsibility actions to the pillar of human resources. The most important of these actions, is the establishment of the Chalkiadakis Academy, which started in 2010 and aims to the specialized training of all human resources in matters related to the subject of its employee's work. In this way, the company invests in its employees. In addition, there is training on the provision of first aid from the Red Cross as well as competitions and excursions for workers.</p>

	Marketplace: The company's vision is to offer to its customers quality products, supporting the local community and capitalizing on its human resources, always respecting the principles and values it has set. Ensuring the provision of high quality products is of great importance to Chalkiadakis SA. The control system it applies to all the agricultural products of Crete, which it supplies and provides to the customer, is a means by which it strengthens this effort. Consumers have the opportunity to learn about every Cretan agricultural product they buy, through the e-cert platform provided by the company and which includes details such as the place of production, the producer and the date when the product was picked.
Resources needed	In order to implement the aforementioned actions, the company uses its own financial and human resources.
Timescale (start/end date)	The actions of the company are ongoing.
Evidence of success (results achieved)	Through the CSR actions the company has achieved to: <ul style="list-style-type: none"> Recycle 25,000 liters of used oil in 2016 Recycle 1,200 tons of paper and plastic in 2016 Recycle 3,280 kg of mixed batteries from 2007 to today. Recycle of Electrical Appliances (3,470 kilos in 2016).
Difficulties encountered/ lessons learned	
Potential for learning or transfer	There is the possibility to transfer and disseminate the CSR practices of the company that are listed in detail on its website.
Further information	https://www.xalkiadakis.gr/el/home
Contact details	
Name	Tzagkarakis Michael
Organisation	Chalkiadakis S.A
Email	marketing@xalkiadakis.gr
Short profile	<ul style="list-style-type: none"> Business Activity: Retail Number of employees: <1.200 Financial Turnover: 155.368.657,28€ (2015)

7. TCF|Futouris Project

Detailed description

<p>Detailed information on the practice</p>	<p>The TCF Foutouris project vision is to preserve the heritage of tourist destinations and to develop a sustainable future for the tourism industry. Its members involved in this project, undertake to improve living conditions, preserve biodiversity and protect the climate in every place they operate. The aim is to ensure sustainability and the actions with which it is planned to achieve this goal are decided in cooperation with the locals. The members of the TCF Foutouris Project come from a wide network of local and international organizations as well as TCF Foutouris Project establishes collaborations for the implementation of its actions. Indicative member companies involved in this project are TUI, Lufthansa and AirBerlin.</p> <p>In Crete, TCF Foutouris Project, in collaboration with the TUI Foundation, organizes actions to establish the island as a food destination while at the same time, provides the local people with the necessary information on how to make this form of tourism sustainable. During the implementation of the action, team members inform local producers about the modern ways of exploiting the soil through which they will achieve a high quality of product and at the same time learn how to respect the natural environment and Cretan biodiversity. The aim is to protect the environment from the uncontrolled cultivation of the soil and at the same time the economic prosperity of the locals involved in the agricultural sector.</p> <p>Other actions implemented by TCF Foutouris Project and can be adopted by businesses, employees and visitors to tourist destinations are the following:</p> <ul style="list-style-type: none"> ▪ Avoiding food waste, Mediterranean region. Essentially, this action aims to reduce the amount of food being thrown out of hotels everyday around the world. ▪ Sustainable Food, Mediterranean region. The aim of the project is to develop a comprehensive and workable manual for tourism service providers to increase the variety of food and beverages produced. ▪ Sustainable Winegrowing, Crete. The actions aim at the development of Crete as a sustainable wine-growing region and destination in the Mediterranean Sea. <p>This project deserves to be presented and included in the good practices of this project as it is a practice that is not exclusively applied by an individual enterprise, but its actions are implemented in a collaborative way as it involves many members. In this way, the knowledge and experience on specific issues is shifted from the more to the less experienced. As a result, a constant improvement in social responsibility arises.</p>
<p>Resources needed</p>	<p>In order to implement the aforementioned actions, TCF Foutouris Project has established partnerships with companies interested in participating in such ventures. Also, for the implementation of the actions that will be implemented, the company accepts proposals from potential partners which the Board of Directors evaluates and if they are approved the implementation of them will start. In addition, the TCF Foutouris Project accepts donations to provide additional financial support for the actions it implements.</p>
<p>Timescale (start/end date)</p>	<p>The philosophy of the actions that the TCF Foutouris Project develops is always in the same context, so the actions can be characterized as continuous.</p>
<p>Evidence of success (results achieved)</p>	<p>Each action carried out, has its own results which are difficult to present extensively at this stage. The large number of participants and members of the TCF Foutouris Project is also, an evidence of success.</p>
<p>Difficulties encountered/ lessons learned</p>	
<p>Potential for learning or transfer</p>	<p>The experience gained from the actions implemented could be transferred and disseminated.</p>

Further information	http://www.futouris.org
Contact details	
Name	Mpampagiouris Sotiris
Organisation	TCF Foutouris Project
Email	s.bampagiouris@localfoodexperts.com
Short profile	The TCF Foutouris project vision is to preserve the heritage of tourist destinations and to develop a sustainable future for the tourism industry

4.3 Spain

1. Social action of Cooprado, Shepherd School, Spain, Centro (ES)/Extremadura

1. Detailed description	
Detailed information on the practice	<p>Cooprado Cooperative carries out the Shepherd School to alleviate the need for these professionals in our region and in this way, to train new professionals to ensure the continuity of sheep farming in the area. One of the basic objectives of this Shepherd School is to increase the production of sheep's milk, in order to guarantee the availability of enough milk throughout the year to produce the "Torta del Casar" cheese, whose Protected Origin Denomination continues to demand milk for the production of this cheese. The idea is to promote the development of the primary sector with the peculiarity of doing it around the "Torta del Casar".</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> ▪ Economic objective: increase the milk production to respond to the demand of the POD "Torta del Casar" ▪ Farmer objective: to promote the generational change to guarantee the continuity of this activity. ▪ Cultural objective: to raise the social recognition of the shepherd profession. ▪ Social objective: to offer a job opportunity that reduces unemployment. ▪ Environmental objective: to carry out an important environmental work for the natural firewall that supposes shepherding. <p>This initiative seeks to encourage innovation and professionalization of this activity that, in certain territories, contributes decisively to the creation of employment and the conservation of the environment and rural culture.</p>
Resources needed	The training of the Shepherd School takes place in the facilities of the cooperative Cooprado and in the exploitations of partner farmers of this cooperative. Professional breeders with extensive experience in the sector carry out the practical part.
Timescale (start/end date)	<ul style="list-style-type: none"> ▪ First edition in 2016. ▪ Second edition 2017
Evidence of success (results achieved)	<p>The first edition of this project was a success, since 50% of the students trained are currently working in this sector. Cooprado is organizing the second edition with some changes:</p> <ul style="list-style-type: none"> ▪ Training is opened to other livestock sectors ▪ Increase in the number of practical hours that students perform in livestock farms.

	<ul style="list-style-type: none"> Introduction of the latest technological advances in the sector through the increased presence of innovative content. Incorporation of a specific module for livestock women with the aim of analyzing the gender perspective and co-ownership of farms.
Difficulties encountered/ lessons learned	The main barrier posed by the students is that this is a very difficult sector to work in because there are no many farms, so the demand for work is very small. However, this sector can be essential for creating jobs in certain rural zones
Potential for learning or transfer	In this sense, the Initiative carries out by Cooprado could be adapted to other sectors with the aim of training professionals in order to facilitate the generational change.
Further information	www.cooprado.com
Contact details	
Name	Angel Pacheco Conejero
Organisation	COOPRADO
Email	beatrizrodriguez@cooprado.com
Short profile	Cooprado is a cooperative of first grade with more than 40 years of professional background. Its main activity is the production of feed and mixes unifeed for its partners and customers. They also market their dairy and meat productions. Currently Cooprado has about 450 ranchers and 40 employees on staff. It also sells its milk and meat production. Cooprado currently has about 450 breeders and 40 employees on staff.

2. CSR report of the government of Extremadura, Centro (ES), Extremadura

Detailed description

Detailed information on the practice	<p>The government of Extremadura considers there is no better discourse of persuasion and conviction than the example. In this sense, our regional government and their public institutions are employers, consumers, investors and contractors' entities. As such and even more so, because of its public nature, they must assume concrete obligations on consumption, responsible investment, as a fair and inclusive employer and as contractor, which prioritizes socially responsible enterprises. All this with the aim of achieving, if possible, labor, social and ecological excellence.</p> <p>Law 15/2010 of Corporate Social Responsibility of Extremadura establishes the obligation of an annual report of the Government of Extremadura. It must include all the activities made by public administration on CSR and sustainability issues.</p> <p>The CSR Office of the Government of Extremadura, in charge of the publication of this report, has tried to involve all departments and entities conforming the Regional Government. In this sense, every department has designated a representative to collect all the information belonging to his/her department and send it to the CSR Office who will agglutinate all the information received to elaborate the CSR report.</p>
Resources needed	<p>We must say that in the elaboration of the CSR report participates many public administration staff since the CSR Office has involved all the departments and entities conforming the public administration.</p> <p>As far as economic resources are concerned, we spend some money in the layout of the report document; the rest of the work is made with internal human resources.</p>
Timescale (start/end date)	<p>June 2011 - ongoing. A CSR report is published every year.</p>
Evidence of success (results achieved)	<p>We start in 2011 and since then we have already published six annual reports, so we consider it a success in the sense that every year we try to involve more and more staff and try to be more accurate and transparent in the content of the report.</p>
Difficulties encountered/ lessons learned	<p>The greatest difficulty was found in the elaboration of the first report, because the staff did not have a clear concept of what was the information needed for this kind of reports. The solution we found was the training of the staff on CSR and how to make a CSR report in order all the selected staff for collecting information were able to have a clear concept about what kind of information was relevant for this report.</p>
Potential for learning or transfer	<p>It is undeniable the upward trend that Corporate Social Responsibility has presented in recent years. So much so, that the number of annual sustainability reports published has increased significantly. This interest in integrating Social responsibility criteria has not come only for the private sector, but also a series of governmental impulses have been given both at European level and at the state level in the case of Spain. Responding to the current problems presented by the Administration is beginning to be complex through the classical criteria. Therefore, integrating CSR criteria based on increasing transparency, promoting public ethics and managing social, environmental and economic impacts would be a first step towards good governance in public sector.</p>
Further information	<p>http://rsextremadura.juntaex.es</p>
Contact details	
Name	<p>CSR OFFICE</p>
Organisation	<p>General Directorate of Labour of the Government of Extremadura</p>
Email	<p>oficina.rse@juntaex.es</p>

Short profile	CSR Office, depending on the General Directorate of Labour of the Government of Extremadura is in charge of the implementation of CSR in the region and in the development of all the legislation about this issue. CSR Office is responsible of an online tool for the self-assessment of enterprises on CSR.
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3. Dirse mentor program

Detailed description	
Detailed information on the practice	<p>It is the first professional group of Social Responsibility in Spain. It brings together almost 200 CSR professionals. DIRSE Mentor Plan 2016-2017 is a program of mentoring and accompanying five CSR professionals, by five managers of reference in this area. This program also has complementary elements of training in skills and competences, as well as boosting the external and internal visibility of the beneficiaries. This plan arises from a double need. On the one hand, the function of social responsibility in an enterprise is a young and little consolidated function, which needs support to become strategic in the company. On the other hand, current training through CSR master's degree is focused on technical aspects only. This plan aims to train the future managers of social responsibility and to boost the CSR jobs in the organizations.</p> <p>The basic elements of this program are:</p> <ul style="list-style-type: none"> ▪ Mentoring ▪ Training in competences and skills of the CSR manager ▪ Promotion <p>The dynamics of the training sessions will be as follows:</p> <ul style="list-style-type: none"> ▪ Which is your project. Proposal and structure of the initial proposal ▪ How do you sell your project? Communication ▪ Who do you work your project with? Stakeholders ▪ How do you create value with your project? <p>At the same time, there will be a mentoring process based on the individual relationship between mentor and mentee, which is understood as a process of advice, transfer of knowledge and management experiences which aims at helping the mentee professionals to think over how to improve their own management and that of his/her organization. The program is aimed at junior managers in the role of CSR who have an innovative project with an impact on the role of CSR and in the society. https://www.youtube.com/watch?v=GATmECiTWwY.</p>
Resources needed	<ul style="list-style-type: none"> ▪ Economic resources: In the pilot plan 2016-2017, there were no costs. The expenses were assumed by the promoting entities. In this first edition 2017-2017 a budget of 3.750€ has been established. ▪ Human resources: A management committee, composed by four people. An advising committee, composed by seven people
Timescale (start/end date)	<p>Pilot program: May 2016 – June 2017</p> <p>First edition: October 2017 – July 2018</p>
Evidence of success (results achieved)	<p>The results of the management of the pilot plan performed have been:</p> <ul style="list-style-type: none"> - Mentees: <ul style="list-style-type: none"> ▪ 100% would recommend to follow with the program ▪ 60% rate it as excellent and 40% as good. - Mentors: <ul style="list-style-type: none"> ▪ 80% would recommend to participate in the program

	<ul style="list-style-type: none"> 60% rate it as excellent and 40% as good. <p>Finally, the high number of applications submitted to the 2017-2018 program, could be a good indicator for the success of the project, but we do not have data yet.</p>
Difficulties encountered/ lessons learned	The main difficulties encountered came from the fact that the pilot program started without having anticipated the dates of the training sessions, the materials and the conductors of the training sessions. This caused delays and problems to ensure the attendance of all participants, and that the time set for the sessions was not always enough. This issue has been solved in the first edition of the program.
Potential for learning or transfer	It is a project easily replicable and adaptable to the reality of other countries, as far as allies linked to CSR professionals in the style of DIRSE association can be found. In this sense DIRSE Association has identified some similar entities in the UK, (ICRS) Germany (VNU) and Italy (CSR Manager Network) which are part of the EASP, European Association of Sustainability Professionals, and that they are working to spread to new European countries. It would also be necessary the translation of materials and the identification of trainers and mentors in every country. Finally, DIRSE Association considers that some of the elements of this practice could be incorporated to other existing training programs.
Further information	http://www.dirse.es/mentoring/
Contact details	
Name	María Luisa Clavera Maestre
Organisation	DIRSE, Spanish Association of Social Responsibility Managers
Email	dgdirse@dirse.es
Short profile	DIRSE is the first Spanish association for the professionals of Corporate Social Responsibility. Born in 2013 and constituted for more than 200 partners, among them, managers, advisors, graduates. The aim of this association is to help to the development of managers and CSR professionals, as well as improve the ability to influence for creating value in the organizations. In order to put into value the role of professional and manager of Social Responsibility in the organization and society, strengthening the skills of the trade, its recognition, influence and cohesion, DIRSE develops training, research, networking and advocacy services DIRSE is managed and represented by its Board of Directors, composed of seven members.

4. EFR Initiative

Detailed description	
Detailed information on the practice	The Efr Initiative is an international movement that, as part of the CSR, is responsible for advancing and responding to issues of responsibility and respect for the conciliation of family, personal and work life. Likewise, it also encourages support for equal opportunities and inclusion of the most disadvantaged, based on current and binding legislation and collective bargaining, so that efr enterprises perform a voluntary self-regulation in that matter. Nowadays, Fundación Masfamilia is the owner of the private certification standard efr, unique in conciliation. A unique management tool in the world that provides a simple and effective methodology to enable

	conciliation processes in companies. It is a third-party management model, based on continuous improvement.
Resources needed	Estimation of costs and times will depend on the type of entity, size, sector, agreements. It requires the commitment of the top management of a company or institution and the necessary human resources to be able to develop the efr initiative within the company.
Timescale (start/end date)	2005 - ongoing
Evidence of success (results achieved)	Nowadays, there are already 560 entities, which have implemented this efr management model in more than 20 countries, and they have undergone a rigorous and exhaustive certification process to achieve this quality hallmark in conciliation. It affects a group of more than 350,000 employees of efr entities and their families. This initiative has been recognized by the UNO as a Good Practice and by COFACE (Compagnie Française d'Assurance pour le Commerce Extérieur). Moreover, it is supported by the Ministry of Sanity, Social Services and Equality of Spain
Difficulties encountered/ lessons learned	The main barriers found by companies and institutions when dealing with a transformational change like the one carried out with the EFR Initiative is a lack of leadership in favour of conciliation and the lack of promotion of the work by objectives versus presentism
Potential for learning or transfer	When you bet on a transformational project, results are very important and, is for this reason that efr Initiative measures more than 50 conciliation management indicators to be able to see the direction of such management in organizations. Therefore, learning from the results and the continuous improvement is key in the efr initiative.
Further information	www.masfamilia.org
Contact details	
Name	Isabel Hidalgo Casas
Organisation	FUNDACION MÁSFAMILIA
Email	fundacion@masfamilia.org
Short profile	MasFamilia Foundation was born in 2003 as a private, independent non-profit organization. It was created to provide innovative and professional solutions, such as the efr certificate, for the protection and support of the family. MasFamilia Foundation develops actions that involve an improvement in the quality of life and well-being of families through conciliation of the personal and work life. A team of seven people and a network of advisors who collaborate in a voluntary and altruistic way through their expertise, networking and skills, formed MasFamilia Foundation

5. Network Of Socially Responsible Territories, “Retos Network”

Detailed description

Detailed information on the practice	<p>It is a national network led by the Ministry of Employment and Social Security. RETOS was formally constituted on April 15, 2008, as a result of the eQual Initiative, with the aim of becoming a reference in territorial social responsibility and since then has constantly developed its activity being already a national and international reference in the promotion of social responsibility principles and values. Integrated by local territories (municipalities and provinces), its mission is to integrate and implement strategies for the development of Socially Responsible Territories (SRT) that:</p> <ul style="list-style-type: none"> ▪ Contribute to improve and protect environment ▪ Contribute to territorial cohesion and the development of a model of territorial organization ▪ Improve the performance of the social capital of a territory ▪ Generate social cohesion and manage diversity ▪ Strengthen democracy and legitimacy of their institutions and organizations ▪ Improve the quality of life and the wellness of the community <p>At present, it is made up by 28 local and provincial entities and 4 collaborating entities among which is the Government of Extremadura.</p>
Resources needed	<p>When the network started to operate it had European funds, but nowadays RETOS is not funded. It works thanks to the efforts of all the partners that work for it continues operating and searching for good practices worth to be applied to their territories.</p>
Timescale (start/end date)	<p>This network was constituted on April 2008 and it is still ongoing</p>
Evidence of success (results achieved)	<p>We consider RETOS network a good practice because it has been able to collect, currently 177 good practices belonging to the territories participant in RETOS, which can be transferred to all kind of territories.</p>
Difficulties encountered/ lessons learned	<p>The main difficulty encountered is the fact that this network has not any funds to operate, so it supposes an over-effort assumed by the staff of the participant members. However, the main lesson learned is that the participants belong to the network simply because they believe in the principles and values on which the network is based, not by the funding they can get.</p>
Potential for learning or transfer	<p>It is a network made up by many municipalities of Spain, whose main challenge is to adopt CSR values and principles by the exchange of experience among them. RETOS network has an ethical code to which all the participant entities are adhered, an annual report of the activities developed and a guide for the evaluation of socially responsible activities in the territories besides a manual for developing reports of territorial social responsibility. In its website, we can find a great number of good practices in CSR activities identified by the participant territories. It is a good example of how public organizations can exchange knowledge on CSR activities and how with no funding a network can last in time with the effort of their participants.</p>
Further information	<p>http://www.empleo.gob.es/redretos/es/index.htm</p>
Contact details	
Name	<p>Miguel Crespo</p>
Organisation	<p>RED RETOS - MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY</p>
Email	<p>red.retos@meyss.es</p>
Short profile	<p>RETOS is a nationwide network led by the Ministry of Employment and Social Security. Integrated by local territories (municipalities, provinces, consortiums) constituted in a network, whose mission is to articulate, integrate and implement different strategies for the development of</p>

	Socially Responsible Territories, which improve the quality of life of its inhabitants. It is composed of 28 territories and 4 collaborating entities.
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6. Extremadura Green And Circular Economy Strategy

Detailed description	
Detailed information on the practice	<p>The Government of Extremadura has decided to undertake the transition towards a green and circular economy, which configures a new regional productive model, capable of generating wealth and employment. For this purpose, a regional framework has been designed to promote the green and circular economy. The aim is to turn Extremadura into a reference community in this issue.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> ▪ To promote a new education based on new competences. ▪ To produce a new culture based on sustainability and social justice. ▪ To produce a new economy, aligning public incentives and channeling private savings to green economy projects. ▪ To take advantage of new employment opportunities, identifying trends and green jobs, which are going to have a broad development in the future. ▪ Green services, green tourism, green health ▪ To produce a new green agriculture ▪ To produce a new green industry. <p>The regional framework for promoting a green and circular economy has designed 4 programs and 30 guide projects, which make possible the development of the actions raised from the initiatives, which are being developed by the government of Extremadura for the next four years related to the sustainable development of the region.</p> <p>Programs:</p> <ul style="list-style-type: none"> ▪ Massive citizen participation program, social agreement and political agreement. ▪ Citizen training program in green leaderships ▪ Research program in green economy, bioeconomy and circular economy ▪ Program of identification and valorization of the full potential of the green economy and circular economy of Extremadura. <p>Some guide projects designed are:</p> <ul style="list-style-type: none"> ▪ Design and development of a new sustainable transport model in Extremadura. ▪ Design and development of a Water Pact in Extremadura. ▪ Development of a new waste policy in the region.
Resources needed	<p>For the setting up of the Green Strategy a lot of economical and human resources should be mobilized because the regional framework for the promotion of a green and circular economy in Extremadura has more than 300 activities to develop which are transversals to the majority of the productive sectors of the region. The intention is to use existing resources for developing all the actions established in this framework</p>
Timescale (start/end date)	<p>April 2016 - ongoing</p>
Evidence of success (results achieved)	<p>A training system is created, accessible to all the Extremadura citizens who wish to undertake in green, who want to have leadership training and that allows them to undertake with competences and generic skills any project that can generate wealth and employment in</p>

	<p>Extremadura. Development of networks that link institutions, entities and groups working for the green economy.</p> <p>Publish a guide of good practices and experiences in green entrepreneurship in Extremadura.</p>
Difficulties encountered/ lessons learned	Lessons will be learned as the regional framework develops, as well as the difficulties
Potential for learning or transfer	This document pretends to guide towards the future an important part of the demands of the society as the demographic challenge and climate change. These two problems are issues to be addressed not only by Extremadura but also by many Spanish and European regions. Therefore, this regional framework for the promotion of a green and circular economy in Extremadura can be considered not only a best practice but also a need for the majority of the European countries to address.
Further information	http://extremadura2030.com/presentacion/
Contact details	
Name	Regional Ministry of Environment and Rural, Agrarian Policies and Territory
Organisation	Government of Extremadura
Email	Extremadura2030@juntaex.es
Short profile	<p>Junta de Extremadura is the institution in charge of the functions of the government of the region of Extremadura. It establishes the policy for the region and manages the regional administration. It is composed of five regional ministries:</p> <ul style="list-style-type: none"> ▪ Regional Ministry of Education and Employment ▪ Regional Ministry of Treasury and Public Administration ▪ Regional Ministry of Economy and Infrastructures ▪ Regional Ministry of Environment and Rural, Agrarian Policies and Territory. ▪ Regional Ministry of Health and Social Policies.

7. The Solution Of Recycling Based On Sustainability.

Detailed description	
Detailed information on the practice	<p>Movilex is an international company that carries out the integral management of hazardous and non-hazardous waste, through different lines of business. Based on models of reverse production, it develops its activities under an innovative system of collection, decontamination and recovery of waste focused on controlled traceability from the waste supplier to the final customer. Movilex considers that society and the business sector have to go hand in hand in the need to consolidate the presence of waste as a main resource, in order to give them back a use that brings a new value to their environment. Create, use and recreate based on the reuse of wastes that are properly treated can be recovered in the value chain through a production system that responds to current regulatory measures and subject to appropriate quality standards. Movilex has presence in six countries in Europe and Latin America.</p> <p>This company has several business lines:</p> <ul style="list-style-type: none"> ▪ VFU: Devoted to decontamination and recycling of all kind of vehicles. ▪ RAEE: oriented to the integral management of waste electric and electronic devices. ▪ METAL: devoted to the integral management of metallic waste for recycling and the valorization of metals, ferrous and non-ferrous scrap. ▪ PLASTIC: it is responsible for segregating and classifying, in an appropriate manner, all the fractions of plastics by type and specification.
Resources needed	<p>All the values of the company are based on the people of the organization. They understand that the core, the driving element of any activity are the workers who acquire, develop and promote those values within the organization. Movilex has multidisciplinary staff in each of their international locations, qualified and trained profiles that contribute with their commitment and dedication to the growth of Movilex as a reference company in the area of recycling and integral waste management.</p>
Timescale (start/end date)	<p>2009 ongoing</p>
Evidence of success (results achieved)	<p>Movilex was born in 2009 through the business line MOVILEX CARD, devoted to the decontamination, dismantling, reuse, treatment and recycling and recovery of vehicles out of use.</p> <ul style="list-style-type: none"> ▪ In 2010 is launched the first specific plant for the treatment, recycling and recovery of waste electrical and electronic devices in Extremadura. ▪ In 2012, the business lines MOVILEX METAL and MOVILEX PLASTIC are activated. ▪ In 2013, a new integrated industrial waste management plant was opened in Valencia. ▪ In 2014, the international expansion of the company began. MOVILEX PANAMA is created. ▪ In 2015, MOVILEX IB PORTUGAL is created. ▪ In 2016, there is a growth of the company in Latin America with a presence in Colombia and Brazil.

Difficulties encountered/ lessons learned	One of the main difficulties encountered has to do with the bureaucratization and slowness of public administrations in terms of the management of licenses and authorizations that do not adapt to market dynamics and may lead to the loss of business opportunities and job creation.
Potential for learning or transfer	The transference of the business model of Movilex to other territories is more than evident, since it is the company itself that is being commissioned, with its opening in other territories, to transfer the value of waste and materials at the end of its useful life, giving them a new use that allows a boost of the circular economy
Further information	https://www.movilex.es/
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4.4 Norway

1. SISVI - Sustainable Innovation and Shared Value Creation in Norwegian Industry

Detailed description	
Detailed information on the practice	<p>Grounded in the concept of sustainability, SISVI aims to provide Norwegian industrial firms with four crucial building blocks they can use when developing their own unique competitive strategy. These are internationalization, innovation, interactions in networks, and integration and implementation. Environmental and green aspects as drivers for innovation are emphasized. The purpose is to develop knowledge that strengthens industry's long-term competitive capabilities in a way consistent with the concept of shared value. This means that value is created in a manner that meets both financial and societal needs, where the latter typically encompasses environmental and social aspects.</p> <p>An important part of the project is implementation and integration of new knowledge. This secures alignment between the needs of industry actors and theoretical concepts. In this context, concrete tools and standards for improved performance are emphasized as deliverables in the project. Guidelines and key performance indicators for shared value creation will be developed along with criteria for business simulations and roadmaps for corporate governance models.</p> <p><u>Project partners</u></p> <ul style="list-style-type: none"> ▪ NTNU – Norwegian University of Science and Technology, Department of Industrial Economics and Technology Management ▪ SINTEF Raufoss Manufacturing AS <p><u>Core companies</u></p> <ul style="list-style-type: none"> ▪ Plasto AS ▪ Hexagon Ragasco AS ▪ Raufoss Water & Gas AS <p><u>Network companies</u></p> <ul style="list-style-type: none"> ▪ Forsvarsbygg

	<ul style="list-style-type: none"> Wonderland AS Ålesund Kunnskapsark AS
Resources needed	
Timescale (start/end date)	May 2014 – May 2018/ ongoing
Evidence of success (results achieved)	So far, measurable outputs include increased networking and collaboration between companies, along with expanded R&D developments in their business models.
Difficulties encountered/ lessons learned	Difficulties include maintaining that small SMEs continue to contribute financially to the project. This can be difficult to them, and the challenge of wanting to do more sustainable R&D, but not having the resources is highlighted.
Potential for learning or transfer	The potential for knowledge transfer is high in this project as it demonstrates the benefits of and how to conduct direct action-oriented research between academia and local SMEs.
Further information	https://sisvi.no/
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Short profile	Supply chain management, SMEs

2. SUSPRO – Decision support for sustainable ship production in global fluctuating markets

Detailed description	
Detailed information on the practice	<p>SUSPRO is a four-year competence-building research project conducted in the period fall 2013- fall 2017. The objective was to achieve sustainable and life-cycle-oriented ship production in an uncertain, fluctuating market. Knowledge, methods, best practice processes and decision support tools have been developed to:</p> <ul style="list-style-type: none"> ▪ Monitor and analyze market trends and fluctuations and their impact on design, manufacturing, the supply chain and networks. ▪ Realize next generation, sustainable ship production that ensure both high environmental and economic performance. ▪ Analyze and guide the route to sustainable shipbuilding by applying analytical tools and life-cycle management practices. <p>NTNU is project manager and owner and the research activities are carried out in collaboration with industrial partners Ulstein International AS, Fiskerstrand Holding AS, and PON POWER AS. The project is funded by the Research Council of Norway's MAROFF program, with financial support from the industrial partners. The project outputs encompass:</p> <ul style="list-style-type: none"> ▪ The ability among partners to produce their products in a sustainable manner ▪ Increased sales through better market awareness and world-leading sustainable solutions ▪ Reduced operational costs through more effective production, reduced lead-times and better coordination in the supply chain
Resources needed	The project is funded under the Norwegian Research Council and project partners. The project budget is 10 MNOK.
Timescale (start/end date)	Oct 2013 – Oct 2017
Evidence of success (results achieved)	As a knowledge-building project, the main outputs are new processes and practices within the maritime supply chains in utilizing research to better support decision-making.
Difficulties encountered/ lessons learned	As the Norwegian maritime cluster operates in a highly competitive market, it is challenging to devote time and resources to long-term research projects and activities. Working on concurrent competitive and sustainability issues proved useful to ensure a successful collaboration.
Potential for learning or transfer	Working with industry clusters has a lot of benefits as supply chain actors meet to share information, knowledge and experience that otherwise is difficult to communicate. By establishing a platform of trust and collaboration, new insights have been gained concerning sustainability issues and the potential competitive edge it poses for the Norwegian industry. A regional approach was necessary in summoning industry actors as they face common issues and problems. The regional benefit is a stronger cluster-oriented type of thinking and collaboration. As the Norwegian maritime industry has a strong cluster-oriented mode of operation, this is a critical precursor for setting up successful research collaboration projects. Another necessary success factor has been insurance of confidentiality between industry and academic partners. Finally, the use of contemporary issues in case study explorations has made possible the commitment from industry partners to support research activities due to

	the strong need for knowledge on concurrent developments in the market, technological and environmental systems.
Further information	https://www.ntnu.no/suspro/
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3. Network for Green Growth

1. Detailed description	
Detailed information on the practice	<p>The network offers businesses and research institutes in Norway a common platform to exchange knowledge related to innovative and green solutions that provide competitiveness and contribute to expand national expertise on business models for sustainability. It focuses on interdisciplinary collaboration and targeted use of business models that address sustainability over time. Tools and methods to stimulate and measure the performance of environmental, social and governance (ESG) factors, as well as financial perspectives will be developed. Main themes for Business Transition to Sustainable Development</p> <ul style="list-style-type: none"> ▪ Life cycle perspective and value chains – the dynamics of technology, market and policy development ▪ Aligning reporting practices to provide information for investors and stakeholders, especially on climate risks ▪ Product information to guide customers and consumers in making product choices ▪ Green procurement, both public and private, based on relevant criteria ▪ Green bonds – financing solutions <p>The project is triggered by the Norwegians government’s process on developing a strategy for green competitiveness. As part of this process, many business sectors in Norway developed sector specific road maps for reaching the low emission society by 2050. These road maps make a solid basis for further analysis of the themes mentioned above.</p> <p>The project is in a start-up phase, developing the content of the specific issues. Business is the main stakeholder. For some business sectors, the sustainable development challenge throughout the value chains will be analyzed. Of specific interest: the dynamics of technology, markets and policy development and their influence on competitiveness; disruptive vs seismic change, negative externalities, and new business models.</p>
Resources needed	The project is co-funded by the Norwegian Research Council (NFR), manufacturing industry and NTNU. The NFR support is NOK 300 000 each year for three years, with a corresponding expense for the two other groups.
Timescale (start/end date)	September 2016 – September 2019/ ongoing

Evidence of success (results achieved)	The intention is to create a platform for sharing common knowledge on green competitiveness, especially related to the environmental, social and governance factors for promoting sustainable business models. Although many of the technical and market challenges are different among sectors, the external requirements triggered by sustainability are common. The project is still in a start-up phase.
Difficulties encountered/ lessons learned	Companies' main interests are often related to solving their specific, short term problems. Projects like this network activity are more general and long term. A challenge, therefore, is to make it business relevant by combining short term values with longer term perspectives.
Potential for learning or transfer	30 years ago, the Brundtland Commission's "Our Common Future" paved the way for making sustainable development more than a slogan, both for society and business. The progress has been remarkable, and with the UN SDGs and the Paris Climate agreement, strong ambitions are set. For the business community, green competitiveness is now a common phrase and a guideline for business development. However, the need for building a bridge between the overarching goals and themes and the tools and practices for business implementation are increasing. We need more projects contributing to closing this gap, and the aspirations for this small network project may be taken further by similar, but more sector specific activities.
Further information	https://www.ntnu.edu/sustainability/sustainable-design-and-business-models
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Short profile	Academic-Industry collaboration

4. Implementing Organizational LCA (O-LCA) for activities in the Norwegian Defense sector

1. Detailed description	
Detailed information on the practice	Over the past several years, The Defense Research Institute (FFI) has prepared annual environmental reports of the activities in the Norwegian Defense sector, for tracking of environmental performances. As a continuous step towards this work, the Norwegian Defense sector has expressed the need for conducting an organizational life cycle assessment (O-LCA). An O-LCA includes the indirect greenhouse gas (GHG) emissions for which the environmental report does not, yielding the total carbon footprint (CF) of the organization. By conducting the O-LCA, rather than the regular LCA, indirect emissions throughout the life cycle can be calculated. This allows the organization, in this case the Norwegian Defence Sector, to take them into account when making decisions about public procurement and to give them a full picture of the emissions produced through their activities. Stakeholders that benefit from this analysis include the Norwegian Defense Sector, outside contractors and Norwegian society, as areas for reduced emissions are identified, and both public and private organizations can be held to higher environmental standards.
Resources needed	The project was conducted as part of a Master's thesis, where much of the student's time was used for calculation.
Timescale (start/end date)	May 2016 – ongoing

Evidence of success (results achieved)	When the indirect GHG emissions are included in this type of assessment, the results show a much more holistic picture. The results of the initial O-LCA indicates that indirect emissions correspond to roughly 70% of the total emissions, which was not originally included in any reporting.
Difficulties encountered/ lessons learned	The O-LCA was performed using a hybrid LCA, with both process data and economic data used as input data. The streamlining of the data from different sources could impose a challenge.
Potential for learning or transfer	This practice shows how important the holistic view is when changes for improvement are implemented. The O-LCA identifies the main hotspots of GHG emissions, helping effective policies to be implemented, and avoiding problem shifting.
Further information	
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Short profile	Environmental assessment

5. Developing a Circular Business Model

1. Detailed description	
Detailed information on the practice	The company Plasto produces plastic components in the business-to-business (B2B) market, and decided in 2014 to investigate the strategic advantages of what the company calls 'circular material streams'. As of June 2017, it established the long-term goal of using 50% recycled materials in one of their product groups. The case focuses on recycled plastic materials and implications for Plasto's supply chain. This reflects a circular business model (CBM) development process that aims to create value from waste by means of recycling. Implementing this practice requires extensive external, interaction and collaboration with stakeholders and actors in the supply chain. The main stakeholders and beneficiaries are the same, namely the collaborating actors in the value chain, working to establish this circular business model.
Resources needed	The project has required extensive network and commitment between interested parties on a human capital level.
Timescale (start/end date)	June 2016 – ongoing
Evidence of success (results achieved)	This practice is still not fully implemented, but the potential benefits are numerous. Environmental burden from producing virgin plastic will be significantly reduced, along with cost and environmental burden of transportation
Difficulties encountered/ lessons learned	The challenges of Plasto's CBM relates to product quality. The substitution of recycled from virgin materials increases the production complexity and creates potential skepticism among customers and internal stakeholders such as engineers. The case also shows the importance of technical testing in trust-based collaboration with the customer.
Potential for learning or transfer	This practice represents a very innovative way of thinking. The potential for learning and transfer of knowledge from this practice looks good, because there are so many potential

	benefits. The collaboration within supply chains like in this practice is mainly limited with regards to outreach and communication, and these are areas where experiences and knowledge can be transferred between different fields of industry.
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Short profile	Circular business models, Supply chain management

6. Recycling and reducing waste

Municipalities working to increase recycling and reduce waste

1. Detailed description	
Detailed information on the practice	<p>The Environmental Directorate in Norway has suggested implementing demands to all municipalities in Norway as well as business actors to both sort and re-use material from food and plastic waste. This demand is founded in the EU-goal that states that household waste is to be reduced 50% within 2020. This demand will lead to reduced climate emissions, reduced energy-use as well as other positive environmental effects both in Norway and in other countries.</p> <p>12 municipalities in and around Aalesund, Norway co-own the company Arim, which is a competence center. The main objective of the company is to create awareness and increased knowledge of the environment, recycling and waste handling among all the inhabitants in the region. Because of the new demands from the environmental directorate, a major up scaling of household recycling, with particular focus on food-waste is starting up this fall. The implementation period for all 12 municipalities is scheduled to take 1, 5 – 2 years. The project’s major emphasis is communicating the importance of reducing waste itself, not only the importance of recycling. As such, raising awareness is a key part of the project. Reducing food waste is considered to generate the highest environmental effect of all recycling initiatives.</p> <p>The new re-cycling initiative will start November 2017 in one municipality and will continue successively in one or two municipalities at a time until all municipalities have the new waste-solution in place in spring 2019.</p>
Resources needed	Renovation services are user financed in Norway. This means that each household is required to pay for renovation services. With regard to this scale-up in particular the additional cost per subscription is around 150 NOK pr. Year. In this region there is approximately 37 000 subscriptions.
Timescale (start/end date)	Fall 2017- Spring 2019
Evidence of success (results achieved)	As this initiative is starting up this fall, no results are yet available. The impact of reducing food waste is however well-researched and documented, and it is expected that the new initiative will have positive effect on the environment. It is a clear (and ambitious) goal of reducing household waste 50% within 2020. Goals of further reduction is expected to be implemented within 2025 and 2030.
Difficulties encountered/ lessons learned	In the initiation of this project, it has been challenging to get political agreement and commitment towards these new goals. In the further implementation of the project, the success of the project is clearly dependent on the commitment and attitude among the users in the region. Communication and information are as such vital in order to get the users involved.
Potential for learning or transfer	There is no competition among renovation services in Norway and they are user financed. This also implies that if the cost goes up, the subscription increases, but it also means that if costs go down, the subscription decreases. Among the different renovation companies in Norway, there is large degree of collaboration and transparency and they learn from each other. This strengthen the competence overall within this industry.
Further information	http://arim.no/

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Short profile	

7. Investment guidelines and exclusions for the Norwegian Global Pension Fund Global

1. Detailed description	
Detailed information on the practice	<p>Ethical guidelines for the management of the Government Pension Fund Global (GPF) have been in place since 2004. The Ministry of Finance considers sound financial return over time to be conditional upon sustainable economic, environmental and social development, as well as well-functioning, legitimate and efficient markets. Norges Bank decides whether to exclude individual companies from the GPF, or place companies under observation. The decisions are based on recommendations provided by the Council on Ethics, appointed by the Norwegian Ministry of Finance.</p> <p>Companies may be put under observation or be excluded if there is an unacceptable risk that the company contributes to or is responsible for: a) serious or systematic human rights violations, such as murder, torture, deprivation of liberty, forced labor and the worst forms of child labor b) serious violations of the rights of individuals in situations of war or conflict c) severe environmental damage d) acts or omissions that on an aggregate company level lead to unacceptable greenhouse gas emissions e) gross corruption f) other particularly serious violations of fundamental ethical norms.</p> <p>By monitoring and excluding companies based on their products and/ or conduct, the Norwegian Government sends a message to its people that financial gain is not the only criteria valuable in their future investment and society.</p>
Resources needed	Current market value of the Norwegian oil wealth is 8,226 Billion NOK. Investments are made in 8,985 companies in 77 countries.
Timescale (start/end date)	2004 - ongoing
Evidence of success (results achieved)	Companies with questionable activities have been banned from the investment portfolio since 2004. This successfully keeps GPF money out of irresponsible companies.
Difficulties encountered/ lessons learned	Although GPF investments are monitored for their responsibility, the fund is made from Norway's oil wealth.
Potential for learning or transfer	The fund's clear guidelines on what makes an investment irresponsible allow for transparent decision making and show that corporate responsibility is integrated into both Norwegian public and private sector. Clear guidelines for other state investment agencies can be adapted from the Norwegian guidelines.
Further information	<p>https://www.regjeringen.no/en/topics/the-economy/the-government-pension-fund/id1441/</p> <p>https://www.nbim.no/en/responsibility/exclusion-of-companies/</p>

	https://www.regjeringen.no/globalassets/upload/fin/statens-pensjonsfond/formelt-grunnlag/guidelines-for-observation-and-exclusion-from-the-gpfg---17.2.2017.pdf
Contact details	
Name	The Asset Management Department
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Short profile	The fund is managed by more than 550 employees in 35 countries.

4.5 Slovenia

1. HORUS – Slovenian Awards for Social Responsibility

1. Detailed description	
Detailed information on the practice	<p>Horus Award was established due to the business needs for an organised approach to introducing corporate social responsibility in business practices. Slovenia did not have any such tools before 2009. The Award encourages stakeholder engagement and approach to introducing corporate social responsibility strategy in an integrated manner while recognising its interdependence.</p> <p>Since 2009, Slovenian award for social responsibility Horus helps businesses and organisations analyse the state of CSR and sustainable development. At the same time, it serves as a tool for the preparation of their own CSR strategy, organizational structures and annual reports. It promotes an organised approach to SR within the organisation and the involvement of different stakeholders in the preparation of CSR strategy. It helps to raise awareness of the importance of CSR at the national level and encourages companies to benchmarking of their best practices with others, including foreign good practices. In eight years, more than 100 legal entities and individuals participated in the process, including more than 30 independent evaluators every year.</p> <p>With the Horus 2016 call, the partners wish to identify and reward comprehensive approaches by legal entities and individuals to CSR. Annual strategic HORUS Award call is open to companies (micro, small, medium, large, and social enterprises) as well as to institutions and other organizations. It consists of three kinds of awards for legal entities Award for strategic integrity of the legal entity (for a strategic approach to SR by companies and institutions), Project Award (for economy, education and youth cooperation) and Press Recognition (award for the publications on CSR in the media). In addition, each year Horus publishes another three calls for proposals: Special acknowledgment to an organisation or individual working in social responsibility context, Special journalist award and Special award for Slovenes Abroad.</p>
Resources needed	Yearly award budget is 10.000 EUR (60% of which goes for HR, production and promotion, 20% for subcontracting and 20% for material costs and award ceremony). The applicant contribute 50% of the funds, 40% the state and local authorities and 10% sponsors and donors.
Timescale (start/end date)	Annual since 2009. In May/June the organisers publish the call, deadline for applications by legal entities in September/October; two rounds of evaluation in November and award ceremony in December.

Evidence of success (results achieved)	The Slovenian award for social responsibility – Horus initiative, organised by IRDO and PRSS received the highest national recognition within the European Awards for the promotion of entrepreneurship project in the category Responsible and Inclusive Entrepreneurship awarded by the public agency SPIRIT in 2014. European Awards for the promotion of entrepreneurship are awarded since 2006 for excellence in promoting entrepreneurship and small business at national, regional and local level.
Difficulties encountered/ lessons learned	We believe that the CSR Award Horus should become a regular practice co-financed by the competent ministries, which would allow for a more intensive promotion of the initiative and increased participation of the business and public sectors. Until now, mainly the business and civil society have expressed a demand for the award and actively participated in the project, while government institutions only occasionally participate. Unfortunately, Slovenia still has no national strategy of (corporate) social responsibility, which would allow also for regulation of and adequate support to such initiatives at the state level.
Potential for learning or transfer	The project is already operating at the national level. The success of the project demonstrates the increasing number of applications by enterprises and other organizations, the number of partners supporting the project (more than 20), introduced CSR strategies in the companies and organizations and many positive effects reported by, mostly, companies. These effects are greater employee work motivation, employee innovations, business savings, increased media presence and increased company's reputation among the general public and other stakeholders. These effects were reported by the Horus winners (2009 to 2016) and some opinion leaders in the field of social responsibility in a 2016 survey, conducted by IRDO - Institute for the Development of Social Responsibility. Individual EU Member States already have their regional CSR awards; it might make sense to opt for an integrated approach and to introduce a joint strategic award in CSR field, to upgrade national practice as Horus.
Further information	www.horus.si
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2. Certificate Family Friendly Enterprise

Detailed description

<p>Detailed information on the practice</p>	<p>Certificate “Family Friendly Enterprise” (FFE) is a consulting-audit process developed as one of the tools for effective and quality human resources management within enterprises and organizations (hereinafter companies) in the context of balancing professional and private lives of employees. The certificate was introduced in an environment in which the Slovenian managers did not regard balancing of work and life as an issue for the workplace, but rather as a matter to be dealt with in private (according to the sociological research by Faculty of Social Sciences University of Ljubljana). The goal of introducing the certificate “Family Friendly Enterprise” was:</p> <ul style="list-style-type: none"> ▪ to sensitize businesses about negative business impact of discriminating (potential) parents in the workplace as well as in the labour market; ▪ to provide businesses with tools for implementation of such HR policies that enable better balancing of work and family for their employees; ▪ to publicly recognize those business with a positive attitude to provide options of balancing work and family of their employees. <p>The certificate’s core is the Catalogue of Measures, which currently includes 83 measures divided in 8 main areas (for example from working hours to management skills, human resources development and family services). Since the introduction of the certificate the measures, which were primarily intended for young families, are now entering also the domains of diversity and intergenerational cooperation management. Once “Family Friendly” is now considered more “Employee Friendly”.</p> <p>Companies entering the certification process are encouraged to choose the measures most suitable for them (by establishing a FFE working group with diverse group membership) and to come up with new measures not included in the Catalogue if needed. The Catalogue is also regularly updated with new measures as well as by removing outdated measures or measures that have since became legal obligation for the companies (e.g. Promotion of Health in the workplace). All measures have to complement or go beyond the organisational processes laid down by law.</p> <p>The Certificate is intended to private and public companies, institutions, NGOs and other entities with more than 10 employees. For entities with less than 10 employees Ekvilib Institute developed work-life balance guidelines.</p> <p>Currently more than 200 Slovenian companies have basic or full certificate. Basic certificate represents the company’s declaration of intention of implementing selected measures (preparing a “roadmap” and defining criteria for assessing the implementation of individual measures). The roadmap has to be confirmed by the senior management and the audit board of the Ekvilib Institute. Three years after obtaining the basic Certificate the organisation is granted a full Certificate on the basis of a detailed report on the implementation of every measure and a positive evaluation by an auditor and the members of the audit board.</p>
<p>Resources needed</p>	<p>Resources needed to set it up in the company: price depends on the size of the company and the level of certificate (during the project it was co-financed) and the established FFE team in the company (varies on the size of the team and the complexity of measures); implementation of measures is an additional cost which is hard to assess because some measures require only organisational resources, and some require also financial resources.</p> <p>Resources by certification process holder – Ekvilib Institute – coordination, (external) audit board and (external) consultants: approx.800€ per year/company.</p> <p>Resources by the Ministry involved – for the project: 1.006.184,00 EUR (European Social Fund); out of this, ministry co-financed certification in companies by 3547,2€/company. Currently, there is no subsidies available for companies.</p>

Timescale (start/end date)	Project 13.4.2011 - 31.8.2015 / ongoing (certification continues beyond the project)
Evidence of success (results achieved)	Currently there are more than 200 companies-holders of FFE certificate with jointly more than 70.000 employees with access to the measures. Increasing number of managers publicly speak of satisfied employees as the most important aspect of a good company ¹ . Results of a survey conducted among around 6300 employees of 62 companies between 2012 and 2015 show that more than half of employees (55,5%) believe that their work-life balance improved due to the measures implemented through the certification process ² . In 2017 published survey results ³ also show increased satisfaction and motivation of employees.
Difficulties encountered/ lessons learned	<p>The certificate evolved from measures targeting young mothers, families to measures for work-life balance in CSR context. It showed necessary to widen the frame and facilitate companies to build a brand of a good employer around it. For the development of the certificate it turned out crucial to involve all social partners. The continued development of the certification is ensured by regular meetings of the consultants. Every year an annual calendar of meetings is agreed on and the main agenda item is resolving any issues which might have opened in the companies or during consulting.</p> <p>Secondly, for the recognition of the certificate and to stimulate the interest in companies, EU funding at early stages was invaluable. Especially the funds allocated to companies to implement the certificate. Otherwise, it would be even more difficult to engage first companies to enter the certification process. Development of a communication strategy, allocated funds for PR, individual and regional certificate presentations and high-level state engagement in the award ceremony are also crucial for engaging the companies.</p> <p>Also, since the certificate is awarded already at the beginning of the process – when companies commit to implement the measures and not just after implementing them, companies are more willing to enter the certification process. On the other hand, this makes it necessary to communicate to the employees and the public, that the basic certificate means just that – the commitment of the company to become a Family Friendly Enterprise and not already being one. Finally, yet importantly, it is important that the measured the certificate offers are concrete and tailor-made for individual company.</p>
Potential for learning or transfer	The “Family Friendly Certificate” methodology implemented in Slovenia is based on the system “European work & family audit”, developed by the German organization “Berufundfamilie” ⁴ . The Slovenian certificate adopted the German methodology to the specifics of the Slovenian economic and legislative framework. Furthermore, the Slovenian certificate practice has been previously transferred to Estonia (holder: Civitta ⁵) recently transferred to Serbia (holder: TMS CEE doo ⁶). Apart from transferring of the know-how and the brand, Ekvilib Institute assisted in the adaptation of the certificate to the Serbian environment.
Further information	http://www.certifikatdpp.si/ & http://ekvilib.org/
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¹ *press clippings*

² Usklajevanje zasebnega in poklicnega življenja v praksi: izkušnje z izvajanjem projekta certifikat Družini prijazno podjetje v Sloveniji, publication, Ekvilib Institute, 2015 (available at <http://www.certifikatdpp.si/wp-content/uploads/2015/08/ekvilib-institut-izkusnje-z-izvajanjem-projekta-certifikat-druzini-prijazno-podjetje-v-slo-a4-2015-low.pdf>, last accessed 31.5.2017)

³ ftp://www.ediplome.fm-kp.si/Jurkovsek_Tadej_20170421.pdf

⁴ <http://www.berufundfamilie.de/>

⁵ <http://www.civitta.com/>

⁶ <http://www.tms.rs/sr/usluge/sistemi-menadzmenta/family-friendly-enterprise>

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Socially Responsible Business Conduct by Saubermacher – Komunala Murska Sobota 3. LLC

Detailed description	
Detailed information on the practice	Company's main activity is economical waste management and due to the specifics of its activities and its integration in the environment, socially responsible conduct in itself is expected and required. What is important is a positive attitude towards all the company's stakeholders (customers, employees, owners, state, local environment, core and wider community), i.e. socially responsible business conduct. Since the beginning of its operation the company invests its efforts in raising awareness, working with young people, employee satisfaction and striving for a clean natural environment. This also reflect our mission statement: "creating a healthy environment" and key corporate values, which are customer orientation, employee care, business excellence, economy, social responsibility. The practice is part of an integrated quality management system in the company and is carried out according to documented procedures, making it possible to monitor specific activities and to ensure their traceability. The practice is not implemented in isolation but is intertwined in all other systems of the company (Quality management in accordance with ISO 9001 and environmental management ISO 14001, reconciliation of work and family commitments - Family Friendly Enterprise Certificate, work health and safety system OHSAS 18001). Basically, CSR activities are carried out daily in many areas and as part of ongoing work processes. We are the primary beneficiaries of the good practice; however we try to transfer it also to the community through various channels (to the local environment, other companies in the industry, companies in the group Saubermacher, companies that are interested in this field and are involved in activities of IRDO Institute, the Club of Horus and Ekvilib Institute).
Resources needed	Practice is implemented as part of other business activities, which would be carried out either way, so the practice itself (or as a project) did not require substantial additional financial or human resources. It is intertwined with our core activities and therefore it is difficult to measure separately the concrete means spent on the implementation of it.
Timescale (start/end date)	Continuously since the early beginnings of the company, i.e. since its establishment in 1991.
Evidence of success (results achieved)	<p>Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <ul style="list-style-type: none"> ▪ Winning the tender for Slovenian award for social responsibility Horus in the category of small enterprises in 2013, 2014, 2015, 2016. ▪ Awarded the Socially Responsible Company Certificate, level C, by Ekvilib Institute (as one of the first companies, involved in the pilot project in 2016). ▪ Numerous other awards and achievements in specific areas (e.g. for the best measure of promotion of health in the workplace in the category of small businesses selected in the competition for employers, Gold excellence rating AAA certificate, certificate Excellent SME Slovenia ...

Difficulties encountered/ lessons learned	We had no major problems, since the social responsibility is included in all aspects of our business and we essentially live with it, it is ingrained in our subconscious and the activities are continuously conducted and systematically monitored throughout the year. We have learned that there is a need for a systemic approach, planning, analysis, deviation monitoring, risk detection and identification of opportunities and continuous collection of suggestions for improvements and system upgrades according to the principles of PDCA circle in the CSR field.
Potential for learning or transfer	It is a simple practice as part of other systems running in the company. It is constantly connected and intertwined with and in no way implemented separately (because it cannot be) from other processes implemented as part of the core activities taking place in the company. The practice is carried out according to the quality management system, which makes it straightforward, documented, traceable, controlled and easily managed. It includes all company's stakeholders and is carried out on a daily basis through ongoing activities.
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Network for Social Responsibility of Slovenia and Open Source of Sustainable 4. Innovations 2014 Challenge

Detailed description	
Detailed information on the practice	<p>Network for Social Responsibility of Slovenia is a meeting point of companies and other organisations whose common purpose is to promote social responsibility, both within their companies and organisations and in a wider social environment. Network's main objectives are to provide space, where organisations exchange knowledge, innovation and good practice in the field of CSR, to promote SR between organisations and to raise awareness of the benefits of socially responsible conduct, at individual level, organisational level and in society as a whole. The network has currently 25 members⁷.</p> <p>Main activities of the Network are:</p> <ul style="list-style-type: none"> ▪ informing the members about topics related to social responsibility (regular newsletters, social media, other) ▪ exchange and transfer of good practices at national and international level (traditional annual conference on CSR trends, joint projects, regular "SR breakfasts", annual meetings for members) ▪ education and professional training of Network members (webinars, seminars) ▪ advocacy of social responsibility in public institutions in Slovenia and the EU (member of alliance Partnership for CSR Strategy in Slovenia) ▪ promotion and dissemination of the concept of CSR in business and among the general public ▪ advice on introducing CSR concept in the business strategy of the Members (mainly the implementation of ISO 26000 - Guidelines for Corporate Social Responsibility; 2014 event Open Source of Sustainable Innovations) <p>In 2014, the Network partnered with Zavod Viva and UN Global Compact Slovenia in organising a pioneering event "Open Source of Sustainable Innovations". The event was envisioned as a brainstorming platform on which the participants would contribute to solving three business challenges in the field of sustainable development.⁸ The challenges presented at the event were:</p> <ul style="list-style-type: none"> ▪ How to effectively market a sustainable product and a project with positive effects on employment of vulnerable groups? – the case of Post of Slovenia and Slovenian Philanthropy and the project "House of Fruits of Society" (Fruits of Society is a project that promotes volunteering in the intergenerational cooperation and strengthen ties between young people in the elderly) ▪ How to gain support and secure partnerships at the beginning of a sustainable business project? – Sustainability Park Istra⁹ ▪ How, where and with whom start the development of SR strategy? – company Iskraemeco
Resources needed	<p>Network Coordination costs (annual): approx. 10.000 € (all activities + human resources: 1 part-timer (approx. 10% of work time))</p> <p>For member organisations – membership fee: 50-2200 EUR (depending on the size and (non)profit nature of the member organisation; membership includes discounts on educational and other events by the Network and coordinating organisation)</p>

⁷ list available at <http://mdos.si/si/seznam-clanov-mreze.html>

⁸ Invitation to the event Open Source of Sustainable Innovations (available at <http://efnet.si/2014/10/44329/>)

⁹ Sustainability Park Istra, official web-site: <http://parkistra.com/>

Timescale (start/end date)	2011 – ongoing
Evidence of success (results achieved)	In 2017, the Network and partners organised the 5 th annual conference on CSR Trends with international participation. The Networks monthly newsletter has over 500 addressees. All three challenges addressed at the “Open Source of Sustainable Innovations” are successful: Slovenian Philanthropy’s House of Fruits of Society is now operating in 6 cities across Slovenia ¹⁰ and Iskraemeco implemented Fair Meter project ¹¹ and developed a new electro meter to reduce the impact of energy and material consumption on the environment while also considering other factors in the supply chain ¹² .
Difficulties encountered/ lessons learned	The ongoing challenges the network is facing is low engagement and lack of proactive approach of its members. Lack of time is usually the most important reason they do not participate more. Coordinators are constantly looking for new ways to motivate the membership engagement. One of the reasons for that can also be that the representatives of companies are mostly HR personnel and have a limited view on CSR as they mostly engage on employee aspect of CSR.
Potential for learning or transfer	An active CSR network (or networks), which are led by NGOs and contributed to by private sector are essential driving force especially in regions where the state is not actively promoting CSR. “Open Source of Sustainable Innovations” is a good way to engage members and wider interested public in actively solving specific challenges faced by companies and organisations and further promote CSR through successful implementation of solutions.
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5. Simbioza Genesis, social enterprise

Detailed description	
Detailed information on the practice	Simbioza Genesis, social enterprise, with its activities and programmes addresses the lack of digital literacy among elderly people, development of sense of responsibility in young and promotion of a trust-based society, intergenerational cooperation and social inclusion for all generations. Their mission: Simbioza aims at improving the quality of life and well-being of our two target groups – the seniors as well as the youth – by providing unique employment, networking and mutual learning opportunities. They are combining the energy of the youth with the experiences of the elder to prepare both target groups for a digital future. Simbioza, social enterprise was founded in 2014 as a way to ensure long term sustainability of an organic growth of a project ‘Simbioz@ e-literate Slovenia’, which started in 2011. The project included weeklong computer workshops across Slovenia, where young volunteers taught seniors the basics of computer and internet. It connected thousands of people nationwide, and after 6 years of presence, we had more than 70 thousand participants joining Simbioza. The project welcomed all individuals, regardless of any characteristic that can encourage discrimination. They promote the right to access the Internet technologies to all citizens, and

¹⁰ <http://www.filantropija.org/medgeneracijsko-sodelovanje-3/>

¹¹ <http://www.circularchange.com/portfolio-item/nizozemci-narocili-pravicne-pametne-stevce-za-elektriko/>

¹² <http://www.iskraemeco.com/si/o-podjetju/trajnostni-razvoj/>

	<p>with that, we strengthen tolerance, respect, trust, solidarity and encourage cultural and lingual diversity. Currently they are implementing following projects:</p> <ul style="list-style-type: none"> ▪ Simbioza School (transferring the e-literacy model in local environments) ▪ Simbioza Moves (weeklong nationwide action from 2014 to 2016 by doing intergenerational sports) ▪ Simbioza Masters (280-hour training for youth with less opportunity) ▪ e-Simbioz@ - Digital Academy (advanced computer workshops for empowering: youth between 15 and 30 years old, job seekers and employed people, based on market demand and career orientations) ▪ Intergenerational Center (first of its kind in Ljubljana, offering daily activities for seniors, job seekers and youth) ▪ Simbioza International (connecting with partners abroad to transfer the Simbioza model abroad. ▪ Simbioza with Roma Youth (pilot workshops in Roma communities with Roma children between 6 and 12 years old and young Roma mothers, aged between 13 and 24 years), Etc.
<p>Resources needed</p>	<p>Simbioza as a social enterprise finances itself mostly (90%) from its main activity – education and trainings – which they offer to individuals and companies. They have a higher price for the later with an understanding that this partly covers also the costs of training for individuals, making their services more accessible (also for the elderly). Other sources of financing are sponsors and donors. Currently they have no public sources of funding (EU or state), however they rely on these for the development of new services and products, so they are competing on different calls.</p> <p>Simbioza (as a project and later as a social enterprises) relies on support of partners, sponsors (such as Microsoft), course participants and volunteers for the implementation of their diverse activities. They have 5 employees, inner group of 20 volunteers helping in Ljubljana, 124 coordinators-volunteers of Simbioza school across Slovenia and around 10.000 volunteers helping in the last action across Slovenia.</p>
<p>Timescale (start/end date)</p>	<p>2011 (project) – 2014 (social enterprise) – ongoing</p>
<p>Evidence of success (results achieved)</p>	<p>The practice from its origins as a project and in its later social enterprise days connected so far more than 9000 volunteers and 15.860 elderly people at 500 locations across Slovenia. Just in years 2012-2013 they helped increase the number of elderly internet users in Slovenia for 25%. In 2012 they were awarded the title Citizen of Europe by European Parliament. In 2013 Slovenian government nominated Simbioza project for UN Population Award as an innovative solution in the field of demographics and intergenerational cooperation. In 2013, the project was selected into final selection of Erste Foundation Award for Social Integration with 135 other exceptional, quality, innovative and sustainable social projects in SSE Europe. In 2014, project Simbioza partnered with Microsoft, got into the final selection of the 2nd Award for socially responsible business practices in the SMEs category. In 2015, the social enterprise was awarded for one of its projects the National recognition for work in the field of volunteering by the President of Republic of Slovenia. In 2016 social enterprise Simbioza and its project Simbioza School is named one of 3 top finalists for “Best of Best Practice” of AmCham Slovenia in the category Motivation. The project was ranked first by the audience and the jury of experts.</p>
<p>Difficulties encountered/ lessons learned</p>	<p>There are a few challenges Simbioza Genesis is currently facing and addressing:</p> <ol style="list-style-type: none"> 1. Promotion of social entrepreneurship in Slovenia, awareness raising and the need to change the mindset of Slovenian society when it comes to choosing a social

	<p>enterprise as a service/product provider. They are calling for a greater involvement of the state, also as a big buyer, in these efforts.</p> <ol style="list-style-type: none"> 2. Financing of new product/service development and access to public funds. Although Simbioza Genesis emphasises the importance of social enterprises solving social issues as entrepreneurs/business (their operations need to cover themselves), they realise the need for active support from the state and other public sources in terms of providing funding for development of new products/services. At the same time, the state should be purchasing more products/services from social enterprises. Currently social enterprises are competing with regular companies (in public procurement tenders) and with institutes funded by local and national authorities (in public calls). The calls often include requirement such as demonstrated support of a local authority (not community), making the state/municipality owned institutes an unfair competition to social enterprises and others. 3. Operational issues due to missing or not enforced acts and regulations, among others the late updating of accounting standards suitable for the new form of businesses.
<p>Potential for learning or transfer</p>	<p>Simbioza grew rapidly as a project and it continues to develop as a social enterprise. Its activities and programmes are implemented at more than 500 locations across Slovenia and it already gaining international attention. In 2013, Simbioza implemented its intergenerational workshop on the use of computer in Shanghai China. They have also had a pilot workshop in Zagreb, Croatia.</p>
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6. Pipistrel's 100% eco-friendly Research & Development building

Detailed description	
Detailed information on the practice	<p>is the world leader in the development, design and production of ultralight aircrafts, which are mostly sold in foreign markets. At the same time, it is one of the leading companies in Slovenia, which includes environmental protection in every step of its production and its existence. The company's goal is to produce environmentally-safe aircrafts in environmentally friendly office building. For this purpose, they have established Pipistrel's Development and Research Institute – a scientific-cultural centre, which combines a Laboratory for Applied Technology and Research, Development Department, lecture halls for the exchange of knowledge with universities, multi-purpose room "Vizionarna", a test room for new aircraft prototypes and several departments for aircraft production. The institute building with an area of 2,400 m² has built-in the cutting-edge technology in the field of energy efficiency and energy production from renewable sources. The building is completely energy self-sufficient, which is achieved by using the following designing solutions and systems that are controlled and coordinated by a central control system:</p> <ul style="list-style-type: none"> ▪ The location of the object in space and roof shape are arranged for the best efficiency of solar rays and to minimize the impact of local strong winds. ▪ Big glass areas are facing north, to let in the light but not also the direct sun rays (and heat). At the same time, a roof that allows the direct sunlight in only in the winter covers the windows on the south side. ▪ Above-standard insulation to reduce heat loss. ▪ Heating and cooling are carried out with the system of floor radiation. ▪ A geothermal well, geothermal reservoir box, a heat pump and a co-generational power ensure energy for heating and cooling. ▪ The lights are automatically regulated according to the amount of sunlight and the rooms function. ▪ Ventilation is carried out by means of recovery units, which remove heat form the dirty air and use it to heat the clean, cold air – no mixing of the dirty and clean air and no additional heating. ▪ Solar power covers all the electricity needs; the excess is sold to the grid. ▪ Cogeneration power plant is available if there is a need for additional energy, while at the same time produces technical heat for the production process. <p>The eco-friendly building is just one of the projects in company's wholesome green campaign ECOLution[®] - fly green, think green and act green every step of the way! Follow the green line and discover... ECOLution[®]!</p>
Resources needed	<ul style="list-style-type: none"> ▪ The new Pipistrel's research & development center utilizes all the best and most economic energy systems known at the moment. ▪ The value of the investment is 2,5 million Euro, out of this 370.000 EUR of non-refundable funding by the government and the European Union. ▪ The company financed this investment with its own resources and with credits granted by the "EKO" fund and NKBM bank with subsidized interest rates by the Municipality of Ajdovščina.
Timescale (start/end date)	Construction: 2006-2009

Evidence of success (results achieved)	Savings. Quite apart from the numerous savings of the new building, the solar power plant alone is expected to reduce the carbon footprint for 65,000 kg of CO2 every year. On top of that, the savings from replacing the oil based heaters amount to 37,295 kg of CO2. Replacing the earth-gas heaters means additional saving of 49,990 kg of CO2, and savings from using energy co-generation: 33,350 kg of CO2 per year. A rough estimate for yearly savings of energy is 95.000 kWh. The total CO2 savings from all the systems combined are 180,635 kg of CO2 per year!
Difficulties encountered/ lessons learned	This part of Slovenia has local phenomenon called "Burja", a very strong gusty wind which can exceed 200 km/h. This was a major obstacle for the construction. To withstanding the wind and still have an optimum efficiency of the solar power plant, the building location, orientation and shape of the roof needed to be adjusted. As a result of Pipistrel's wind tunnel aerodynamic study of the building it is now oriented at an azimuth of 170° and not exactly southwards, so solar panels can withstand wind better. The roof is inclined at a 30% bank, which provides optimal efficiency to the solar power plant.
Potential for learning or transfer	<p>Pipistrel continues its philosophy depicted in energy efficient aircrafts by investing into environmentally friendly premises, researching new energy sources and innovative propulsion systems. The future will bring highly important strategic decisions, demanding the preservation of the environment - and the company is already well aware of this. Every single strategic document describing company's vision and future already mentions energy preservation as the first priority.</p> <p>Regardless of the higher costs of construction and planning of such buildings, Pipistrel believes that it will soon become evident that such energetically self-sufficient constructions are indeed more cost effective over longer periods of time. Furthermore, we are convinced that other businesses will need to follow this vision shortly due to the sheer need for energy preservation as well as for the upcoming environment fees which governments will impose sooner or later.</p>
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7. Iskraemeco and Fair Meter

1. Detailed description	
Detailed information on the practice	<p>Iskraemeco, d.d. is one of the leading smart metering solution providers. Our core products are electricity meters, used in households, commercial and industrial environments. We are part of the electronic industry that uses various materials and its supply chain in metals, plastic and electronic components is very widespread. As such, the electronic industry has a big effect on our environment and the entire society. The four main issues of electronic industry are labour standards, use of conflict material (3TG), material scarcity and e-waste.</p> <p>Iskraemeco has decided to implement various proactive and development processes to tackle all the above issues in parallel with the development of a new Smart Meter family. Besides developing a meter that is modular, lighter, smaller in size and more energy efficient, Iskraemeco has also entered a project (Fair Meter) with two like-minded customers, utilities from the Netherlands in 2015. We are tackling these issues by introducing the circular model via our sustainable development practices that include three parallel processes:</p> <ul style="list-style-type: none"> ▪ Sustainable development at Iskraemeco (circularity: waste management and material innovations, energy and water consumption, lean and lead-free production). ▪ Sustainable development within our supply chain (achieving supply chain transparency on all materials, material origin and labour issues). ▪ Sustainable development with our partners and the entire electronic industry (educating and spreading the awareness among our customers, suppliers, local society and other stakeholders). <p>At the same time, we are doing everything we can to raise sustainability awareness in our company, among our employees. Furthermore, we believe that our responsibility starts in our supply chain (we assess that even 80 % of responsibilities), so we strive to implement transparency throughout our supply chains. Our focus is on materials (to the level of chemical composition of all components), their origin and labour standards. We have analysed most of the components in our products and are tracing them back to their origin. This process is very rigorous and includes a detailed overview of all our suppliers' processes as well. The outcome of these efforts will be a transparency tool, an application teaching, educating and raising awareness of the importance of these issues and responsibilities to communities, consumers, industries and public. Finally, we try to raise awareness among our customers and other stakeholders as well, by sharing the accumulated knowledge. This approach is revolutionising the way we used to tackle sustainability and circularity issues in metering and the electronic industry in general. Identified stakeholders: customers, suppliers, employees, distributors, transparency tool providers, NGOs, other companies in the industry, economy in Slovenia, metering and electronic industry.</p>
Resources needed	<p>The Fair Meter project started out as a partnership between a customer and provider. Fair Meter project is a collaboration with two like-minded customers, utilities from the Netherlands in 2015 for 5 years. The project, which includes this practice, is worth 235 million euros, however the number does not reflect the true financial input of the company itself. Other information on financial resources going into the fair meter project is not available. Iskraemeco also employed one additional person, working only on this project.</p>
Timescale (start/end date)	<p>2015 - ongoing (project will end in 2020, the company plans to continue beyond the project)</p>

Evidence of success (results achieved)	We are honoured to be recognized as front-runners in this matter by our partners and stakeholders. Our aim is to exploit the different communication methods to educate the industry and consequently bring these issues under the industry's attention.
Difficulties encountered/ lessons learned	The tender, with which Iskraemeco entered the project, had a strong sustainability dimension - 10% of the offer's assessment. If the company did not put enough importance to the sustainability aspect, they might not have been chosen as providers.
Potential for learning or transfer	<p>Economy in Slovenia – in 2016 we were invited to three different international conferences taking place in Slovenia where we were presenting our practice to companies, governmental representatives and NGO representatives. We were trying to present and teach them the methods and importance of circular and sustainable approaches in economy. Presenting the case from different aspects (environmental, social, risk management, business case) is always important.</p> <p>Metering and electronic industry – after a brief presentation of our practice and goals we were invited to have a more comprehensive presentation at European Utility Week (Barcelona, November 2016). EUW is the largest event in the industry bringing together utilities, suppliers, manufacturers, solution providers, governmental representatives, experts, start-ups.... We will be participating in two sessions, together with our partners in the Fair Meter project and we hope we will be able to take advantage and spread the news and knowledge and further raise awareness in this issue.</p>
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4.6 Czech Republic

1. ČEZ CSR Environment

1. Detailed description	
Detailed information on the practice	<p>ČEZ Group is an established, integrated electricity conglomerate with operations in a number of countries in Central and Southeastern Europe and Turkey, headquartered in the Czech Republic.</p> <p>Since 2013, observing the rules of the Memorandum on the support of equal opportunities at the labor market and active application of the principles of gender balance (Memorandum Diversity 2013+).</p> <p>Trade Unions – entering collective contracts (of a higher degree), main strategic issues are discussed by the representatives of all the members of the ČEZ Group.</p> <p>Remuneration of employees - In the ČEZ group, the employees are provided wages corresponding to the long-term economic results of the company. Variable wage components assure the connection with the company's as well as individual targets and the conduct in accordance with the company's principles.</p> <ul style="list-style-type: none"> ▪ Blanket benefits <p>Benefits in the ČEZ group - abbreviated working hours to 37,5 hours weekly. 5 weeks holiday, time off with the wage compensation above the scope fixed by the legal regulations.</p> <p>Personal accounts determined especially for recreation, contributions to additional pension insurance, life insurance, enterprise canteen, contributions for the time of the first three days of the illness, health care, remuneration at the occasion of life anniversaries and retirement.</p> <p>Offer of the advantageous purchase and services provided by selected companies.</p> <p>Awareness of employees - ČEZ NEWS journal, intranet including the audio-visual ČEZ TV, addressed newsletters with key announcements, sms or audio-reports, information on notice board or elements of internal marketing.</p> <p>Orange box – email as well as material box – for submitting employees' questions and opinions.</p> <ul style="list-style-type: none"> ▪ Development and motivation <p>Development programs and support of the further education of employees.</p> <p>Award for the best employees of divisions, organisational units and subsidiaries - ČEZAR is award for individual ordinary employees. Those employees are awarded who contributed considerably to the results of the department in the last year and had excellent results when achieving personal goals.</p> <p>Award Positive motivation – twice a year declared award for the individuals as well as teams who achieved the results above the scope of determined targets, who have initiative, come with ideas and support the cooperation.</p> <p>Transport - I project We drive safely, protect lives, save finances – the purpose is to remind to the employees the road traffic rules, to inform them about the most frequent causes of the traffic accidents and to recommend how to prevent them.</p> <ul style="list-style-type: none"> ▪ Extraordinary benefits <p>The employees may reduce their work load and get back to the full work load (if possible).</p> <p>Program Mobility Support determined for the key employees changing the place of work within the ČEZ company or ČEZ group.</p>

	<p>Program Outplacement – support of employees leaving the company in consequence of the organisational changes – workshop, consultation, re-qualification.</p> <ul style="list-style-type: none"> Support of disadvantaged persons <p>Employment of 120 OZP.</p>
Resources needed	Estimated cost for CSR assurance 5% from the turnover
Timescale (start/end date)	Construction: 2007
Evidence of success (results achieved)	<ul style="list-style-type: none"> Low staff turnover, especially managers turnover, in view of the high number of employees. Permanent and transparent human resources policy enabling quick solution of staff issues and disputes. Assurance of the permanent continual increase of employees' qualification – increasing company's value. Awards: NPP Temelín and NPP Dukovany are holders of the title Safe Enterprise, 1st place – Most important "company" donor, 1st place – Senior-friendly Company, 1st place in the competition Nutcracker for the interactive project Cool Work-Team, Award of the public in the enquiry for the most responsible company declared by the server iHNED.cz The title Investor into human capital and work conditions from the Bulgarian Business Leaders Forum for the safe and healthy work environment for employees. A letter with thanks from Pardubice Region in co-operation with the NGO Coalition of Pardubice-Region for the activity to the benefit of society.
Difficulties encountered/ lessons learned	Limited, stable and quite filled labour market in the Czech Republic. High requirements on the natural and physical capability of employees limit the possibility to employ disabled persons. High demands on the non-stop assurance of quality services limit the possibility of individual job plans or reduced work load.
Potential for learning or transfer	<ul style="list-style-type: none"> Determination of clear rules for the unified attitude towards the employees, including the wage policy. Determination of clear rules for the individual attitude to the employees, including the precise description of situations leading to such attitude. Determination of a simple method for the regular acquiring and evaluating the feedback from employees. Evaluating the possibility to employ disabled persons based on the defined requirements on the particular jobs
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2. Gefos CSR Environment

Detailed description

Detailed information on the practice	<p>Gefos a.s. company was founded in 1995. However, the history began eleven years earlier, in close connection with the construction of the Temelín nuclear power plant. Over the years, Gefos have carried out many large, technologically demanding geodesy orders. Gefos is still following new trends not only in geodesy. The company's activities are nationwide, with major branches in Prague, Ostrava, České Budějovice, Tábor, Temelín NPP, Brno and Zlín. Thanks to a close connection with Leica Geosystems AG, all workplaces are equipped with the best measuring and processing technologies, which are regularly upgraded according to the latest trends. Thanks to this, Gefos is ready to fulfill all market and consumer's requirements.</p> <p>Gefos is in CSR activity mostly focused at improve employee environment and beneficial activities. Each from the company. Than they are focused on city environment improvement. Gefos developed the application which can be uploaded into the smartphones and enable to improve the daily city environment from bad conditions of some city property to some activities which are not good to environment or to other citizens (burning mess on gardens etc.). Pilot project was started in the town of České Budejovice. The city paid for the application www.dejtip.eu* and provide it free to anyone interested through city websites. The application runs on smartphones and is connected to city management systems. For example, anyone with the mobile phone can take a picture of a mess in the city, a broken street, a malfunctioning lighting, etc. And the application sends this message to a particular official who has the competence to solve the issue. The application is of great interest and other cities in the Czech Republic are beginning to use this application as well.</p> <p>Other CSR activities which Gefos prepare are regular sport ant cultural sessions for the employees. Gefos is also the general partner on some beneficial competitions (for disable people and mentally handicapped people). They cooperate with Svatá Anežka center - they regularly organizing pictures exhibitions. The pictures are painted by the mentally handicapped people and the money for the pictures are donated to the Svatá Anežka center.</p>
Resources needed	<p>Estimated cost for CSR assurance 500 000 CZK per year. Each from the company owners contribute extra amount 50 000 CZK per year to support some CSR activities mostly connected with beneficial issues.</p>
Timescale (start/end date)	<p>2004 - in progress</p>
Evidence of success (results achieved)	<p>The daily city management is not able to find out and identify all the issues connected with public property and other issues that make daily city life not so pleasant. After this application usage there increasing interest of citizens to be involved in city improvement via this application. And there is increasing amount of issues which were solved thanks to his application.</p>
Difficulties encountered/ lessons learned	<p>Low tax motivation if the company want to pay for some beneficial activities or support non-profit organisations in the Czech rep. Lack of information about CR and how it could be used for company growth with the synergy of stakeholders and the local/national environment.</p>
Potential for learning or transfer	<p>To motivate other cities to implement some similar application which can lead to city environment improvement.</p>
Further information	<p>www.gefos.cz , www.dejtip.cz</p>
Contact details	
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3. Siemens, S.R.O CSR Environment

1. Detailed description	
Detailed information on the practice	<p>Siemens is one of the largest electrotechnical companies in the Czech Republic and for more than 125 years it is an integral part of Czech industry and a guarantee of modern and innovative technologies. It delivers its technologies, products and services to both private and public-sector customers. The Siemens portfolio covers solutions for industry, energy, transport and public infrastructure, building technology and healthcare. The function of (multinational) enterprise ombudsman for the employees and third parties. The tool “Tell us “ – possibility of nonstop announcement of violating „Siemens Business Conduct Guidelines“for employees, customers, suppliers as well as other business partners. The internet information and training platform for suppliers, providing the feedback. Membership (founding member) in Coalition for transparent business. Co-operation with the Platform for transparent public orders. Support of portal http://www.vsechnyzakazky.cz/. “Tell us” tool – possibility of nonstop announcement of violating “Siemens Business Conduct Guidelines“ for employees, customers, suppliers as well as other business partners. The complex attitude to the needs of employees, harmonization of work and personal life – award Family Friendly Company.</p> <ul style="list-style-type: none"> ▪ Employment of OZP (persons with disability) – flexible working hours, active search for suitable OZP, founding protected workshops (4% of the share of employees), participation in the OZP competition “Employee of the year”. ▪ Providing 2 paid free days for disabled persons for rehabilitation, spa etc. ▪ Regular survey of satisfaction of employees – looking for possibilities of improving. ▪ Every employee may purchase company’ s shares. ▪ Program for suggesting improvements by employees and remuneration in case of positive evaluation. ▪ Round table of top managers with employees on particular topics. ▪ Special CEO box for the direct communication with employees. ▪ One day of the home work in the week, sliding working hours, shortened work load. ▪ Contributions to free time and meals. ▪ Financial benefits for pension insurance and saving, life insurance within portfolio of contract partners. ▪ Language teaching –groups, individual teaching, language stay in the Czech Republic or abroad, E-learning courses. ▪ 5 weeks of holiday. ▪ Bridging days – company’ s management may determine, several times a year, the paid free time in the period between the state holiday and weekend. ▪ Free paid day for the wedding, birth of the child, death of a family member, in case of a closest relative 2 days. ▪ The contribution for survivors of the died employee (15 k CZK). ▪ The company subsidizes nursery for children from 1,5-year, language teaching, interest circles, open 7-18 hours, including the holiday. ▪ Financial remuneration for work jubilees when the employee retires. ▪ Severance pays above the legal amount. ▪ Creating conditions for the equal opportunities – employees older than 50 years etc. – Memorandum Diversity 2013+. ▪ Co-operation with prisons in employment of condemned prisoners.
Resources needed	Orientation cost of CSR assurance 3 % of turnover

Timescale (start/end date)	2014 - in progress
Evidence of success (results achieved)	Human resources policy of a very good quality – a strong engagement of employees in the development and operation of the company, low fluctuation, pride that they are employees of this company.
Difficulties encountered/ lessons learned	The low extent of respecting the CRS introduction and CSR level by customers, especially within public orders.
Potential for learning or transfer	<ul style="list-style-type: none"> ▪ Individual attitude to employees – looking for ways how to satisfy the needs of employees and employers. ▪ Assurance of the direct communication of employees with the representative of company' s management. ▪ Regular survey of satisfaction of employees. ▪ Program for suggesting the improvements by the employees and remuneration in case of positive evaluation. ▪ Determination of clear rules (Guidelines), the violation of which may be transparently remedied and enforced ▪ Other transferable activities from field of best practices descriptions
Further information	www.siemens.com/cz/cz/home.html , www.vsechnyzakazky.cz
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4. Pivovary Staropramen a.s. CSR environment

Detailed description	
Detailed information on the practice	<p>Breweries Staropramen Ltd. are the second largest beer producer in the Czech Republic and a leader in innovation. They offer their consumers one of the widest portfolio of beer brands. The company is also a significant Czech exporter of beer, the Staropramen brand can be enjoyed by consumers in more than 35 countries. The company operates two breweries - Staropramen and Ostravar.</p> <p>Practice's introduction:</p> <ul style="list-style-type: none"> Days when we help or Community Days – event every year focused on the voluntary activity of employees – aid in the Centre for Training of Dogs for handicapped persons “Helppes”, in the Station of Natural Scientists and in the Community Centre Laundry, help with cleaning and renovation of public premises of the municipal parts of Moravská Ostrava and Přívoz. Staropramen Festivals without barriers – project focused on making accessible music festivals to disabled persons on wheelchair, thanks to which the first barrier-free festivals in the Czech Republic came into being. Co-operation with organization Helppes, Station of Natural Scientists or Municipal parts Moravská Ostrava and Přívoz. Continual support of Children Rehabilitation Day-Care Centre in Ostrava-Poruba, by the employees of Ostrava brewery. Increasing qualification of individual employees as well as groups – support of education. Long-term project Staropramen Sales Academy – voluntary increasing of qualification for the employees of the business department. Every 2 years, the employees’ survey takes place – results are evaluated and used for improvement. The company joined Memorandum Diversity 2013+ on the support of equal opportunities at the labour market and signing the European Diversity Charter.
Resources needed	Not able to find out
Timescale (start/end date)	2011- in progress
Evidence of success (results achieved)	Concentration of individual CSR activities in the unified CSR system.
Difficulties encountered/ lessons learned	Low possibilities of tax relief for CSR activities.
Potential for learning or transfer	<ul style="list-style-type: none"> Summarization of current activities, falling into CSR area and adding white spots by proposals of employees. Plan and implementation of pilot actions which will become the regular CSR manifestation of CSR presence in the company (events focused on the physically handicapped persons etc.). Creation of clear rules for communication in the company and outside the company. Focus on negative aspects of production, products and effort for their mitigation. Other transferable activities from field of best practices descriptions

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5. PwC Czech Republic company CSR Environment

1. Detailed description	
Detailed information on the practice	<p>PwC Czech Republic is part of a worldwide network. At PwC, we strive to build trust and address important issues in society.</p> <ul style="list-style-type: none"> ▪ We provide quality audit, tax, legal and advisory services to support our clients in achieving their goals. ▪ Social enterprise We start (Startujeme o.p.s.), operator of our internet café employs persons with a light mental disorder. ▪ The internet café is being used for single events – e.g. charitable breakfast – employees sell the delicacies they have cooked/baked themselves to their colleagues. The whole yield of the collection will be invested in the support of activities. ▪ 1 workday in the year for volunteering – e.g. volunteer day at the Farm „We start“ in Ledce near Kladno (picking apples). ▪ Pro-bono mentoring – intermediation of experience especially to social companies so that their plans and entrepreneurial modules are sustainable. ▪ Pro-bono services – especially the audit and check of operational health of non-profit organizations. ▪ Support of social business - through the consulting and individual mentoring, use of services of social enterprises as our suppliers (environment friendly products, operation of internet café). ▪ Support of NNO, enabling the work of disabled persons. ▪ Christmas charity – subsidized non-profit organization selected by employees who contributed in the form of wage deduction for the fourteenth time (Funds of Endangered Children, Safety Line, social Safety Line, social enterprise: Café Bazaar). ▪ Within the training of the First aid, more than 20 k CZK were accumulated for the production of teaching materials to the first aid for children from children's homes. ▪ Donation of not necessary things to employees of the organization Borůvka o.p.s. – in the last year, 15 big sacks with clothing, toys, books, CD etc. were donated which may be sold in charity shop the Cycle - yield from the sale will be devoted to the support of jobs for young handicapped persons. Not used textiles are recycled in Foreswear social enterprise. ▪ VIA Foundation – we are long-term partners. ▪ Day for non-profit organizations – NGO Day – conference for non-profit organizations which included lectures, workshops and case studies focused on the use of technologies in the non-profit sector.
Resources needed	Orientation cost of CSR insurance 2 % of turnover

Timescale (start/end date)	2013 - in progress
Evidence of success (results achieved)	CSR helps to the comprehensive and natural development of the company on several levels, including the relationship with suppliers and customers and continual increase of the qualification of employees
Difficulties encountered/ lessons learned	In the CR, CSR is not perceived as added value of the demanded products or services. The cost of CST implementation do not return in the increase of the volume of orders which is demotivating for the management as well as employees of the company.
Potential for learning or transfer	<ul style="list-style-type: none"> ▪ Effort for maximum accommodation of work conditions to the needs of employees. ▪ Looking for possibilities for the continual involvement of the temporarily excluded employees. (women at maternity leave etc.). ▪ To enable to the employees their own choice in the area of benefits or voluntary activities. ▪ Involving into the already established CSR structures (Business for Society etc.), facilitating, to a large extent, the CSR implementation. ▪ Elaboration of own survey of opinions of the target groups, with focus on key issues of the company. ▪ Identification of work positions, in which the handicapped persons may work, identification of obstacles and possibilities of their removal (regulation of work position etc.). ▪ The co-operation with suppliers as well as customers in employment of handicapped persons ▪ Elaboration of the report on CSR under the methodology – e.g. GRI. ▪ Determination and observing the clear anti-corruption rules.
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6. ŠKODA AUTO company CSR environment

Detailed description	
Detailed information on the practice	<p>There are four Trade Union organisations in ŠKODA AUTO.</p> <p>Concluded agreement in the area of flexi accounts of working hours – increasing flexibility of reaction on the swings in the car production – security of employment also in the case of a slump of the worldwide car demand.</p> <p>Charter of agency employment - it strives for setting the same conditions for the own as well as agency employees.</p> <p>Signing the document Diversity 2013+, devoted to equal opportunities at the labour market and principle of equality of sex. This memorandum is co-ordinated by the organization</p>

	<p>Business for Society, it is a member of the non-profit organization CSR Europe, in which also ŠKODA AUTO develops activities since 2011.</p> <p>Regular organisation of the survey of employees' satisfaction.</p> <p>Among the employees' advantages, there is enterprise pension assurance, health care and possibility of the purchase of cars and accessories for the attractive acquisition prices.</p> <p>As aid for employees acquiring the own housing, ŠKODA AUTO provides the loans free of interest, contributing to the economic development in the surroundings of production facilities of the enterprise.</p> <p>The enterprise organizes the transport between the place of employment and place of residence of employees, living in place with the limited or non-existing access to the mass transport.</p> <p>The enterprise offers the possibility of local accommodation to the employees who cannot commute to work every day.</p> <p>The restaurant for enterprise (canteen) offers meals with subsidized prices.</p> <p>The enterprise provides to employees the financial support in the form of birth benefit or contribution to the pre-school care, free days for the care for the ill child etc.</p> <p>During the maternity holiday the employees have the possibility to remain in contact with the enterprise or to work from home.</p> <p>The enterprise is actively involved into the organizing recreation activities for its employees, their families and associated municipalities.</p> <p>The guidelines for the support of women have a clear frame and define the specially set programs for the pre-school and school attendance of children, reintegration into the employment after the end of the maternity or parent holiday, the increased accent on adopting women when acquiring new employees and support of women within the so-called ŠKODA AUTO talent pool.</p> <p>The employees of ŠKODA AUTO shall be not involved into the discrimination behaviour in any form.</p>
Resources needed	Orientation cost of CSR insurance 3 % of turnover
Timescale (start/end date)	2010- in progress
Evidence of success (results achieved)	CSR associates several areas of external production functions of corporation and enables their mutual synergy and effective management
Difficulties encountered/ lessons learned	Low significant appreciation of CSR performance of the applicants for public contracts in CR.
Potential for learning or transfer	<ul style="list-style-type: none"> ▪ Making up a long-term plan of areas and activities to which the company would like to devote. Evaluation of their demands and comparison with the possibilities of the company. ▪ Care for employees and their involving into the planning and implementation of CSR activities ▪ Appointment of the management member as representative of employees. ▪ Determination of clear rules for the equal conditions of all the employees. ▪ The connection of offered employee benefits with the portfolio of the company. ▪ Making up the individual employee programs ▪ Publishing the reports on CSR, which are as complete as possible.
Further information	http://www.skoda-auto.cz

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7. Agrico company CSR environment

1. Detailed description	
Detailed information on the practice	<p>AGRICO was established in 1991 and started operating in the leased premises of the State Farmhouse in Třeboň with two permanent employees. The main focus of the company was the delivery and installation of computerized feed technology for pigs at that time. At the same time, the idea - "Everything for breeding and fattening pigs" was formed, and became later the business slogan of the company. The assembly and service activities were accompanied by their own production, first of plastic troughs and other parts especially for ventilation, followed by metal production of stables, boxes and other technological elements for farms. It could be called a family company. CSR principles are implemented in small amount, but it is also the prove that CSR could be close also to SMS's</p> <p>Agrico invest a lot to the human capital development - not only in a formal way as regular improvement of education and knowledge level but also informal - informal business meetings for the employees. What is well appreciated from the employees is the company dining room - the meal is financed by the company. Employees can use homework if they need and if it is compatible with the kind of work.</p> <p>Agrico is taking part on the B2B project with Angola - Agrico try to help Angolan farmers how to be successful in agriculture area, how to use tools they have in their country and how to use to newest world agriculture knowledge. Agrico pay for the language courses for employees (English, Russian, German)</p>
Resources needed	Not defined
Timescale (start/end date)	2010- in progress
Evidence of success (results achieved)	Agrico is a small company which is within CSR principles mostly oriented into human resources activities. Company has implemented many ISO Standards which is necessary for their business activities. And CSR is running above this ISO management. The biggest evidence is according to the company the satisfied employee and low fluctuation.
Difficulties encountered/ lessons learned	Not identified.
Potential for learning or transfer	Invest into people even by small things like regular informal meetings where the employees can meet in the informal atmosphere. To enable growth of people who has interest and potential.
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5. CSR Best Practices in other countries that do not participate in the Road-CSR project

1. 360° Report Software – Germany

Detailed description	
Detailed information on the practice	<p>360° report offers software-as-a-service solutions to organizations. They developed the first intelligent software solution that enables medium-sized companies to create sustainability, environmental and energy reports. The reporting software won prestigious award Innovation IT Initiative Mittelstand in 2015 in the category of Green IT. In 2014, 360° reports was nominated for the CSR Award of the German Government.</p> <p>With 360° report you can create your sustainability report in accordance with the Global Reporting Initiative (GRI G4), UN Global Compact and ISO 26000 and other international standards. With the software you can:</p> <ul style="list-style-type: none"> ▪ generate a certifiable sustainability (and CO2) report (text, tables, graphs) in different languages ▪ manage your sustainability data ▪ preselect material aspects and indicators based on multiple company parameters ▪ suggest measures and goals with its intelligent feedback logic ▪ calculate corporate emissions ▪ cover GRI G4, UN Global Compact, ISO26000 and Greenhouse Gas Protocol <p>An Overview of the Functions of the 360°-report software.</p> <p>1) Meets all current global sustainability standards</p> <p>The software incorporates the international reporting standards of the Global Reporting Initiative (GRI G4), ISO 26000, UN Global Compact. Even if you need to report to several standards, only a single data entry is sufficient to meet all the reporting requirements.</p> <p>2) Materiality analysis and the automatic identification of significant aspects</p> <p>For sustainability reporting standards such as GRI G4 that do not require reporting on all aspects, 360report identifies the aspects and stakeholder issues that are significant for your organization and the industry you operate in.</p> <p>3) CO2-credit report included</p> <p>Based on the data entered for CO2 emissions, a CO2 credit report is created as required by the Greenhouse Gas Protocol. The CO2 credit report and a CO2 footprint can be exported separately. If necessary, the report can be extended to conform to the standard of the Carbon Disclosure Project (CDP).</p> <p>4) Simple data recording</p> <p>The input screen shows you exactly what data are required for the indicators needed by your organization. The input is intuitive and requires no knowledge of sustainability.</p> <p>5) Automatic creation of tables and graphs</p> <p>Standard tables and graphics are prepared on the basis of the input data and the reporting standard, and integrated into the text of the report.</p> <p>6) Objectives and measures analysis</p> <p>Based on the data entered, the software presents the degree to which objectives have been achieved and helps you to develop target-oriented corrective measures.</p> <p>7) Fully formatted customized reports</p>

	<p>The report data can be exported in Word or PDF format. The Word file is fully editable so that it can be formatted in accordance with corporate design policy.</p> <p>8) Certification The software complies with international reporting standards, enabling certification of the reports generated.</p> <p>10) Multilingual Reporting The report can be created and exported in German and in English.</p> <p>11) Optional upgrades: Site version that includes all the features of the standard single-site software and adds the ability integrate multiple locations or organizational units into the reporting process. Supply chain solution that enables efficient supply chain management to avoid reputational risks and to provide a competitive advantage for suppliers.</p>
Resources needed	Easy and simple to implement. It needs a person to learn the software.
Timescale (start/end date)	2014-on going
Evidence of success (results achieved)	The software has been used by many big companies for their reporting (an example is Lufthansa).
Difficulties encountered/ lessons learned	No difficulties
Potential for learning or transfer	<p>With the software you can save time for preparing the report. By presenting complex reporting standards and norms as a series of intuitive screens requesting the necessary data, 360report greatly reduces the time spent on manual data processing. Data in electronic form can be imported directly, further reducing the time needed for data collection.</p> <p>Also, you can save money. When 360report has collected all the data it automatically creates a report that complies with a required standard. Reports can be generated to all current standards. The reports are certifiable and can be formatted and customized at will. The report highlights opportunities for improvement that can assist with the control of the business.</p> <p>Furthermore, you can retain flexibility since 360 report can show any number of reporting standards, locations and suppliers in a report. You can define company-internal or industry standards as a standard report format. Plug-ins and extensions are available to increase work efficiency and enhance the impact of your reports.</p> <p>Finally, you will increase your reporting efficiency and your supply chain control.</p>
Further information	http://www.360report.org/en
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Short profile	360report GmbH has its headquarters in Berlin and an office in Munich. 360report offers software-as-a-service solutions to organizations. We developed the first intelligent software solution that enables medium-sized companies to create sustainability, environmental and energy reports. It employees 6 persons

2. CSR IN ACTION UK

Detailed description	
Detailed information on the practice	The CSR in Action is an initiative set to develop and enhance the practice and awareness of CSR activities among practitioners and simultaneously augment student conceptual understanding. Through capacity building mechanisms, the project aims at engaging the Private Sector, Academia, and Government entities in formulating strategies that are more responsive to community needs. In addition, the CSR in Action aims to act as a bridge or network that will allow the regions addressed organizations to align their sustainability strategies to achieve mutual sustainability objectives. The development of the participants' essential skills accomplishes all the above. The stakeholders are visiting UK based organizations excelling in CSR which providing them an excellent opportunity to learn best practices in CSR from the UK's leading industry experts and to implement all this knowledge to their own businesses aiming to create a CSR plan for their own businesses.
Resources needed	The Al-Ahli Holding Group UK and its partners, provide both financial support and a common vision to CSR in Action aiming to reinforce this initiative in order to "create" the future leaders – entrepreneurs. Partnerships have been created with different Government and Private Sector entities, Institutes, Universities, Programs and Embassies.
Timescale (start/end date)	Ongoing action
Evidence of success (results achieved)	The CSR in Action encourages its members to participate in competitions for young and innovative entrepreneurs. The evidences of success of this good practice is the distinction of its members in competitions. An example is the award of the "Hemitna Project" in 2015 with the first place in the Global Youth Forum Winners UAE 2015 competition for the project that presented. Hemitna is a social enterprise that targets unprivileged kids in the poverty pockets, aiming at giving the unprivileged kids a better chance for a better future by developing their skills in sports, music, and arts.
Difficulties encountered/ lessons learned	
Potential for learning or transfer	This good practice can be spread as it is innovative and at the same time it manages to harmonize the cooperation between governmental and non-governmental organization in order to achieve the mission for which it was created. That is, to spread corporate social responsibility to young people and entrepreneurs so that sustainable development can be achieved through its implementation.
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Short profile	<ul style="list-style-type: none"> ▪ Activity field: ▪ Number of employees: ▪ Financial turnover:

3. Promotion of Corporate Social Responsibility Among The Worldcob Members, USA

Detailed description	
Detailed information on the practice	<p>World Confederation of Businesses, WORLDCOB, is adhered to the United Nations Global Compact many years ago. It participated in the World Summit of the Global Compact celebrated in New York. The members of WORLDCOB are mainly SMEs. More than 3300 companies in 120 countries are members of WORLDCOB.</p> <p>Some of their activities are:</p> <ul style="list-style-type: none"> ▪ To design a private certifiable standard for their members to implement a management system that integrates Corporate Social Responsibility. This standard is inspired in the 10 principles of the Global Compact. ▪ To design an online audit process to reach a dispersed network of companies. ▪ To organize free CSR seminars in several countries to promote CSR. From 2016, these seminars are organized together with the best universities to promote a responsible education and link the academic world with that of the businesses. ▪ Some experts from organizations such as UNICEF, governments, etc. participate in these seminars. ▪ To promote the CSR culture with current and potential members of the association. WORLDCOB offers free advice in this item. ▪ Active participation in alliances to promote CSR (Government of Extremadura, WOCCU, Corresponsables, etc.) ▪ Promote the reporting (GRI, COP). Participation in GRI as Gold community. <p>The main beneficiaries are the companies which are advised and get the CSR certification and through them their stakeholders.</p>
Resources needed	WORLDCOB spends 100,000 dollars a year and a team composed of 15 people
Timescale (start/end date)	April 2011- ongoing
Evidence of success (results achieved)	<ul style="list-style-type: none"> ▪ More than 4000 companies informed and advised ▪ More than 300 companies certified or in process of certification ▪ 38 CSR workshops carried out in more than 10 countries with more than 5000 entrepreneurs attending. ▪ Collaboration with 10 Universities for the promotion of CSR (UNAM Mexico, University. of Rosario, Colombia, etc.) ▪ Alliances performed (e.g: Government of Extremadura, World Council of Credit Unions. etc.) ▪ Alliances with media (e.g. Corresponsables)
Difficulties encountered/ lessons learned	<ul style="list-style-type: none"> ▪ The lack of benefits by governments to reward socially responsible companies. ▪ There is still a lack of commitment on the part of consumers to buy responsibly ▪ Limited resources of the organization to achieve a greater scope (e.g. more events in more countries).
Potential for learning or transfer	The WORLDCOB standard is made available free of charge to all European SMEs. The certification could have a subsidized expense and companies could receive a free membership with access to the world database and other kind of benefits. The concrete experiences of 300 certified companies on corporate social responsibility could be shared.
Further information	www.worldcob.org , www.worldcob-csr.com
Contact details	

Name	Walter Daniel JAVIER
Organisation	WORLDLOB
Email	djavier@worldcob.org
Short profile	<p>The World Confederation of Businesses (WORLDLOB) was founded on September 9, 2004, in the city of Houston, Texas, in the United States of America, WORLDLOB's mission is to promote business development worldwide, recognizing and boosting the growth of leading businesses and businesspeople in every country through the special tools and services that it offers its members. It has over 3,000 members, representing more than 120 countries.</p> <p>In an effort to offer greater benefits and to continue promoting the business development of our organization's members, WORLDLOB provides a series of services to businesspeople worldwide through the following brands:</p> <ul style="list-style-type: none"> ▪ THE BIZZ: International recognition of business excellence. ▪ WORLDLOB-CSR: Corporate Social Responsibility Certification. ▪ EXPOBIZZ: A business convention aimed at fostering international commerce. ▪ BIZZNEWS: News on business trends from around the world. ▪ BIZZTRAINING: Business training and development services. <p>WORLDLOB is member of the Global Compact, the U.S Chamber of Commerce, the Greater Houston Partnership, it is a registered organization in Dun & Bradstreet</p>

4. Uganda Chapter For Corporate Social Responsibility Initiatives (UCCSRI)

1. Detailed description	
Detailed information on the practice	<p>UCCSRI is the leading not-for-profit private company in Uganda that offers Corporate Social Responsibility (CSR) plus Sustainable Development information and advisory services. As a company that has expert and specialised knowledge, they provide guidance, platforms and avenues to discuss and exchange CSR ideas and sustainable development issues in Uganda.</p> <p>Objectives:</p> <ul style="list-style-type: none"> ▪ To strengthen the CSR ethical and moral conduct in Uganda. ▪ To promote CSR Innovations in all areas of business. ▪ To provide high-end CSR philanthropic advice. ▪ To promote sustainable development issues in Uganda <p>Currently, UCCSRI helps and coordinates companies and enterprises operating in Uganda to continuously embrace Corporate Social Responsibility (CSR) and Sustainable Development issues across all their operations. This is done through contribution of knowledge, ideas, extension of skills and capacity building as well as management of business processes in line with CSR. UCCSRI supports the United Nations Global compact and the SDGs by advocating for and promoting sustainable development through CSR practices.</p>
Resources needed	Non-profit: 10 employees and 2017 annual income of 50,000 euros from consultancy work
Timescale (start/end date)	Ongoing
Evidence of success (results achieved)	UCCSRI has completed many successful projects that include working with local SMEs to develop and implement CSR strategies, holding interactive training and knowledge seminars and winning the contract to develop the local university's sustainability strategy.
Difficulties encountered/ lessons learned	Few Ugandan companies and organisations have a holistic approach to CSR. There is little knowledge and awareness of CSR as an integral business approach. More holistic knowledge and understanding of CSR is required, along with increased UCCSRI resources to better spread knowledge.
Potential for learning or transfer	This practice is interesting because it shows how not-for-profit organizations can work with the private sector to improve social and environmental standards of living. The direct involvement with local companies helps to build local competencies based on the local context and challenges. This is especially interesting in contexts with no institutionalized requirements for CSR such as Uganda.
Further information	http://uccsri.com/
Contact details	
Name	David Katamba
Organisation	UCCSRI and Makerere University Business School
Email	dkatamba@mubs.ac.ug
Short profile	Non-profit

5. Volunteering Programs At Erste Bank A.D Novi Sad, Serbia

Detailed description	
Detailed information on the practice	<p>Aware of its social responsibility Erste Bank established a comprehensive corporate volunteering program aimed to improve the quality of life and help solving everyday problems in the local communities.</p> <p>Corporate volunteering programmes is an integral part of their CSR Strategy. While the goals are set in the Strategy, the activities and locations of volunteering are in part employees' decision. The volunteering programme consists of joint volunteer actions and individual volunteering. The joint actions started, per preference of the employees, in the field of environment protection and gradually moved also in the fields of social inclusion, youth education, entrepreneurship development, financial literacy and EU integration. In years of implementation of the programme, Erste Bank established cooperation with different CSOs. While the Bank provides financial resources (tools, materials) and volunteers, partners assist in identification of actual needs and issues in the local communities and propose possible solutions.</p> <p>One of the activities the Bank promotes is also "promotional development through volunteering". Apart from big joint actions, the employees donate their time to provide individual, expert support to students, civil society organisations (CSOs), social enterprises and their users. In 2015, they joined the Business Skills Academy (run by members of Forum for Social Responsibility) with aim to enable CSOs access to knowledge in order to strengthen their capacities for their engagement in social issues. At the same time, this provides the Bank with another way to increase their internal trainer capacities.</p> <p>Another project within the volunteer programme is donation platform Superstep. Superstep is an educational-financing program for empowerment of young, implemented within the programme Business of Youth of Serbia. Its goal is to not only enable loan financing of the best projects, but also to contribute to reducing unemployment by promoting self-employment and development of entrepreneurship. Educational part consists of several levels of training adapted to different levels of knowledge and motivation of young people. Expert volunteer work of the employees, which is integral part of Superstep programme is recognized as an advanced practice when it comes to corporate philanthropy in Serbia.</p>
Resources needed	<p>Information publicly available for 2015: 200 volunteers donated more than 1100 volunteer hours. The bank also finances the tools and materials needed to carry out the actions. The Superstep donations and awards summed up to 13 million RSD (more than 100.000 EUR) in 2015.</p>
Timescale (start/end date)	<p>2011 - ongoing</p>
Evidence of success (results achieved)	<p>Corporate volunteering is gaining popularity in SSE Europe, however not many companies have a comprehensive approach to volunteering as Erste Bank. Apart from umbrella strategic document covering their CSR work (the CSR Strategy), they have also separate strategic documents such as Corporate Volunteering Policy and Corporate Volunteering Procedure. In 2015, 200 employees volunteered over 1100 hours in 7 separate volunteer actions across Serbia and within Superstep programme.</p> <p>Awards: in 2011 – VIRTUS Awards for corporate philanthropy, category: corporate volunteering; in 2013 – Corporate volunteering Award by Forum of Business Leaders of Serbia, category: best volunteer programme; in 2015 - Corporate Volunteering Award from Smart Kolektiv and Forum for responsible business in the category of skills-based volunteering for Superstep programme.</p>

Difficulties encountered/ lessons learned	<p>Erste Bank started the programme in 2007, when concept of corporate volunteering was mostly unknown to the public, so it was challenging to find appropriate partners for development of volunteering ideas. What followed was to identify and map potential partners.</p> <p>Another challenge was, how to communicate the concept of volunteering and its meaning for the society to the employees, as well as to motivate them to join the activities. The support from the top management was secured by implementing a pilot action intended only for top management's participation. Also, early employee participation is important (from identifying issues, to development of solutions and concrete proposals for action).</p> <p>It is the Bank's experience that for a successful action good internal and external communication is needed: internal to increase the number of volunteers and action proposals, external to provide an example to other companies.</p>
Potential for learning or transfer	<p>Employees also volunteer in actions organised by other organisations. In addition, Bank's volunteering activities get media attention for specific social issues and encourage other organisations and institutions to engage in solving them. As well as to provide an example of corporate volunteering to other companies.</p>
Further information	<p>See annual CSR reports at https://www.erstebank.rs/sr/o-nama/drustveno-odgovorno-poslovanje</p>
Contact details	
Name	<p>Note: Good Practice provided by Forum for Social Responsibility Serbia (www.odgovornoposlovanje.rs)¹³ Ana Devetak</p>
Organisation	Erste Bank Novi Sad
Email	ana.devetak@erstebank.rs

6. Recommendations for being a Social Responsible Organization

An organization which wishes to become a Social Responsible Organizations should implement the following recommendations:

- The CRS commitments and strategies should be rooted in and followed-up by top management and employees,
- There should be close collaboration between stakeholders including employees, unions, suppliers, clients and local communities,
- CSR should be implemented as a strategy to be continually improved through monitoring and risk-management,
- CSR should go beyond philanthropy and should be integrated into a company's value creation strategy.
- CSR depends on transparency and disclosure related to economic, environmental and social impacts of activities
- Knowledge sharing between different actors
- Innovation is key for SMEs so they have to search for innovative practices and measures to implement.

In addition, an organization that wishes to become more competitive and to integrate CSR in its business model should follow 7 steps:

- Step 1: Understanding the relevance of CSR to SMEs in the areas: Workplace, Market, Environment, Local Society.
- Step 2: The objectives and expected benefits for SMEs from the four fields should be identified.

¹³ CSR in Serbia, p. 70:

<https://odgovornoposlovanje.rs/wp-content/uploads/2015/03/CSR-uSrbiji-165x237mm-WEB.pdf>

- Step 3: Identify the actions to be taken to achieve the objectives.
- Step 4: Identify the obstacles and opportunities for achieving the goals.
- Step 5: Incorporate CSR into management, process execution and business culture processes.
- Step 6: Create performance indicators to evaluate the implemented actions and periodic performance measurement.
- Step 7: Communicating the actions and results of CSR in the company's internal and external environment (websites, television, radio, newspapers).

7. Conclusion

The consolidated report provides information regarding the CSR implementation in the participant countries of the Road CSR project. It is very important, to encourage SMEs to adopt CSR actions in order to increase their competitiveness in a business environment which suffers from the economic crisis considering their social and environmental impact. The best practices that this consolidated report could be easily adopted from the interested SMEs organizations in order to integrate CSR in their business model and to achieve a holistic management approach.

ANNEX I: Table that summarize all best practices in private sector

Title of the practice	Country of the practice	Links to further information
Vassiliko Cement Company	Cyprus	https://www.vassiliko.com/en/corporate-social-responsibility
Creta Maris Beach Resort	Greece	https://www.cretamaris.gr/media/1685/annual_report_2016_en.pdf
Avra Hotels Collection	Greece	http://www.avrahotelscollection.gr
Cosmos Sport S.A.	Greece	http://blog.cosmossport.gr/
Kouvidis Industry	Greece	https://www.kouvidis.gr
Lyrarakis Wines – Gea S.A.	Greece	www.lyrarakis.com
Chalkiadakis S.A	Greece	https://www.xalkiadakis.gr/el/home
TCF FUTOURIS PROJECT	Greece	http://www.futouris.org
Social action of Cooprado, Shepherd School	Spain	www.cooprado.com
Dirse mentor program	Spain	http://www.dirse.es/mentoring/
EFR INITIATIVE	Spain	www.masfamilia.org

THE SOLUTION OF RECYCLING BASED ON SUSTAINABILITY.	Spain	https://www.movilex.es/
Developing a Circular Business Model	Norway	https://sisvi.no/
HORUS – Slovenian Awards for Social Responsibility	Slovenia	www.horus.si
Certificate Family Friendly Enterprise	Slovenia	http://www.certifikatdpp.si/ & http://ekvilib.org/
Socially Responsible Business Conduct by Saubermacher – Komunala Murska Sobota LLC	Slovenia	https://www.saubermacher-komunala.si/si/o-podjetju/druzbeno-odgovornost
Network for Social Responsibility of Slovenia and Open Source of Sustainable Innovations 2014 Challenge	Slovenia	http://mdos.si/
Simbioza Genesis, social enterprise	Slovenia	http://www.simbioza.eu/
Pipistrel's 100% eco-friendly Research & Development building	Slovenia	http://www.pipistrel.si/top-quality/ecolutio n-our-philosophy
Iskraemeco and Fair Meter	Slovenia	http://fairsmartmeter.com/
ČEZ CSR Environment	Czech Republic	www.cez.cz
Gefos CSR Environment	Czech Republic	www.gefos.cz
Siemens, S.R.O CSR Environment	Czech Republic	www.siemens.com/cz/cz/home.html
Pivovary Staropramen a.s. CSR Environment	Czech Republic	
PwC Czech Republic company CSR environment	Czech Republic	https://www.pwc.com/cz/cs.html
ŠKODA AUTO company CSR environment	Czech Republic	http://www.skoda-auto.cz
Agrico company CSR environment	Czech Republic	www.agrico.cz
3600 Report Software	Germany	http://www.360report.org/en
CSR IN ACTION UK	United Kingdom	https://www.csralahigroup.com/

Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI)	Uganda	http://uccsri.com/
Volunteering Programs at Erste Bank A.D Novi Sad	Serbia	https://www.erstebank.rs/sr/o-nama/drustveno-odgovorno-poslovanje

ANNEX II: Tables that summarize all best practices in public sector

Title of the practice	Country of the practice	Links to further information
Social Responsible Investment Tool (SRI)	Cyprus	http://www.csr-cci.org.cy/index.php?option=com
Climate Charter for Climate Change	Cyprus	http://www.csr-cci.org.cy/index.php?option=com
Green Public Procurement	Cyprus	
Commissioner for Children’s Rights	Cyprus	http://www.childcom.org.cy
Corporate Governance Code	Cyprus	http://www.cse.com.cy/en-GB/regulated-market/listing/corporate-governance/
CYTA – Cyprus Telecommunication Authority	Cyprus	https://www.cyta.com.cy/id/e281/en
CSR report of the government of Extremadura	Spain	http://rsextremadura.juntaex.es
Network Of Socially Responsible Territories, “Retos Network”	Spain	http://www.empleo.gob.es/redretos/es/index.htm
Extremadura green and circular economy strategy	Spain	http://extremadura2030.com/presentacion/
SISVI - Sustainable Innovation and Shared Value Creation in Norwegian Industry	Norway	https://sisvi.no/
SUSPRO – Decision support for sustainable ship production in global fluctuating markets	Norway	https://www.ntnu.no/suspro/
Network for Green Growth	Norway	
Recycling and reducing waste	Norway	http://arim.no/

Investment guidelines and exclusions for the Norwegian Global Pension Fund Global	Norway	https://www.regjeringen.no/en/topics/the-economy/the-government-pension-fund/id1441/
Promotion of Corporate Social Responsibility Among the Worldcob Members, USA	USA	www.worldcob.org , www.worldcob-csr.com