

CORPORATE SOCIAL RESPONSIBILITY FOR ALL BEST PRACTICE COMPILATION

PREPARED BY THE INTERNATIONAL ORGANISATION OF EMPLOYERS

JULY 2015

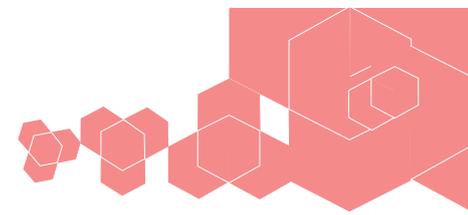
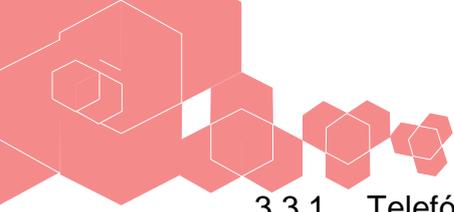
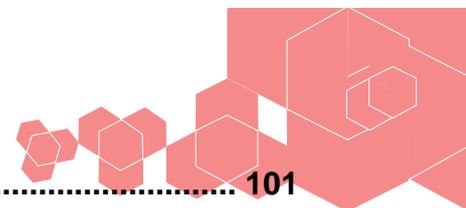


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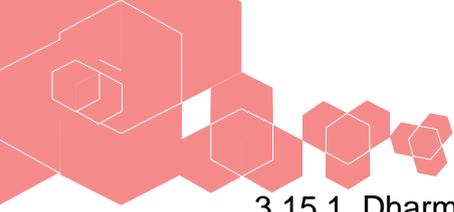
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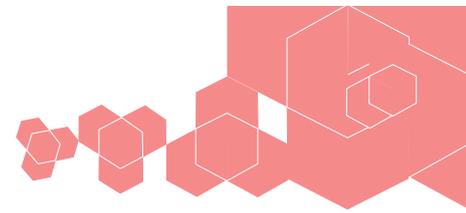
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1. Introduction

As part of the EU-funded “CSR for All” project (Ref: EuropeAid/132438/C/ACT/Multi-Corporate Social Responsibility for All-CSR for ALL) designed to enhance capability and build CSR awareness, the International Organisation of Employers (IOE) has been compiling best practices from companies engaging in CSR.

The following examples should inspire other companies to set up best-in-class CSR programmes and initiatives, to base their business operations on ethical principles, to take social, environmental and long-term economic considerations into account, and to make a positive impact on all stakeholders.

In this context, CSR is understood as defined by the European Commission in its October 2011 communication (COM (2011) 681 final):

“the responsibility of enterprises for their impacts on society”.

For this particular compilation, companies were asked to submit CSR projects or initiatives which met the following criteria:

- recent examples of either completed or ongoing projects (initiated no earlier than 2010)
- CSR projects or initiatives with a clearly defined scope, beginning and end
- practices with a positive impact on society and the workplace
- practices aligned with the company’s strategy and core mission
- practices covering at least one of the following topics of interest:
 - o Supply chain management
 - o Due diligence
 - o Remedy processes
 - o Stakeholder dialogue
 - o Anti-corruption
 - o Freedom of association
 - o Human rights
 - o Anti-discrimination
 - o Child labour
 - o Trafficking
 - o Forced labour
 - o Development
 - o Occupational Safety and Health
 - o Work-life balance of employees

With this objective in mind, we have compiled a variety of best practices to inspire companies of different sizes, from different industries, and in different countries to set up their own CSR practices. The companies submitting their best practices were free to decide what they would consider a “best practice”. In their project reports, these companies describe what they are particularly proud of and why they consider their project a best practice. With the exception of the criteria given above, the IOE did not define what can actually be seen as best practice.



Given the current stage of research in the area of CSR, it would be difficult to say what defines a best practice or who could be in a position to judge what a best practice is. The present compilation therefore presents practices that have proven successful in their particular context and are seen as best practices by the company which initiated it. They are meant to inspire and help companies which do not know where to start their CSR efforts obtain some ideas on what has worked well elsewhere. This compilation is not for benchmarking, ranking or judging.

The IOE received a total of 63 best practices from 45 companies across 12 different countries in both developed and emerging markets.

The best practices showcased in this brochure will be presented by topic to enable the reader to quickly find best practices examples in their area of interest.

At the end of the brochure, the major findings and common success factors of these best practice examples will be summarised in a high-level analysis.

2. Overview of the best practices showcased in brochure

2.1. Anti-Corruption

Country	Company	Case Name	Short Description
Spain	Telefónica	Business Principles Office	Creation of a Business Principles Office and an Anti-Corruption Guideline

2.2. Anti-Discrimination

Country	Company	Case Name	Short Description
Argentina	Alliance One Tobacco	KUSKA KAY	Foster dialogue between men and women and create awareness for equality.
Croatia	Ericsson	The Etiquette Booklet	Booklet describing the daily life of people with disabilities; intended for young people, primarily teenagers, but also for all Croatian citizens who wish to enhance their communication with members of this vulnerable group of society.
Macedonia	Makprogres	Woman Leaders	Promoting equal rights and human rights/ non-discrimination. Encourage employment of people from local community. Awards for successful female leaders.
Spain	Telefónica	M-Inclusion	EU-sponsored project on social mobile inclusion between Europe and Latin America, aimed to benefit people at risk of exclusion, such as people with disabilities, chronic patients, people living in isolated areas and in low-income situations.

2.3. Child Labour

Country	Company	Case Name	Short Description
Spain	Telefónica	Aquí estoy y actuo	Awareness-building of the responsibilities of entrepreneurs and professionals in eradicating child labour. Tools and guides for preventing child labour throughout the activity (including suppliers and supply chains).

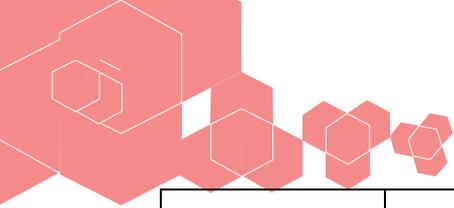
2.4. Customer Service

Country	Company	Case Name	Short Description
Macedonia	Titan	Customer Service	Provide value to customers; define how to serve customer needs through innovation.

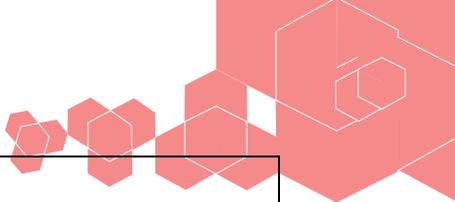
2.5. Development

Country	Company	Case Name	Short Description
Turkey	Koc Holding	Vocational Training	In partnership with the Vehbi Koç Foundation and the Turkish Ministry of Education: <ul style="list-style-type: none"> - promote youth employment through pairing of schools and employers - awareness and quality improvement of vocational training - scholarships, internships and coaching to young people
Turkey	Anadolu Foundation	We bring Health to Everybody	Community Support in Kocaeli region: <ul style="list-style-type: none"> - involvement of various stakeholders - awareness-raising, financial support and provision of healthcare services to those in need - multicultural hospital staff and training to hospital staff
Croatia	AutoSL91	Driving Licence for All	Enable physical mobility of disabled or disadvantaged people to help them participate in the labour market.
Croatia	Effectus College	Effectus College	Implement two study programmes: undergraduate professional study in „Finance and Law“ and specialist graduate professional study in „Financial Management“ to make young people competent and competitive for the labour market.
Croatia	Ericsson	Centre for Rural Health	<ul style="list-style-type: none"> - Provision of healthcare services in rural areas for elderly people, the chronically sick or people who need home care - Implementation of EMH (data transfer for medical data) - Cooperation with various associations and NGOs
Croatia	Hewlett Packard	Charitable Photo Event	Photo contest to help the promotion of dog shelters
Croatia	Ilirija	a Gift for Health	- Attract donors and funds for new

			<p>medical equipment for a specialist hospital</p> <ul style="list-style-type: none"> - Setting the basis for the development of health tourism in Biograd n/M - Creating new opportunities for the local community <p>This is one of several activities (this company has received a CSR award)</p>
Croatia	Nestle	Vrtim Zdravi Film	Creation of a film to educate primary school children about proper nutrition and healthy lifestyle
Canada	Scotiabank	Microfinance	<p>With a focus on LATAM and Carribean:</p> <ul style="list-style-type: none"> - innovative model for access to credits - improve business skills of small entrepreneurs - physical and financial health - empowerment of women
Croatia	Siemens	Youth Education	Donation of modern equipment to university
Croatia	UNICEF; AUTO ZUBAK and ORYX	Long Term Partnership for Children	<ul style="list-style-type: none"> - Donation and sponsorships for humanitarian, cultural, educational and other projects - Creating equal opportunities for children
Argentina	TECHInt	Escuela Técnica Roberto Rocca	<ul style="list-style-type: none"> - Schooling - Provincial development - Vocational training - Scholarships
Lebanon	Air Liquide	Air Liquide Foundation	<ul style="list-style-type: none"> - Sponsoring "Action pour la Scolarisation des Enfants au Liban" to promote access to education for children of the Békaa region - "Apprentis d'Auteuil" - Supporting training for the women and children of Jdeidet in Lebanon - European Institute for Cooperation and Development - Training micro-entrepreneurs from Tripoli
Macedonia	Feni Industries	Summer Camp 2012	<ul style="list-style-type: none"> - Summer camp, prevention of juvenile delinquency project working with children living in a socially disadvantaged environment in educational summer camps through lectures in Participation, Understanding, Respect, Awareness, Risk resistance



			- "Open Friday" at company campus to inform and educate communities about the manufacturing processes at FENI
Macedonia	TTK Bank	With Love to the Community	<ul style="list-style-type: none"> - Developing innovative and entrepreneurial ideas, - Increase awareness among young people of the benefits of starting their own business - Development of analytic skills and abilities, research spirit, better quality education
Spain	Telefonica	ConectaRSE para Crecer	<ul style="list-style-type: none"> - Award/ prize given for best social and economic development programmes in rural areas - Acknowledge people, civic associations, institutions and companies that have had a positive impact on social and economic development - Platform for best practice exchange
Spain	Unilever	Comparte	<ul style="list-style-type: none"> - Local community support through expertise, volunteering and offering products and services - Collaborating with public institutions and NGOs
Spain	BBVA	Yo Soy Empleado	<ul style="list-style-type: none"> - Job creation in SMEs and entrepreneurs through financial support, training and personnel selection support - Establishment of an entrepreneur code
Spain	Endesa	The Coach Project	<ul style="list-style-type: none"> - Improve employment opportunities for young people at risk of poverty and social exclusion - Coaching and mentoring through employees
Sri Lanka	EFC (Employers' Federation of Ceylon)	Employers' Disability Network	<ul style="list-style-type: none"> - Set-up of a database of employable disabled persons, - Training disabled persons in job seeking skills, - 9 job placement fairs - Code of Managing disability issues
Sri Lanka	Ministry of Labour Relations and Manpower,	Share Project	- HIV/AIDS Workplace Education Programme



	United States Department of Labour (USDOL), ILO		
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2.6. Development – Employee Engagement

Country	Company	Case Name	Short Description
Croatia	Coca Cola	Business communication culture	<ul style="list-style-type: none"> - Create Croatian language manual for business language - Educate and train employees and the public
Croatia	DM	DM is volunteering	<ul style="list-style-type: none"> - Community support - Awareness raising - Environmental protection
Croatia	Ericsson	Summer Camp	<ul style="list-style-type: none"> - Camp for students in their final year at university - Supporting research and development, discussing current topics in technology and innovation
Croatia	INA	Volunteering club	<ul style="list-style-type: none"> - First 35 actions of INA's volunteers helped the Centre for Autism, Down's Syndrome Association, Rehabilitation Centre and the Association for Mentally Disabled Persons, foster care homes, kindergartens, and homes for aged and sick persons
Macedonia	Pharmachem	Juniors are our future	<ul style="list-style-type: none"> - Giving children of employees the opportunity to become better acquainted with the company where their parents work

2.7. Development – Environmental Protection

Country	Company	Case Name	Short Description
Argentina	Nutrition Industry, various companies	Jornada sobre Responsabilidad Social en el Sector Alimentario	<ul style="list-style-type: none"> - Donations - Education on health and nutrition - Schooling and education support, scholarships and vocational training - ISO 14001 - Various awareness initiatives on environmental issues (water, waste, recycling, etc.)



2.8. Due Diligence

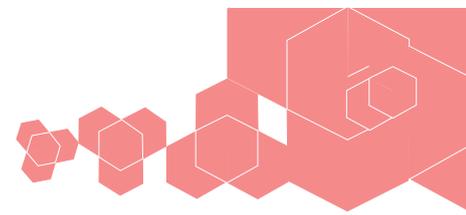
Country	Company	Case Name	Short Description
Spain	Johnson & Johnson	Due Diligence of NGOs	- Carrying out due diligence of NGOs before working with them

2.9. Environmental Protection

Country	Company	Case Name	Short Description
Croatia	Coca Cola	Our Beautiful Sava	- Preserving the environment of the Sava River region and its biodiversity - Support eco-tourism and the local community
Lebanon	Technica	Greenify	- Awareness raising of deforestation - Restoration of Lebanese woodland and promote sustainable forestation - Enhance biodiversity
Macedonia	Adora	Green Eco Homes for Healthy Future	- Introduction of energy efficient homes and eco-friendly construction - Environmental protection - Application of ISO 9000 and ISO 14000
Macedonia	Feni Industries	Sustainable Use of Slag	- Converting waste into a useful product
Macedonia	Rade Koncar	KOO	- Opening Regional Environmental Centre for removal of polychlorinated biphenyls and equipment containing polychlorinated biphenyls
Macedonia	Titan	Biodiversity Study	- Assess water quality and the existing species of flora and fauna in the artificial lakes in Cementarnica USJE AD Skopje and in their immediate environment - Bring the ecosystem into balance

2.10. Full CSR (Supply Chain Management, Environment, Community & Development)

Country	Company	Case Name	Short Description
Lebanon	Colortec	various	- Selection of suppliers - Monitoring and auditing of manufacturing process - Packaging - Various community activities



2.11. Full CSR Policy

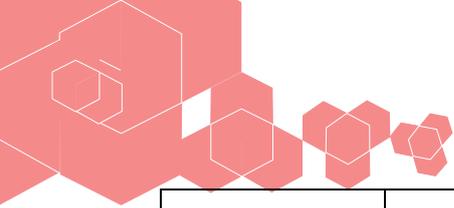
Country	Company	Case Name	Short Description
Colombia	Genfar / Sanofi	Planta Villa Rica	<ul style="list-style-type: none"> - Patient - Ethics - People - Planet
Croatia	E&Y	CSR practices	<ul style="list-style-type: none"> - Stakeholder dialogue - Anti-corruption, ethics code - OSH, work-life balance - Community work

2.12. Human Rights

Country	Company	Case Name	Short Description
France	Sanofi	Guide “Les droits humains dans nos activités” (Human rights in our activities)	Development of a Human Rights Guide, defining <ul style="list-style-type: none"> - the commitment to human rights - Human Rights in the lifecycle of a drug (R&D, approval, manufacturing, sales) - Human Rights at the workplace - Tools and policies - Management processes
Macedonia	Rade Koncar - Transformers and Electrical Plants	Japanese ethics circle in Macedonia	Human rights project through study stay in Japan, theoretical and practical introduction to the ethical conduct of Japanese companies (by Japanese ethical circle)
Spain	Telefónica	Human Rights Impact Assessment	Analysis and company roadmap definition based on framework of the UN’s Guiding Principles on Companies and Human Rights.

2.13. Occupational Safety and Health (OSH)

Country	Company	Case Name	Short Description
Croatia	Coca Cola	Movement for Happiness	<ul style="list-style-type: none"> - Support healthy and active lifestyles in urban settings - Publications, exercises in parks, etc.
Colombia	Suramericana	Occupational health and wellness model	<ul style="list-style-type: none"> - Occupational health and safety - Integral health initiatives - Work-life balance



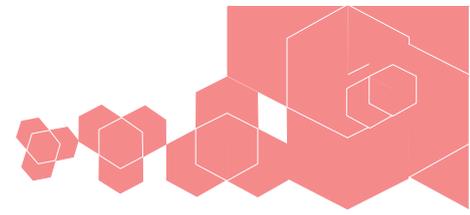
			- Wellness initiatives
Macedonia	Titan	Partnering with schools	- Improvement of health & safety and environmental conditions in public schools and kindergartens in local communities - Raising children's awareness of their own health & safety thus cultivating a health & safety culture in early stages of education
Spain	Repsol	Healthy Heart Plan	- Preventive programmes to address cardiovascular disease - Awareness raising on risk factors, healthy lifestyle and diet - Health checks and coaching to employees and their families

2.14. Stakeholder Dialogue

Country	Company	Case Name	Short Description
Spain	Telefónica	Digital Family	Platform designed for parents and filled with resources to help children and teenagers learn how to get the best from computers, mobiles and the Internet, avoiding misuses.
Spain	Unilever	Sustainability Committee	Monthly cross-functional meetings to discuss and brainstorm ideas for the "Sustainable Living Plan"; think tank and Sustainability newsletter

2.15. Supply Chain

Country	Company	Case Name	Short Description
Indonesia	Dharma Bhakti Astra Foundation (YDBA)	Supply Chain Management Development	- Training, mentoring, seminars to SMEs - Development of SMEs to become Astra subcontractors - Increase SMEs' competitiveness and productivity
Macedonia	Feni Industries	Supply Chain Contracts	Implementation of an annex to all supplier contracts concerning mutual obligations on environment, safety and health at work and fire protection in a manner that demonstrates social responsibility and ethical management



2.16. Work/Life Balance

Country	Company	Case Name	Short Description
Spain/ Germany	Telefonica	Telecommuting at Telefonica Germany	Implementation and design of telecommuting guidelines and policy
Spain	Repsol	Teleworking	Development of a teleworking programme





3. Detailed best practice reports

3.1. *Anti-Corruption*

3.1.1. Telefónica – Business Principles Office

1. Key project information

1.1 Short description of the CSR project

In order to guarantee compliance with its ethical code, Telefónica is supported by the Business Principles Office.

One of the main challenges for companies which decide to establish a code of ethics is to ensure it is not just a statement of intent. For this reason, a Business Principles Office was created at Telefónica, in addition to the approval of a Code of Ethics.

1.2 Objective, desired outcomes and project impact

Reinforce a corporate culture based on honesty and trust, respect for the law, integrity and respect for human rights, especially to respond to new concerns that have arisen in the new digital environment.

1.3 Start date and duration of the project

The project started in 2007 when the Business Principles were approved as Telefónica's code of ethics. The final model was defined in 2010.

1.4 Project team members (functions / departments involved)

The Business Principles Office includes the following departments: Human Resources, Internal Audit, Secretary General and Legal Affairs, and the Chairman Secretary's Office.

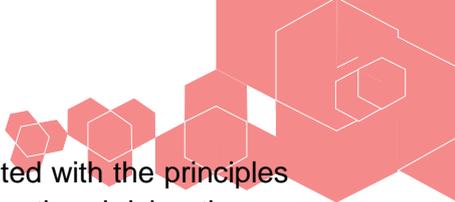
This Office is in charge of the strategy, principles, norms, and mechanisms for adequate ethics management in the company's operations.

The Office reports periodically to the Institutional Affairs Committee and to Telefónica's Audit and Control Committee.

The committee usually meets quarterly to monitor the implementation of the strategy and plan of action, but the committees may also meet in extraordinary sessions whenever ethical issues arise. The regional committees are constantly accountable to the Global Business Principles Committee.

The Business Principles Office is in charge of communicating the Business Principles to the whole of Telefónica.

The functions of the Office also include the detection and evaluation of risks associated with the Business Principles and defining areas of action which require a global position for the Business Group. This includes reviewing compliance processes and controls and ensuring they are proportionate and suitable for compliance with legal requirements and with best



business practices. Telefonica evaluates and detects the risks associated with the principles through detailed research (surveys of company stakeholders, enabling a tiered risk rating on levels of importance) from which its Headquarters gets a risk matrix.

Moreover, the Global Business Principles Office reads and responds to queries, complaints, or allegations made by employees, suppliers, or partners regarding compliance with the Business Principles. Reports of violations and questions regarding the Business Principles can be communicated confidentially or anonymously through a channel for confidential assistance.

1.5 Project stakeholders (internal and external)

The highest standards and best practices in the business world were consulted when developing and establishing the Business Principles. Additionally, all doubts and worries expressed by our customers, employees, social representatives, suppliers, shareholders and representatives of local communities where we operate were also taken into account. Telefónica's suppliers and other interested parties can also make reports and ask questions of the Business Principles Office, confidentially or anonymously.

1.6 Geographical scope of the project

Global and local. In conjunction with the Corporate Business Principles Office and with the objective of supporting the implementation of the code of ethics, **Business Principles Offices** have been set up in each country where we are active. These Offices have the same structure, composition and function as the Corporate Business Principles Office.

In **Latin America**, we have offices in countries where we carry out relevant activities. In **Europe**, a Compliance Officer is present in all operations and has the responsibility of ensuring the Principles are fulfilled in each country.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

Telefónica is aware that one of the main difficulties is for its Code of Ethics not to become a mere declaration of intent. For this reason, it created the Business Principles Office in 2007.

2.2 What were the project's key success factors?

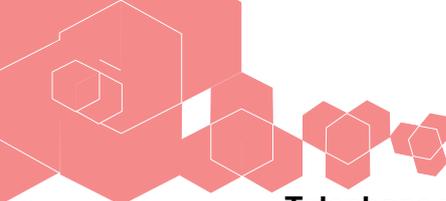
The key to success is that the responsibility for the implementation of the code of ethics is given to a multidisciplinary team replicated in all countries where the Group is present, and in each area that has a role in the implementation of the code of ethics.

2.3 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

For Telefónica, the Business Principles and ethical and responsible behaviour are the basis on which its corporate culture is built.

3. Contact information

- 
- **Name:** Ana de la Peña Fernández Tostado
 - **Function:** Person in charge of Telefónica's Business Principles Office

- 
- **Telephone number:** +34 91 482 7990
 - **E-mail address:** ana.delapenafernandez@telefonica.com
 - **Office address:** Ronda de la Comunicación s/n Building West 2 Floor 1 28050 Madrid

4. Supporting documentation

4.1 Internal and external communication materials, links to websites

http://www.telefonica.com/en/about_telefonica/html/principactua/principactua.shtml

4.2 Testimonials from internal and/or external stakeholders involved

The Office has been included as a success story in the “Anti-Corruption Ethics and Compliance Handbook for Business” published by the [Organisation for Economic Cooperation and Development \(OECD\)](#), the [United Nations Office on Drugs and Crime \(UNODC\)](#) and the [World Bank](#).

5. Relevant information on our mission statement and core values

At Telefónica we believe that everyone should have the possibilities offered by technology at their disposal. Thus, we can all live better, do more things, and be more.

3.2. Anti-Discrimination

3.2.1 Alliance One Tobacco – KUSKA KAY

1. Key project information

1.1 Short description of the CSR project

Assist in the prevention and eradication of gender violence in the community of the Department of Chicoana and surrounding areas. (Approx. population: 24,000 inhabitants)

1.2 Objective, desired outcomes and project impact

The project has three main objectives:

1. Sensitisation:

Promote various training activities aimed at primary and secondary schools and other Department of Chicoana institutions to sensitise and raise awareness of the issues and the rights of women and eliminate gender violence, promoting equal male/female thinking schemes.

With the same objective and directed to the entire community, the radio programme "Mejor Hablar" (It's better to talk) airs weekly on local radio with international reach via internet. It is necessary to point out that this programme radio broadcasting has the largest audience in the Department of Chicoana.

2. Detection, information and referral:



Professionally advise, assist and recommend appropriate courses of action to address gender violence strategies.

3. Inserting:

Promote the economic empowerment of women through the delivery of productive undertakings. To date, 13 productive undertakings have been achieved with a total of 25 women who now have the opportunity to become economically independent and thus be removed from situations of vulnerability and violence endured by themselves and their children.

The challenge of the project is to create social networks with community mentors who have the vision, knowledge and sufficient capacity to continue approaching the problem from the proposed three main objectives. The challenge is to emphasise the empowerment of citizen actors involved in decision-making to bring solutions to the problems which affect the community's daily life. To this end, it also seeks the participation of various public and private institutions, businesses and chambers, making it a model to be replicated throughout the province.

1.3 Start date and duration of project

Start date: March 2012

Duration of the project:

The project will finish once the sustainability of networks is achieved.

1.4 Project team members (functions / departments involved)

Alliance One Tobacco Argentina staff from Human Resources and Social Responsibility and Specialist consultants.

1.5 Project stakeholders (internal and external)

- Company - Alliance One Tobacco Argentina (Directors-Staff)
- Public Institutions (Schools - Hospitals - Police - Public prosecutors- etc.)
- Media
- Community

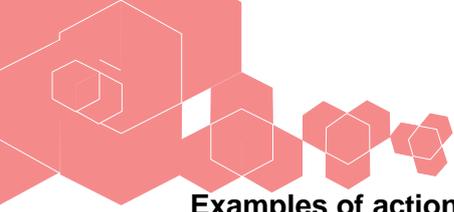
1.6 Geographical scope of project

Department of Chicoana and surrounding areas, Province of Salta.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

The project is based on principles of equality, non-discrimination and community participation which are contained in the mission, values and each of the policies of Alliance One Tobacco Argentina. Each of the planned and carried out actions under this project include visibility and sensitisation about gender violence, promoting opportunities for reflection and discussion of this problem that seriously affects the whole community where employees are naturally included.



Examples of actions included in the project

The "Mejor Hablar" radio show takes place every Thursday and involves different dialogues reaching homes at the core of the community reflects on the problem of domestic violence and how it affects people; providing solutions and tools to use. This show works to change the perception of violence in all its manifestations. Kuska Kay receives 80% of inquiries and requests for advice through this radio programme.

The biggest challenge was to open spaces for dialogue and reflection about violence from a gender perspective in a community opposed to discussing these issues.

Another example is the creation of a community network in the town of La Merced (neighbouring town), which emerged voluntarily from the interest shown in this project, and is now being trained to advise and raise awareness in the community where it is inserted to sensitise about the issue of domestic violence.

2.2 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Equal relationships between men and women and non-violence in all its manifestations is brought directly to the overall company strategy and business operations, because this company believes that respect and equality are interwoven in all relationships and activities and this is the way to behave in society.

3. Contact information

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3.2.2 Ericsson – The Etiquette Booklet

1. Key project information

1.1 Short description of the CSR project

Ericsson Nikola Tesla believes that socially beneficial products contribute to the sustainable growth of society as a whole. Among the many projects rolled out during 2012, the company initiated a very important project devoted to people with disabilities. Initiated by the Association for the promotion of equal opportunities (UPIM), Ericsson Nikola Tesla donated significant funds, and company experts voluntarily edited, prepared and graphically designed the Etiquette booklet - to better understand people with disabilities.

1.2 Objective, desired outcomes and project impact

The Etiquette Booklet to Better Understand People with Disabilities has 68 beautifully designed pages in which we follow Darko, a student from the Faculty of Teacher Education and a person with disabilities, in his everyday life. Throughout various daily situations he teaches us how to understand people with disabilities better, thus contributing to mutual respect and understanding, as well as to the integration of each person within society, regardless of differences.



1.5 Project stakeholders (internal and external)

The Etiquette Booklet is primarily aimed at young people, teenagers, but also at all citizens of Croatia who wish to enhance their communication with members of this vulnerable group of society.

2. Qualitative information on the project

Nowadays, one in five people has some sort of disability. Therefore, the company has joined UPIM in a wide range of activities to promote that polite and attentive interaction is a sign of human warmth, solidarity and tolerance. Numerous workshops and events in schools, nurseries etc. were used to spread this booklet and to develop a culture of conduct that respects all differences.

This booklet was highly welcomed by Dr. sc. Željko Jovanović, Minister of science, education and sport, Croatia:

“Darko, the student from the Faculty of Teacher Education who we follow throughout the publication has shown through his own example that disability can’t be an excuse and reason for not trying to reach our dream. We can all learn a lot about ourselves from his life story, about each other’s differences, and about tolerance and diversity. Courage is needed in order to confront disability and associated prejudices. Darko and many others like him are an inspiration and proof that the biggest obstacles are in our heads, because too often we constrain our efforts. This not only concern persons with disabilities, but every individual and society as a whole. As Minister and as a human being, I welcome the idea of publishing the Etiquette for the Better Understanding of Persons with Disabilities, from the bottom of my heart, and it gives me special joy that the handbook will be available free of charge to students and young people.”

Mirjana Dobranović, MSc, President of UPIM commented on the importance of this project:

“There are no superfluous people! The Association for the Promotion of Equal Opportunities firmly believes that the quality of a society is reflected by its readiness to recognise and lend a hand to people with disabilities. Each person in this world is unique. This means that everyone is unique and different from the others. Accepting differences is the basic condition for providing equality for all. For the members of vulnerable groups, this is an issue of realising their human rights. We should treat them in the same way as we want others to treat us – fairly and honestly, accepting and respecting all differences.”

3. Contact information

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3.2.3. Makprogres – Woman Leaders

1. Key project information

1.1 Short description of the CSR project

Makprogres is a large socially responsible company primarily committed to providing the best working conditions for all employees; rewarding and never forgetting human rights, which of course includes women's rights. The success of each employee is the success of the company. The success of our company is due to daily work and employees flawlessly executing tasks. Makprogres has proved quite successful in the field of promoting women managers, continuously making large and successful steps every day.

1.2 Objective, desired outcomes and project impact

Objectives:

- We encourage the employment of local community at all levels and concentrate on attracting, developing and retaining the best people to support our business strategies and ensure continued success
- Equal valuation of employees (women and men) in all aspects of work and company function
- Full implementation of human rights
- Build a hierarchical Makprogres structure regardless of sex, religion or national origin
- Encouraging and inspiring employees to express their abilities with various quality awards and recognitions
- Award for the successes of women leaders

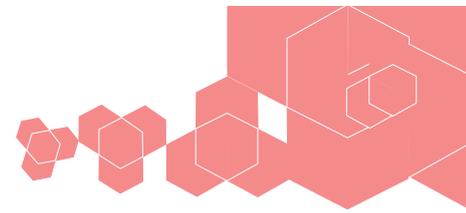
Desired results and impact of the project

Makprogres is among a group of large enterprises, and if it is categorised according to the number of employed women, especially at managerial level, it will definitely be among the first, as demonstrated by the facts:

- In Macedonia, only 1% of all top managers are women;
- In Makprogres 7 of the 13 top managers are women, or 53.85 % of managers;
- In the world one in ten managers is a woman;
- In the world, there are no women in managerial positions in 39.8% of companies;
- In Makprogres 55 % of employees are women
- Makprogres records successes led and headed by a woman.

1.3 Start date and duration of project

The project does not have strictly defined initiation and duration limits. It was simply started from the beginning of the company and is still ongoing.



1.4 Project team members (functions / departments involved)

Makprogres as a company implements the project.

1.5 Project stakeholders (internal and external)

The women employed by Makprogres

1.6 Total budget

300,000 denars (around 4,850 euro)

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

Experience has shown that entrusting task responsibility has been a complete success. The manager of our entire company production knows every detail of machine factory operation, and arrival and transformation of raw materials into finished products, and is a woman. Women have knowledge and know how to be true leaders who demonstrate their creativity and incredible capacity for coordination. Ambitious, persistent and inventive women are our future and we are proud that as a company we entrust rights and duties to women.

2.2 What were the project's key success factors?

Persistence and trust in the ability of women has led to complete success of the company and hence the project.

2.3 What were the challenges and how were they overcome?

The project was implemented without any special challenges.

2.4 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The project is in line with company's strategy and operation. Women are very important part of Makprogres.

3. Contact information

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3.2.4. Telefónica – M-Inclusion



1. Key project information

1.1 Short description of the CSR project

M-Inclusion is the first platform for social mobile inclusion between Europe and Latin America



aimed at benefitting people at risk of exclusion, such as people with disabilities, chronic patients, people living in isolated areas and in low-income situations.

1.2 Objective, desired outcomes and project impact

The main objective is to create a cooperation framework between EU and LATAM mobile solution developers through an online platform in order to promote the growth of new affordable “mobile inclusive” solutions to improve the personal autonomy of people at risk of exclusion in LATAM.

This platform is supported by a miscellaneous stakeholder group, composed of representatives of the different users, industry, and public bodies. The final impacts are to develop a Marketplace where users and developers share the solution developed to cover specific user needs, and to create a roadmap for social mobile inclusion in LATAM which includes user needs, appropriate technological solutions, future technology trends and recommendations for tackling all the goals of social inclusion.

1.3 Start date and duration of project

November 2011, duration: 28 months

1.4 Project team members (functions / departments involved)

Corporate Responsibility and Social Innovation Direction of Telefónica S.A.

1.5 Project stakeholders (internal and external)

M-Inclusion is an initiative funded by the European Commission (EC). The project headed by Telefónica with the collaboration of Futura Networks Colombia, Innovation Engineering, Econet, the Nokia Institute of Technology in Brazil, the Cayetano Heredia University in Peru and the Universitat Politècnica de Valencia in Spain. As well as bringing together entrepreneurs and citizens, M-Inclusion will also act as a collaboration forum between governments, private entities, NGOs, academics, researchers, etc.

1.6 Geographical scope of project

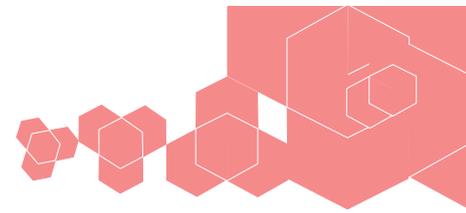
Europe and Latin America

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

It offers a marketplace with a unique category profile, based on user needs, facilitating the category profile process for developers and the search and downloading process for users, with more than 4,000 social applications uploaded.

A “Roadmap for the mobile social inclusion in Latam”, a guide for reaching social and digital inclusion in Latin America through mobile technologies has been created. It includes “Trends”, “Opportunities” and “Barriers” for mobile deployment and is aimed to relevant audiences related with the ICT: users, developers, industrial partners, finance bodies and public bodies. This document has been created with the inputs of users, stakeholders and industry, and aims to become a reference point for social inclusion through mobile



technologies.

2.2 What were the project's key success factors?

The involvement of International Stakeholders with miscellaneous profiles in the project: technological, users, industrial, public, etc. Without these stakeholders, reaching the real needs of the LATAM society would be impossible.

2.3 What were the challenges and how were they overcome?

To reach, understand and involve local communities within the project. This mission was possible thanks to LATAM Partners and Stakeholders.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

Involve more LATAM partners/stakeholders, widening the impact of the project in local communities.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Telefónica has been investing in the deployment of telecommunications infrastructure in LATAM for several years. In this sense, working for the equal mobile inclusion of the community is key due to the high impact of mobile technologies in society.

It is known that a 10% increase in broadband penetration raised a country's productivity by 26%, and the mobile ecosystem contributes to 3.7% of the region's total GDP, up to US\$211 billion. Therefore, the objectives of Telefónica and local public bodies should be to continue investing in mobile services and improving the mobile inclusive reach in society.

3. Contact information

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4. Supporting documentation

RoadMap for M-Inclusion - Executive Summary.

The full roadmap is available for download from the following link: <http://bit.ly/1h16erq>

- Internal and external communication materials, links to websites

<http://www.m-inclusion.eu/>

<http://www.m-inclusion.eu/content/public-results>

- **Testimonials from internal and/or external stakeholders**

“Mobile technologies applied to health have grown exponentially in recent years and there is enough evidence demonstrating the positive effect of mobile technologies among users, such as the impact of text messages in the promotion of healthy lifestyles or as health reminders. In Peru for example, the Ministry of Health is using text messages to promote





physical activity with the programme “Muévete Perú Móvil” and “Cuida Tu Salud Móvil”. M-Inclusion project is the opportunity to discuss prominent projects and activities that have used mobile technologies in the health and the inclusion domain with the objective to ask ourselves how we could include mobile technologies in health in order to promote social inclusion.”

Walter H. Curioso Vílchez, Ph.D., M.D., M.P.H., Research Professor at UPCH

5. Relevant information on our mission statement and core values

At Telefónica, we believe that everyone should have the possibilities offered by technology at their disposal. Thus, we can all live better, do more things, and be more. Telefónica is an open company that wants to collaborate with other stakeholders in the development of the digital world.

3.3. Child Labour

3.3.1. Telefónica – Aquí estoy y actúo

1. Key project information

1.1 Short description of the CSR project

“Aquí estoy y Actúo” is a programme to help companies prevent the risks of child labour in the entirety of their supply chain, both in their own area of activity and in that of their suppliers and distributors.

The initiative offers four lines of support for companies:

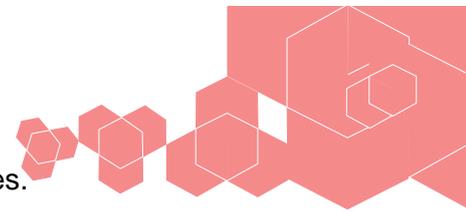
- making workers aware of the responsibilities of entrepreneurs and professionals in eradicating child labour and in particular the action they should take if they become aware of such cases;
- it creates in-house teams in companies which are responsible for carrying out a voluntary plan for ongoing improvement in this area;
- it facilitates tools and guides for preventing child labour throughout the activity (including suppliers and supply chains);
- and it evaluates companies with a model which allows their actions to be classified and encourages progress through a commitment to improve.

In addition, “Aquí estoy y Actúo” includes an application allowing anyone to report cases of child labour. The project is aimed at companies which have a risk in their value chains and are concerned about human rights; signatories to the Global Compact.

1.2 Objective, desired outcomes and impact of the project

In its desire to mobilise companies to contribute to the eradication of child labour, Fundación Telefónica and Telefónica Movistar, in alliance with the UN Global Compact, have developed the Methodological Guide for the Evaluation of Risks of Child Labour in Business Activities and made a web platform available to entrepreneurs in Latin America, allowing them to

manage the risks and impacts of child labour on their business activities.



The purpose of the above is to support three Telefónica lines of action:

- meet the responsibility to respect children's rights in our operations and our supply chain;
- promote widespread respect for these rights, particularly regarding education and a childhood free of child labour;
- and promote actions and alliances to achieve a greater impact.

1.3 Start date and duration of the project

The project started in 2011 and continues today.

1.4 Project team members (functions / departments involved)

The programme is managed and promoted in 12 Latin American countries through a work network composed by the people in charge of the focal points of the regional United Nations Global Compact for America and the Caribbean network, and by members of Telefónica's CSR areas and Fundación Telefónica's social programmes.

1.5 Project stakeholders (internal and external)

It is an initiative which began with Telefónica Movistar and Fundación Telefónica in Colombia in alliance with the Colombia Global Compact Network, and has been extended to more than 100 companies in Latin America.

We have also had support from relevant local authorities for this initiative, such as the Ministry of Employment, the Colombian Institute for Family Welfare (ICBF) and the Colombian National Association of Entrepreneurs (ANDI). The International Labour Organization (ILO), through ACT/EMP, and UNICEF have also been party to this project.

1.6 Geographical scope of the project

At the moment, the project has regional coverage for Latin America, with a global outlook.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

The initiative has already received 15 awards, including a "Social Investment Pioneer Award" from the United Nations. In addition, UNICEF, Save the Children and the UN itself recommend it as a benchmark for compliance with Children's Rights and Business Principles.

2.2 What were the project's key success factors?

- It develops an innovative methodology to contribute to solving a genuine problem in companies. The whole project is developed from a free and easy to access technological platform which provides companies with everything they need to make progress.
- Implementation of a sustainability project for the eradication of child labour in companies and their value chains in Latin America and the Caribbean.
- Good communication and coordination between the Global Compact and Telefónica.



- 
- The involvement of company leaders to motivate and mobilise the programme as a priority.
 - Involves the State as a driving force behind the initiative with the business sector.
 - Virtual tool: practical, simple, easy to register and browse. Accessible from any server.
 - Involvement of the value chain: training plan and support for suppliers.

2.3 What were the challenges and how were they overcome?

- Greater involvement of company senior management in developing these initiatives.
- Integrating representatives and decision-makers in the value chains of companies participating in the programme.
- Forming working groups with participating companies to examine the topic more deeply and replicate the effort in other local networks.
- Implementing improvements with contractors and suppliers.
- Instilling skills in the coordinating groups in all participating countries through a process of training, participation and ongoing communication.
- Increasing the participation of companies in the region from different sectors and particularly those which have a risk of child labour in their value chains.
- Consolidating the programme as best practice in the Latin American region.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

- Consider long-term common objectives, which transcend the tasks to which each company is committed in its private action plan.
- Confirm and agree on the technical content or considerations on the topic (child labour) to avoid different interpretations or approaches which generate confusion, and require personalised attention which impacts on the progress of the project and its costs.
- Consider including Portuguese so that Brazil can become linked, and English to disseminate the project and/or request the support of international organisations.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

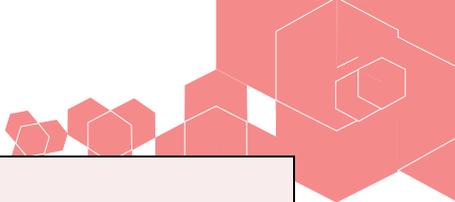
The programme forms part of our strategy as a company on a global level, articulated in three lines of action: complying with the responsibility of respecting children's rights in our operations and in our supply chain; promoting general respect for those rights, particularly in terms of education and a childhood free of child labour; and promoting actions and alliances to achieve a greater impact.

3. Contact information

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- Telephone number: 00 57 3105661911 (Bogotá, Colombia)

4. Supporting documentation

<http://www.yodigoaquietoy.com/empresasyodigo/>



3.4. Customer Service

3.4.1. Titan – Customer Service

1. Key project information

1.1 Short descriptions of the CSR projects

Personal visits to our customers by management team and key employees

In order to give further value to our customers, to strengthen our relations and to create an environment of trust and support, the Company's management team, together with the sales representatives have made personal visits and meetings with all direct and indirect customers. Moreover, these meetings provided feedback with regard to the quality of our products and customer satisfaction with our mutual cooperation.

These were joint visits by representatives from the sales department and managers and key employees from other departments to ensure direct contact with our customers, thus showing deeper respect to the customers and increase customer awareness of our key employees. Everyone in this joint effort is able to learn directly about possible customer concerns, to understand that customer satisfaction is a company effort, and that each activity contributes to customer satisfaction.

E-ORDER

In 2012, with the aim of supporting our customers and ensuring direct involvement in our product delivery process, we introduced the E-Order. It is a web application that provides several services to customers that would ensure easier everyday operation and work. With this application, customers can directly review their account balance from their own offices. This service involves direct issuance of loading orders for our products as well as follow-up of the status of their order in real time. Moreover, they can monitor their portfolio, previous loading, previous invoices, etc. In this transparent way, USJE aims at ensuring direct involvement of the customers in its operations by saving their time and efforts in product delivery.

1.2 Start date and duration of the project

Project timetable and span: every year since 2012

1.3 Objective, desired outcomes and impact of the project

Outcomes: Strengthened relations and trust with our customers

2. Relevant information on our mission statement and core values

Our Group's Governing Objective is to grow as a multi-regional, vertically integrated cement producer, combining an entrepreneurial spirit and operational excellence with respect for people, society and the environment.

The achievement of this objective requires a framework of agreed-upon principles and Values that determine our everyday conduct and practice. This framework explicitly defines our responsibilities towards all those affected – directly or indirectly – by our business





activities. Our actions reflect our commitments to all of our stakeholders.

1. To our *shareholders*: we strive to ensure a sufficient return on their capital, to protect their investment, and to be transparent in all our dealings.
2. To our *customers*: we do our utmost to provide quality products and services on competitive terms, tailored to our customers' needs and supported by the necessary technological, environmental and commercial experience.
3. To our *employees*: our workforce is our most valued resource. Respect for their human rights, providing safe, open, non-discriminatory, diverse and good working conditions and an emphasis on employee development are essential in order for TITAN Group to attain its objectives.
4. To our *business associates*: we believe in mutually-beneficial relationships with our contractors and suppliers and we are committed to promoting responsible supply chain management practices.
5. To *society*: it is our belief that socially responsible businesses contribute to the prosperity and progress of society as a whole. Our commitment to Corporate Social Responsibility and Sustainable Development is an integral component of our Governing Objective.

Moreover, our Values include:

- Integrity
- Know-how
- Delivering results
- Continuous improvement
- Corporate Social Responsibility and
- Value to the Customer.

Objective:

USJE has a policy to serve the needs of customers and be proactively responsive in their expectations. We consider that the demand for new products will be more important in the future and we invest in more research and development, seeking solutions that can be customised to local needs and be better in terms of their environmental impacts.

New products have been developed to respond to the need of our valuable customers.

3.5. Development

3.5.1. Koç Holding – Vocational Training

1. Key project information:

1.1 Short description of the CSR project

The “Vocational Education: A Crucial Matter for the Nation” project was initiated in partnership with the Vehbi Koç Foundation and the Turkish Ministry of Education (MoE) in



2006, in order to promote youth employment through awareness building of the importance of vocational education and encouraging youth to participate in vocational education programmes; leading public-private partnerships and creating a model for improving the quality of vocational education.

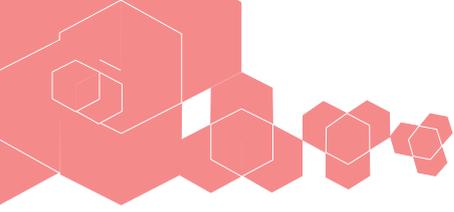
1.2 Objective, desired outcomes and impact of the project

The main targets set in order to achieve these objectives are:

1. To provide 8,000 students from 264 vocational high schools from all over Turkey (81 provinces in total) with educational scholarships and internship opportunities;
2. To create a model of cooperation between Koç Group companies and vocational high schools that will enhance similar public-private partnerships to improve the quality of vocational education;
3. To recruit and train a minimum of 300 employee volunteer coaches to develop the soft skills of vocational education students;
4. To increase the enrolment rate of vocational high schools through public communication campaigns.
5. To provide students enrolled in the Programme with priority in the recruitment processes in Koç Group companies.

The main activities and the outcomes of the project can be summarised in 10 items:

1. **Pairing Model:** Each Vocational High School (“VHS”) involved in the project (264 in total) was paired with a company (20 companies in total) operating in sectors in which VHS have education programmes.
The involvement of companies from different sectors showed that sector specific approaches are needed to be developed in order to attain highest benefit from public-private partnerships. In this regard, laboratory requirements gained currency in some cases while in others the need for industrial collaborations became obvious. The selection process of students and schools for partnerships proved to be a challenge. Grades, study areas, locations and even the addresses of students sometimes hindered the success of a partnership. In any case, starting a dialogue between schools and companies is the key way to improve the quality of vocational education and thus increase the employability of young people.
2. **Scholarships** were granted to attract youth to vocational education and decrease the school drop-out rates resulting from financial problems. Up to now, 10,544 students enrolled in the program. Of these, 8,118 completed and graduated from high school.
3. **Internships:** Scholarship students are provided with the opportunity to intern with Koc Companies. 80% of scholarship students who needed an internship completed their internship within the Koc Group.
4. **Coaching:** 579 volunteers from 20 companies worked as VHS coaches to increase the employability of the VHS students by developing their personnel and professional skills. Students were coached to discover their potential, solve problems, manage time, be team-players, assume an active citizen role and position themselves as desirable members in the business world. In total, 12 modules were developed for four different yearly semesters of the high school education.



The coaches served as a bridge between schools and workplaces. They analysed the needs of both institutions, developed solutions and played a key role in steering the project. Qualitative research conducted with scholarship beneficiaries, their families and Koç Group employees reveal that the coaching support resulted in:

- improvement of students' personal and professional skills;
- increase in young peoples' awareness of social responsibility issues and volunteering;
- increase in their self-esteem level;
- improvement of their relations with their friends and families.

5. **Employment:** Disadvantaged youth lacking role-models were granted scholarships, internships and coaching in the workplaces/factories of Turkey's largest companies, increasing their employability. Graduated scholarship students will have recruitment priority for vacant positions within the Koc Group, pending their eligibility approval according to Group companies' HR policies. Among the graduates of the program, 82.4 percent chose to continue higher education. Nevertheless; survey results revealed that 96.8 percent want to work for the Koc Group after graduation.

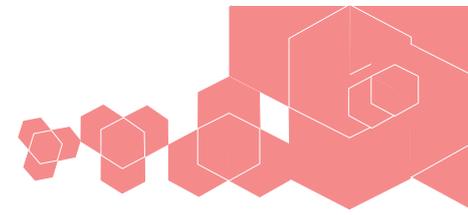
6. **Laboratories and sector-specific collaborations:** Laboratories built in Vocational High Schools ("VHS") created learning environments paralleling business practices improving employability. Eight Koc Companies from the automotive, agricultural machines, consumer durables and energy sectors designed and constructed 29 laboratories, seven training centres, a vocational high school and a vocational college, providing the opportunity to develop technical skills and increase the quality of vocational education vis-à-vis contemporary production methods.

7. **Teachers' trainings:** have been provided to more than 400 teachers around Turkey. Updating the technical know-how of the teachers and raising their level of technical skills create leverage in the quality of vocational training.

8. **NGO partnerships and competitions:** provided various skills development opportunities. 2461 scholarship students were trained on a range of topics such as environmental issues, entrepreneurship, and IT. UNDP Youth Association for Habitat; peer-to-peer computer literacy trainings under "Trainees become trainers" project (global Microsoft/UNDP project since 2004) were extended to VHS students, Junior Achievement Foundation introduced Foundation's activities on entrepreneurship to VHS, and support to World Bank "Creative Ideas for Development" Contest resulted in incorporation of an awards category for VHS.

Students' active involvement were guaranteed through 5 team-based project competitions and 2 online competitions which reached more than 10.000 students all over the country; developing their entrepreneurship and creativity skills while raising awareness among their peers and their immediate communities at the same time.

9. **Advocacy:** In terms of building awareness about the importance of vocational education and sharing the know-how created each year, national advocacy campaigns, opinion leader communications, local field trips, conference participation



and online campaigns were organised regularly.

The project received widespread press coverage. The communication campaigns resulted in the publication of 1,231 news pieces in print media with an outreach of 398 million people. Moreover, 9.6 million individuals were reached via social media. By increasing societal awareness of the importance of vocational education, the project led to an increase in young people's interest in vocational education and in an increased enrolment rate to vocational high schools.

10. **Dissemination:** Since the second phase of the project in 2010, the project team has created ways of insuring the sustainability of the attention and the intervention to vocational training. Throughout the first phase of the project, the school – workplace model was created as a flexible and applicable tool across sectors and different stakeholders. A guidebook for School-Business Collaboration Model was prepared together with the Yaşama Dair Foundation to help establish robust and productive relations between vocational training institutions and corporations in different sizes and from different sectors.

Moving forward from the school and business match-up model within the scope of the project, the Koç Group companies have developed micro-projects that aim at strengthening young people's professional skills, increasing their employability, and meeting the need for quality human resources from a corporate standpoint. The goal of these projects is to make a positive contribution to the economic and social development of companies by producing special employment, vocational training and quality solutions in line with the needs of the corporations and their respective sectors.

- ARÇELİK A.Ş. / Arçelik Electrical Home Appliances Technical Training Program
- TÜRK TRAKTÖR / TürkTraktör Agricultural Machinery Training Program
- FORD OTOSAN / İnönü Ford Cargo Technical Training Center
- OTOKAR / Welding Training Workshop
- DİVAN / My Profession is at My Fingertips at the Divan!
- SETUR / Smokeless Industry-Vocational College Partnership
- ARÇELİK LG / Vocational High Schools are an Arçelik-LG Issue

Partnering with Education Reform Initiative, an academic database was established. ERI engaged in research on vocational education, published 5 reports and developed policies and strategy recommendations, which then appeared in MoE policies on vocational training strategies. Specifically, the model developed in the project provided input for the MoE 2010-2014 Strategic Plan, Action Plan for Strengthening the Relationship between Employment and Vocational Education and Lifelong Learning Operational Document of the governmental organisations.

The voluntary coaching component of the project expanded outside of the Koç Group with the Association of Private Sector Volunteers in 2012. More than 30 member companies was actively involved and reached 1,500 students in the first year. An online web tool enabling the School-Business Collaboration Model has been created and will be promoted among local and national industry and business associations, vocational education institutions and



foundations in 2014.

1.3 Start date and duration of the project

The project was designated to run between the years 2006 and 2013. In 2014, advocacy activities are ongoing in order to disseminate and sustain the model and project components.

1.4 Project team members (functions / departments involved)

The central management team is composed of 3 members; the CSR coordinator and the CSR responsible of Koç Holding and the project manager of the Vehbi Koç Foundation. Each of the 20 Koç companies involved has a representative within the coordination committee besides the company volunteers in the field. Regarding internships, HR managers of both Koç Holding and the companies are involved in the placement process.

1.5 Project stakeholders (internal and external)

The Project rests on the cooperation and synergy created among Koç Holding, Koç Group companies, the Vehbi Koç Foundation, the Turkish Ministry of Education, vocational high schools, students, families and NGOs.

1.6 Geographical scope of the project

10,544 students from 264 vocational high schools from all 81 provinces of Turkey enrolled in the programme. 8,118 of these students either completed the Programme, 43 percent of the graduates have been girls. School administrations worked in line with volunteers in the field and the families of these graduates were informed at every stage of the programme in order to create a thorough impact.

1.7 Total budget

The project's main expenditure is the scholarship budget of 15 million USD. Aside from this, a very moderate budget funded the advocacy campaigns, voluntary training courses, competitions and sub-projects during the seven-year project span.

2. Qualitative information on the project

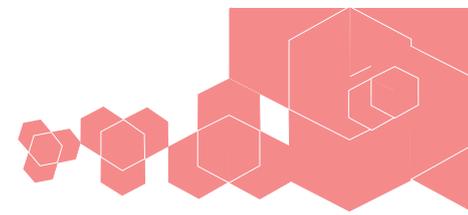
2.1 What qualifies this project as best practice? What are you particularly proud of?

The project was sustained in conjunction with strong national and international NGOs, enabling maximum impact and expertise in many fields. The World Bank, Microsoft, Youth for Habitat, Junior Achievement Foundation, TEMA Foundation for Environment, Yaşama Dair Foundation, Education Reform Initiative and the Association of Private Sector Volunteers are the main ones.

2.2 What were the project's key success factors?

The project team sustained a close conversation with local and national industry and business associations, foundations of other private companies addressing vocational training and youth employment, which enabled a common ground raising the quality of intervention in the field.

With significant commitments made in the field of vocational education and youth employability, Koç Holding and the Vehbi Koç Foundation take pride in being appreciated by



many reputable institutions in the national and international arena.

- International Finance Forum Corporate Social Responsibility Award / Active Academy (2006)
- Best Volunteering Project – Association of Private Sector Volunteers (2009)
- Magellan Award - Community Relations Category Silver Award / League of American Communications Professionals (2009)
- European Sabre Award - Corporate Social Responsibility Category Winner / Holmes Group (2009)
- Communication Awards - Best Public Relations Project / İstanbul Burç College (2009)
- The International Business Awards - Corporate Social Responsibility Category Silver Award / Stevie Awards (2010)
- EU European Employee Volunteering National Award – Large Organisations Category Winner / Association of Corporate Social Responsibility Turkey & Association of Private Sector Volunteers (2011)
- EU European Employee Volunteering Award – Large Organisations Category Winner / European Commission & Business in the Community (2011)
- European Best Practice on Developing Youth Employment / International Labour Organization (2012)
- European Digital Communication Awards – Corporate Social Responsibility Communication Category Winner / Berlin Quadriga University (2013)
- Mixx (Marketing and Interactive Excellence) National Awards – Social Marketing Gold Mixx with the online competition project “Liseler Mesleğiyle Yarışıyor” / The Interactive Advertising Bureau (2013)
- Felis Awards – Children and Youth Communication, Corporate Brand in Raising Societal Issues, Social Awareness Campaigns Category 3 Awards with the online competition project “Liseler Mesleğiyle Yarışıyor”/ MediaCat Magazine (2013)
- Direct Marketing Awards – Brand Loyalty Category with the online competition project “Liseler Mesleğiyle Yarışıyor” / Association for Direct Marketing Communications (2013)

3.5.2. AutoSL91 – Driving Licence for All

1. Key project information

1.1 Short description of the CSR project

Title of the practice: Driving Licence for All - Establishing Best Practice and continuing dissemination.

Project aimed at the development of community-based social services enabling an independent life for disadvantaged persons and developing the indispensable competences for the labour market and other areas of life. Example: local entrepreneur with a final objective of establishing a licensed driving school with minimum standards required for disabled persons (“two counties at least one driving school”) by 2020.

Auto SL 91 was the first driving school in the whole country (and the region) that had equipped and adapted vehicle for most disabilities with own resources.



Auto SL 91 has also invested in and adapted its premises for theoretical part of the course, according to technical and legal standards using a ten-year business bank commercial mortgage loan.

Up to now, they have covered Istria County, and will continue to cover that area. But, a major portion of southern Croatia is not covered, and some driving schools are ready to participate if they do not have to suffer any financial risks. With declared support from local and regional authorities, the abundant needs of persons with disabilities in the area, the action was planned and now is ready to be implemented.

1.2 Objective, desired outcomes and impact of the project

Objectives of the action

Overall objective: to improve the physical mobility of people with disabilities in order for them to have a more independent life and enter the labour market

Specific objective: to develop and implement new model that will secure more available and affordable driving courses for all persons with disabilities

Final Aim

To become an example for other driving schools - chain of services in other counties

Estimated results

- action managed in accordance with Contract
- candidates for driving courses selected
- candidates passed theoretical part of the course
- candidates finished the practical part and passed the driving exam
- broader community aware of the action
- stakeholders from other counties and possible stakeholders of similar actions in other parts of Croatia aware of the results of action "Driving schools for all"

Fulfilled activities over the past three years are:

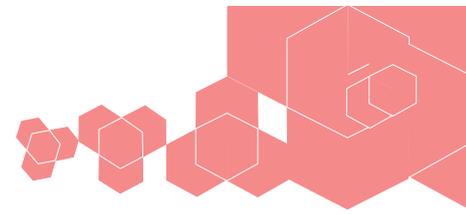
- 1) management of the action
- 3) public announcement of driving course for disabled persons in 8 counties
- 4) selection of candidates for driving course
- 5) implementation of theoretical part of the course
- 6) implementation of practical part of the course
- 7) for successful candidates – assistance and consultancy on vehicles and special equipment preparation
- 8) visibility activities

1.3 Start date and duration of the project

National official announcement: December 3th 2009 in Zagreb.
72+12 months 2010-2015 possibly +12 (2016)

1.4 Project team members (functions / departments involved)

Employees: 19 full time + 1 half time -long term contracts



1.5 Project stakeholders (internal and external)

Target group

Disabled people interested in acquiring a driving licence (40 – 50% women) age (18-60)

Final beneficiaries

Members of families of disabled persons

- exhausted by care for disabled members of family;
- who need for more time for their own activities;
- some of whom are financially stretched due to the costs of rehabilitation of person with disability;
- the member who takes care the most (usually women) reduced their own economic activities in order to care for disabled.

Whole communities

- need to develop new set of social services inside community;
- spending on social transfers at national level will reduce (or, at least will not rise); larger pressure on regional and local budgets;
- some communities are not prepared for decentralisation of social services;
- need to develop and/or strengthen links between local businesses, authorities and civil society.

Besides target groups and final beneficiaries key stakeholder groups are:

a) police (supervising institution for all driving schools, issuing licences for driving schools and issuing driving licences to candidates that pass the exam organised by them) – according to past experience of applicant and partner, cooperation with police has been flawless: they are supportive of the action and are prepared to offer their assistance;

b) local and regional authorities – should prepare to support the project action through declarations; if needed, some can secure premises for theoretical part of the course. This is important for the sustainability of the project.

1.6 Geographical scope of the project

Practice Location: Croatia: Istria County, Cities: 1st circle: Pula, Rovinj, Vodnjan
2nd circle: Medulin, Labin, Pazin, Poreč

1.7 Total budget

Overall budget invested

83,600 Eur estimated initial budget excluding VAT, year 2009/2010:

58,000 Eur – 82 sqm functional equipped and prepared classroom and parking place,

18,000 Eur – new vehicle selectronic/automatic gear box and transmission

4,600 Eur – projection/installation/legal certification for special equipment for disabled person and dual pedals for driving school

3,000 Eur – other expenses – project preparation, PR media, collaboration with NGOs, presentations, travelling, education,



2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?



The action is designed to fulfil the needs of target groups and final beneficiaries in the most efficient and effective way. One of the most important principles of the action is to use existing resources in the region through partnership and subcontracting instead of creating new resources that will not be fully utilised.

For those who fear driving or are ashamed of their disabilities, a driving course that has educated instructors and persons with disabilities in the same group can help to overcome those obstacles. The only constraint that cannot be solved by the action is health status of a disabled person who is not capable of acquiring a driving licence. Family members will have their needs fulfilled if persons with disabilities acquire the possibility of moving on their own. They will have more time for themselves, and as the course is free of charge, it will not put a strain on family budgets.

The community will:

- acquire a new social service that is deeply rooted in community,
- become more aware of needs of people with disabilities (as there will be extensive visibility activities in each community where the driving course will be organised),
- and will have more cooperation between different segments. If the action succeeds, some disabled persons will be able to find a job, so social transfers will be reduced.

The action was planned according to the accumulated knowledge and information that was gathered during the course of work with persons with disabilities, their families and other stakeholders. Although it was not formalised, the influence of target groups was secured during the planning process. Additionally, the director of applicant is also person with disability.

Particular value added elements

The whole action is about developing and implementing a new innovative model that includes the extensive cooperation of private firms (driving schools) around one issue. At a time of serious global crisis, it is of utmost importance to develop models that will deliver high quality services in the cheapest way possible. That can be achieved only if all available resources are used during the action, without having unnecessary costs to develop something that already exists.

The action covers the needs of disabled persons, but also promotes gender equality and equal opportunities as up to 50% of candidates will be women, and acquiring mobility and a new skill increases their employability.

3. Contact information

Name of the Company: Auto SL 91 Ltd Pula, Stiglicheva ul 28

Nationality: Croatia

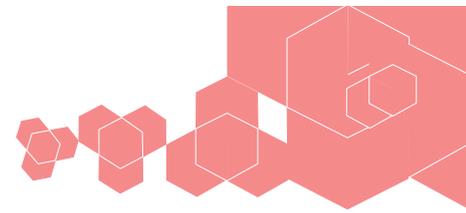
Contact person: Mr Denis Peloz

Telephone number: (fixed and mobile) Country code + city code + number + 385 52 541 987 +385 52 540 338

Fax number: Country code + city code + number +385 52 542 052 +385 52 542 009

Contact person's email: dpeloz@asl91.hr info@asl91.hr

Address: Stiglicheva ulica 28, 52 100 Pula
Company website: www.asl91.hr



3.5.3. Hewlett Packard – Charitable Photo Event

1. Key project information

On 26 October 2013 HP Croatia's Social Impact team took part in a charitable photo event that aided a local dog shelter in Zagreb.

The event managed to bring together animal lovers and photography enthusiasts, putting HP printing technology to good use and gathering donations for a good cause. Initiated by local Social Impact team members and aided by volunteers from the Croatian HP office and Customer Operations, the event gathered support from local pet centres and dog shelters and triggered a positive reaction from animal lovers and local authorities. Participants in the event had their photo taken by professional HP photographers, alongside their favourite pets.

10 HP Croatia employees participated as volunteers.

We are very proud of response we received and especially of the donations raised. We managed to buy almost 900 kg of dog food for the abandoned animal shelter in Zagreb.

Key factors for success were: good and timely planning and the enthusiasm of all project members.

2. Contact information

- Name : Klara Pleše Velić
- Function: Social Impact lead Croatia
- Telephone number: +385 91 6064 172
- E-mail address: Klara.plese@hp.com
- Office address: Hewlett Packard d.o.o., Radnička cesta 41, 10000 Zagreb

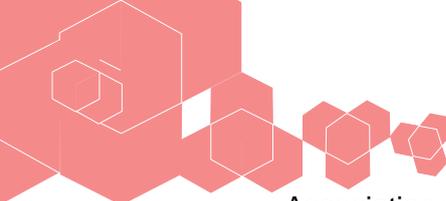
3.5.4. Ericsson – Centre for Rural Health

1. Key project information:

1.1 Short description of the CSR project

Ericsson Nikola Tesla, as an associated Ericsson company in Croatia and a leading regional supplier of innovative ICT solutions including those related to healthcare, has been engaged with many company experts in this sector for almost 10 years. It launched a partnership with:

- Croatian association PIN for Health,
- CroMSIC - a Croatian Medical Student's NGO and

- 
- Association Sjeverovac (Centre for Rural Health).

This partnership on the joint project – Centre for Rural Health – EMH, is intended to monitor and provide remote healthcare for rural populations. Ericsson Nikola Tesla coordinated the complete technical solution and support, host function and a large part of project management and education. A total of 25 MDs and 70 students, from the University of Zagreb, the School of Medicine, all members of CroMSIC, were involved in this project, in addition to 10 EMH.

1.2 Objective, desired outcomes and impact of the project

The project objectives cover: measurements and analysis of medical parameters and improved quality of remote medical monitoring of elderly and chronic patients; including those in home care. In addition, form a thorough database of patient health status that will be easy to access for authorised users.

This innovative approach which used the EMH solution enables the measurement of vital parameters in home conditions, with automatic data result transfer and storage. Thus, a more efficient health monitoring and healthcare management was established and better management and cost-effective public healthcare was achieved. Along with clear advantages for the local community and valuable experience for volunteering medical students, with this project, Ericsson Nikola Tesla has once again managed to complete product testing in a live environment. By using field feedback, the company improved the EMH solution as part of its portfolio.

Based on field experience, the potential of this easy-to-adapt solution is extremely high, especially in locations where it is difficult to obtain transportation for regular check-ups, but it is very easy to provide EMH equipment which will deliver measured data (e.g. ECG) to the respective specialist without difficulties or mistakes. The objectives of this project, to which each partner contributed with specific competences, are focused on patients with inadequate access to specialised medical institutes, improvement of quality of life for patients, efficient healthcare management and monitoring, better cost control and the improvement of the EMH solution from Ericsson Nikola Tesla's portfolio.

Innovativeness

The current project is a result of an innovative multidimensional response to the requirements recognised during a four-year research programme and pilot interventions in the Centre for Rural Health, Sjeverovac. These services also launched an innovative model for providing healthcare, which enabled interactivity among qualified, adequately equipped visiting nurses, and remote medical specialist expertise. This innovation was also implemented in the support segment, allowing real life suggestions to be incorporated to the solution. The technology was adapted on the basis of initial project data, for example enabling image transfer indispensable for a proper diagnosis, e.g. bedsores or various changes in the skin.

Social benefits

The benefits for the population were shown in a measurable health-cost sense, in the value of personal contact and home visits, and through educating residents on health conditions and efficient improvement measures. In addition, the environmental benefits are obvious,



because chronic and other patients no longer have to travel 50 kilometres to distant Sisak, and by applying simple mathematics, we concluded that just a single year of medical controls saves 18 tonnes of CO2 on a monthly basis for a group of approx. 100 people.

By using the results obtained, the model could be improved and replicated for use in remaining remote areas, both in line with the Ericsson vision of the Networked Society and Croatia's Government and the relevant ministries' strategic plans. A new pilot project is being prepared for another part of Croatia.

The project represents a rare example of an intervention based on results systematically obtained in the field (works with international reviews), which uses an efficient approach and tools.

1.3 Project team members (functions / departments involved)

Besides organisation leaders, various levels of company management were involved in the project, including MSc Gordana Kovačević, the Company president, who gave strategic support.

1.4 Project stakeholders (internal and external)

So far, there are 450 direct project users, and these include residents of rural areas of Sisačko-Moslavačka County and the medical staff operating in this area.

1.5 Geographical scope of the project

This partnership on the joint project – Centre for Rural Health – EMH, is intended to monitor and provide remote healthcare for the rural population of Sisačko-Moslavačka County, Croatia.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

This project used an innovative approach by live testing a product already introduced to the global market and adjusting it to our specific conditions, possibilities and restrictions.

2.2 What were the project's key success factors?

A project to assess requirements, realisation and output was conducted by four partners over a period of several months. The project established that the model of the Centre for Rural Health - EMH was a strengthening factor for the local rural community in the largest Croatian county, especially for elderly residents in remote isolated parts with poor transport connections.

2.3 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The health system is a major expenditure for public finance and can seriously jeopardise the sustainability of public finance. At the same time, a healthy person has higher productivity which decreases costs and social payments. Thus, health is one of the most important economic categories for a nation. As a company focused on green technologies and socially responsible business performance, Ericsson Nikola Tesla achieved a notable business benefit with his project, primarily through verified medical opinion, which is quite difficult to



obtain under other circumstances. Valuable field experience, obtained in real conditions, served to tailor the existing solution created and developed by the company, and resulted in creating potential for new business opportunities that are already being explored. Furthermore, the project confirms that telecommunication providers, which are also customers, i.e. the Company's business partners, could find this project interesting and thus open new business opportunities.

3. Contact information

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Ericsson Nikola Tesla Communications

3.5.5. Effectus College – Effectus College

1. Key project information:

1.1 Short description of the CSR project

EFFECTUS College for Law and Finance is a private higher education institution established in 2008.

EFFECTUS has been continuously implementing socially responsible education since 2012 by introducing three parallel actions:

1. Free training for passing the State graduation exam
2. Idea of the year – new technologies for business success
3. The world is left to the young – free workshops in high schools

All three actions spread the culture of innovation, creativity, and taking reasonable risk at each workplace and in everyday life.

1.2 Objective, desired outcomes and impact of the project

Free training for passing the State graduation exam is intended for pupils in the final years of in high school. Training is given for: Croatian Language (required to pass the A level), English Language (required to pass the A level), and Mathematics (required to pass the B level). The training is held from January until May in fifteen consecutive Saturdays. Graduates attend two classes per subject each Saturday. The workshops are open to all pupils who require preparation in these subjects, without limitations (other than spatial capacity limitations). Taking into account the turbulent macroeconomic environment and reduced purchasing power of our citizens, all costs for administration and engagement of teaching staff are borne by EFFECTUS. Although lectures are free for graduating pupils,



each graduate leaves a deposit of 300,00 Kn per enrolled subject upon enrolment. After completing the free training programme, the full deposit is refunded to the pupil. Exceptionally, if the graduate pupil has partial attendance, the refunded deposit is reduced by the percentage of non-attendance. We wish to encourage students to be responsible for their education, the money invested, and to achieve full attendance and continuous learning.

The project “Idea of the year – new technologies for business success” originated in 2012 in cooperation with the internet portal Srednja.hr and Algebra College – a college for applied computer engineering. The first finals were held at the beginning of 2013, and due to the last year’s success and huge attendance, it was also held this year. The teams of high-school pupils, regardless of their age group and high-school programme, could apply their idea between December 2013 and January 2014. The goal of the project was to find a creative and interesting idea which contains a technological component and is simultaneously accompanied by a sustainable business plan to be adequately presented to the public. The jury criteria (one of the jury members is a teacher from EFFECTUS) are: innovation and creativity of idea, financial viability of the project, social acceptability of the idea and implementation of technological solutions. In this manner, we encourage the youth to engage in independent non-formal learning. Sources of information in today’s environment are endless. By using available information in a creative and innovative way, the pupils show how proactive and motivated they are for personal development. The grand finale was held on 14 February this year, and the winner will be awarded a trip to Dublin to visit Google and Amazon headquarters at the organiser’s expense.

The project “The world is left to the young” originated from a cooperation with Srednja.hr. By leaving the educational system after high school and with gradual independence, young people are faced with various professional and private situations, and we decided to offer them some requisite knowledge in the areas of finance and law. This is done in free workshops which EFFECTUS teachers perform in high schools, according to the interest shown by schools. The workshop topics are:

- How to be legally right?
- What do I need to know about the money?
- Game theory
- A new way of doing business analysis
- Transforming an idea into good business

The project was created to easily explain everyday economic and legal situations to pupils, regardless of the type of programme they attend (gymnasium, professional three-year, or professional four-year programme), and to also promote economic and legal science in a lay manner. The workshop trainers are teachers at EFFECTUS, professionals in these areas who present the subject matter in an interesting and simple way. The workshops last for one hour and the school where the workshop is held gets an EFFECTUS edition book as a gift.

1.3 Project stakeholders (internal and external)

The actions are aimed at high-school populations and the goal is to trigger today’s generations of high-school pupils to contemplate their own future, contemplate the importance of education and choice of profession, and direct them towards responsibility, entrepreneurship, creativity and innovation.





2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

With the above mentioned activities, EFFECTUS College for Law and Finance proves that it is ready to try changing society for the better. As an educational institution, socially responsible business becomes socially responsible education for us.

2.2 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

In May 2010, the Ministry of Science, Education and Sports issued an accreditation for the College to perform higher education activities and implement two study programmes: undergraduate professional study in “Finance and Law” and specialist graduate professional study in “Financial Management”.

EFFECTUS study programmes are conceived to comprise of economic and legal courses, cherishing the principle interdisciplinary approach. The aim is to create so-called “Experts 2 in 1”, i.e. people who have a wide range of professional competences to simultaneously perform tasks in both the legal profession, and financial-accounting profession. The idea is to transfer knowledge of economic and legal fields through a carefully created plan and programme, selected up-to-date content and professional staff, in order to make students competent and competitive in the labour market.

We believe that investing in education and self-improvement is a huge asset, and our task in this sense is to direct and raise awareness of future generations. The world we live in is marked with a constant fight for survival due to various crises. This not only entails an economic crisis, but also the crisis of morals and questioning and establishing hierarchy of certain common values. Peter Drucker already warned of the social responsibility of business organisations and the complex role enterprises play in creating new values, in addition to material ones.

Since social responsibility holds tremendous importance in every aspect of activity, we consider that each individual should be aware of the environment and society in which he or she lives in; an individual must accept others and differences, and simultaneously protecting his or her own dignity and respect the dignity of every human being.

3.5.6. Ilirija – a Gift for Health

1. Key project information:

1.1 Short description of the CSR project

Our partnership with the Specialist Orthopaedic Hospital Biograd n/M is founded on our belief that the best way to facilitate its development is to provide systematic investment and continuous support. We have recognised the importance of the hospital and leveraged its operations through a project that enabled us to attract donors and funds for new medical equipment. Over the past years we have participated in the purchase of a digital colour Doppler cardiac ultrasound machine, defibrillator and other medical equipment. This kind of support improves hospital conditions and raises the standard of care provided to the citizens



of Biograd n/M, tourists from Croatia and abroad and patients from the entire Zadar county area. Our project drives the development of health tourism.

1.2 Objective, desired outcomes and impact of the project

“Biograd na Moru” is a popular tourist town on the Adriatic coast and the Specialist Orthopaedic Hospital Biograd n/M is a highly regarded and prominent orthopaedic centre founded in 1934. New and cutting-edge treatment methods applied in this hospital have earned it a place among the most well-known healthcare institutions in Croatia. Due to fast-paced technological development in the field of medicine the need for continuous modernisation and use of new and improved medical equipment is constant, which is why we have started our partnership with the hospital and launched this project, all in an attempt to organise equipment donation, assist with its purchase and urge our business partners to do the same.

Our project to help the hospital centre is closely related to our corporate policy, which sees health tourism as one of the potential investment niches in this area. Namely, the short duration of our tourism season is reflected in our business results and this type of tourism could be a driver of tourism development and generate more business in the low season. A growing demand for health services is a global trend stimulated by the crisis in the healthcare systems of developed countries, high prices of medical treatments and health services, long waiting lists and global population ageing. Key criteria for selecting a health tourism destination are the standard of care and prices of medical services, professional staff and equipment offered by health institutions and how attractive and tourist-friendly the destination is overall.

These are all areas that require constant investment and wider support, and that is exactly what we are striving to do through this partnership and project implementation. With our superbly located accommodation capacities our company could contribute to better results in both the pre-season and post-season, which are in fact the high season for health tourism. The prolongation of the tourist season would have a positive effect on the local community in general and generate more business for local food service establishments and other tourist facilities. Therefore, health tourism should be viewed as one of the key aspects of our future tourism development, which has already been recognised by our company. Among prerequisites for achieving these goals are certain amendments and modifications to the existing legislation.

1.3 Project stakeholders (internal and external)

Below is a list of businesses and public entities that have signed donation agreements, same as our company, and participated in the purchase of a digital colour Doppler cardiac ultrasound machine.

- Zadar General Hospital, county hospital of regional importance
- HGK Zadar County Chamber of Commerce, governmental organisation
- Zadar County, administrative division
- Grad Biograd n/m, administrative division
- Bure Commerce d.o.o.
- Tanker komerc d.o.o.
- Gortan d.o.o.
- Vrana d.o.o.
- Cenmar d.d.



- 
- Vodoinstalacija d.o.o.
 - HSTEC d.d.
 - TCG Metalni ljev d.o.o.
 - Tehno d.o.o.

2. Relevant information on our mission statement and core values

Short Company Profile

ILIRIJA d.d. was founded in 1957 and is headquartered in Biograd na Moru. For more than 57 years, the company has been operating in the Croatian tourist market and is one of the few tourism companies contributing to the development of Croatian tourism.

Thanks to its financial solidity and operational results, ILIRIJA d.d. has established itself among the top 15 leading tourism companies in the Adriatic that represent the backbone of tourism industry development in Croatia, and is one of the seven largest tourism companies in Dalmatia.

The company operates under the Corporate Governance Code, adopted by the Zagreb Stock Exchange and Croatian Agency for Supervision of Financial Services (HANFA) as a form of transparent and sound management of public joint-stock companies. In its operations, the company also implements the Code of Business Ethics adopted by the Croatian Chamber of Economy in 2005.

Since 2013, ILIRIJA has become one of the forty members of the Croatian Business Council for Sustainable Development (HR BCSD), an independent non-profit institution of the business sector, founded by leading businessmen to foster sustainable development in the economy and advocate business in the context of sustainable development.

The company employs 180 permanent and 250 seasonal employees (over 420 in total). If we include other companies performing nautical activities in Marina Kornati within business cooperation, ILIRIJA d.d. provides jobs for over 800 employees during the season.

The overall financial results achieved by the entire company in 2013 are by far the best to date. The overall company revenue increased by 5.57%, as well as 3% in the hospitality sector and 3% in the camping sector in comparison with the same period in 2012, while the nautical sector recorded revenue growth of 5%. The company's realised profit, compared with the same period in 2012, increased by 10.27%.

Since 2000, the company has been managed by Mr Goran Ražnjević, as the sole member of the Management Board, and his associates, mostly people from Biograd na moru and the surrounding area, which represents a unique and successful model of tourism company management in Croatia.

As they are the key to the company's success, ILIRIJA d.d. employees are assigned to positions that best suit their abilities, and where their knowledge, skills, enthusiasm and commitment can contribute to the further development and growth of the company. One of the Company's enduring goals is to ensure employees' motivation, which, in addition to material benefits, is accomplished through a rewarding work environment that ensures



professional development and training opportunities, while at the same time taking care of their social needs, and taking into account their personal and professional specialties.

The extraordinary financial and business results are the result of continuous investment in the construction of new capacities, reconstruction and expansion of the existing ones, and the development of new services and facilities and investment in human resources as the foundation of the company's business success and development.

Over the past few years, ILIRIJA d.d. has invested over HRK 450,000,000.00 or EUR 60,000,000.00, which resulted in raising the level of quality, training, specialisation and preparedness to the highest possible levels of service and standard, making ILIRIJA one of the leading tourism companies in Croatia.

In its operations, ILIRIJA d.d. includes all three key segments of tourism demand which makes its offer unique in the Croatian market:

- Hospitality (Ilirija resort),
- Nautical tourism (Marina Kornati), and
- Camping (campsite "Park Soline")

Our operations are based on the principles of innovation, distinctiveness and uniqueness, and the strength of our company and its brand stems from the fact that we are indeed one of the few Croatian tourism companies whose product successfully combines all three key segments of Croatian tourist offer, which is presented in the market as an integrated tourism product under the brand name Illyria travel.

Besides the company's core offer, additional value comes from: the Arsenal in Zadar, a heritage monument from the 16th century designed like an "indoor town square", the event boat "NADA", the agri-tourism offer, DMC agency, sports and recreational facilities, a la carte restaurants. In other words, we offer our guests a complete experience not only of Illyria, but the entire destination.

CORPORATE SOCIAL RESPONSIBILITY – THE FIRST TOURISM COMPANY THAT RECEIVED A CSR INDEX AWARD FOR 2011 AND 2012

ILIRIJA d.d., as the leading company of the wider Biograd area, is also a socially responsible company that annually donates 1% of its total revenues to various charitable, cultural, sports, health, religious and educational purposes, thus supporting the work of various associations and organisations, sports clubs, and educational and medical institutions.

As a company with a long-standing tradition and broad experience, we take pride in the fact that the latest and highest standards of the international tourism industry are incorporated into our overall business (hospitality, nautical tourism and camping) in parallel with the marine and coastal environment protection standards; our most important natural resources, while respecting the principles of sustainable development.

The basic principles of corporate social responsibility are an integral part of corporate values, embedded in the company's long-term business strategy, practices and processes to all stakeholders of the Company starting from owners, shareholders, employees, current and future business partners and the community in which we operate, especially considering the





fact that the Company generates not only tourism, but also the overall economic development of the community.

Raising awareness of corporate social responsibility, incorporating those principles into the fundamental values of the company and promotion of the same among our employees, business partners and the community, the development of an encouraging and open workplace environment, employee satisfaction, further investment in the creation of a high quality service, reduction of environmental pollution and a more rational waste management, are main principles of the company's business policy since only those who start new initiatives and successfully face the challenges in today's business world can strengthen their market position and become drivers of broader social development.

This was also recognised at the national level when ILIRIJA d.d. became the first tourism company that received a CSR Index Award in the category of medium-sized companies in 2011 and 2012, and a year later we participated in the first ever European CSR Awards Scheme for 'Corporate Social Responsibility: Partnership, Innovation and Impact'.

Given that tourism largely depends on the preservation of natural resources, the Company has established a system of quality and environmental protection management through the establishment of a Safety Department in charge of health care, environmental protection and safety of all employees and guests. A certified HACCP system was integrated in the Company's hospitality sector pursuant to the *Codex Alimentarius standard*, and it was updated in all facilities in 2012 and 2013, thus further retaining high standards in the food service. In 2013, the company made a further investment to raise quality and improve business processes by the establishment and certification of the Quality Management System according to ISO 9001:2008, and the nautical sector continues to keep the Blue Flag, the symbol of protection of the sea and coastline, for the tenth consecutive year. The implementation process of the environmental management system according to ISO 14001 started at the end of 2013 and the certification is planned for 2014.

The Company became a member of the Association for Corporate Social Responsibility and the Association for Environmental Protection in the Economy at the Croatian Chamber of Economy.

For our humanitarian work in 2008 and 2009, we received the award *Dodir dobrote* (English: "Touch of goodness"), a Dalmatian Oscar for humanity, awarded by Split Rotary Club and *Kap za slap* (English: "A drop for a waterfall") foundation.

Innovation

Through our collaboration with the Specialist Orthopaedic Hospital Biograd n/M we are setting the basis for the development of health tourism in Biograd n/M, which is certainly a novelty in this area. Nowadays specialty hospitals play an important role in the health tourism industry. In order to transform Biograd n/M from a seasonal into a year-round destination and make its seasonality a thing of the past, we should use the town's resources and excellent preconditions for health tourism. This is also a vision and idea of Biograd n/M as a renowned seaside medical and tourist centre. Revival of this town in the months when



most of its accommodation and amenities are closed could have a tremendous impact on the local community. The existing tourism offerings combined with an extensive range of medical services would have a synergy effect on the development of both sectors. Our project mirrors our belief that with this concept certain social issues (e.g. unemployment) could be addressed effectively. With new job openings for qualified professionals the range of services offered at the centre would expand as well, making it even more interesting to travellers. This would make us stand out from our competitors and Biograd n/M would become more appealing to investors looking for new investment opportunities and a quick return on their money. The growing demand for healthcare services will undoubtedly continue in the future and that motivates us to continue our collaboration with this prominent hospital centre.

Community Benefits

Our collaboration with the Specialist Orthopaedic Hospital Biograd n/M has helped it raise the overall service standard. With the newly acquired medical devices the hospital has upgraded its services and expanded the range of diagnostic procedures offered to patients. The local population and our employees now have access to medical services which previously required travelling to regional medical centres. Among benefits are lower travel costs and reduced absence in the workplace. With access to new medical equipment working conditions have improved and health care workers are more motivated and there are new opportunities for professional development. Investment in hospital will create new employment opportunities and attract medical professionals. Hospital marketing will promote Biograd n/M as an attractive holiday destination and build its image as a place of health and wellbeing. By helping the hospital reach its full potential with our donations we also work towards realising the future we have envisioned for this area which we see as a great place to stay, restore health and achieve better life quality. We contribute to the promotion of health as one of core values. With the development of health tourism all of the segments of our company's tourism portfolio can adjust to the demands of this type of year-round tourism. Biograd's becoming a year-round tourist destination is precisely the goal we are striving to achieve by investing in healthcare, because that will drive the overall development and progress of the local community and create a positive investment climate attracting investors interested in other market segments as well.

3. Contact

Jasmina Kulaš Stojanov

Management Board, Corporate Communications and Public Relations Office Manager
ILIRIJA d.d.

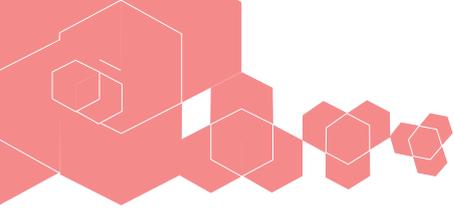
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3.5.7. Nestle – Vrtim Zdravi Film

Project name: "Vrtim Zdravi Film" (jargon, translation: "playing a healthy movie", "living a healthy lifestyle" (part of a global initiative "Nestlé Healthy Kids")

Implementing partners: Croatian School Sports Federation and Nestlé Adriatic



The project is supported by: Ministry of Health, Ministry of Science, Education and Sports, Croatian Institute of Public Health, Croatian Agency for Education.

Educational materials prepared by: doc. dr. Daria Vranešić Bender, BSc. (KBC Zagreb and Vitaminoteka), Mirja Josić, BSc. (Vitaminoteka), Sandra Krstev Barać, mag.nutr. (Vitaminoteka), Ines Jerčinović, prof. ofkinesiology.

Edited by: Aleksandra Malešević, BSc. Nutrition (Nestlé Adriatic)

Awards: Grand Prix 2013. Award of the Croatian Association of Public Relations for excellence in the design and implementation of projects related to strategic communications and public relations, in the category of socially responsible business.

Contact person: Irena Kurtanjek, Corporate Communication Specialist, Nestlé Adriatic; e-mail: irena.kurtanjek@hr.nestle.com; +385 99 7313738, www.nestle.hr

INTRODUCTION

Nestlé is the leading food company in the world, with more than 10,000 different products in portfolio, operations in 86 countries, 468 factories and 34 own research and development centres.

Aware of the impact that industry has when it comes to eating habits of consumers, in 2008, Nestlé together with representatives of the world's largest food and beverage companies, signed a global commitment for taking further actions in implementing the Global Strategy on Diet, Physical Activity and Health, issued in 2004 by the World Health Organization.

Commitments:

- Reformulation of existing product portfolio and development of innovations that offer healthier solutions to consumers
- Clear information to consumers about product ingredients
- Developing own, voluntary rules on marketing and advertising, especially to children
- Active support to public-private partnerships that promote the WHO Strategy
- Promotion of physical activity and sport, also involving own employees.

On this track, Nestlé launched the global initiative Healthy Kids Programme in 2009, with the objective of educating primary school children about the importance of proper nutrition and physical activity, in which the promotion of products is strictly forbidden.

Nestlé Adriatic joined this initiative in February 2011 in cooperation with the Croatian School Sports Federation, and launched the project "Vrtim Zdravi Film". In collaboration with experts and based on the specific needs of the local community, it was concluded that special attention should be given to 7th grade students as the most appropriate target group for this topic since kids are beginning to think about diet and their body as they enter puberty. By reaching out to children at an age when they are forming their attitudes and behaviours, this programme can help them develop positive habits that will remain with them for a lifetime.



The first season of the project included seven schools and 515 children (2011/2012). The second season (2012/2013) gathered more than 1,800 kids from 24 schools and had national coverage. In the third season (2013/2014) the project also had national coverage and was implemented in 43 schools and more than 2600 kids benefitted from the project. Famous Croatian athletes like Zoran Primorac, Filip Ude, David Šain, Martina Zubčić, Snježana Pejčić, Ivan Horvat, Alexej Puninski, Ana Herceg, Gordan Kožulj, Marko Arapović, Dario Šarić and Nika Fleiss also gave their support to the project. The healthy Kids project gathered more than 21.5 million children from 68 countries worldwide, 5,000 of whom nearly were in Croatia.

STRATEGY

The project strategy is based on several pillars:

- Educational materials are developed by credible experts
- Communication is adapted (visual and content) to the target group
- Highlighting the importance of peer-to-peer education
- Support from relevant institutions
- Continuous project upgrades.

3.5.8. Anadolu Foundation – We bring Health to Everybody

1. Key project information:

1.1 Short description of the CSR project

In collaboration with the Directorate of Social Responsibility Projects established at its commercial enterprise Anadolu Medical Centre in 2010, Anadolu Education and the Social Assistance Foundation lends a helping hand to needy citizens of Kocaeli in the field of health.

1.2 Objective, desired outcomes and project impact

Improving the quality of life for all people in need by providing the best health care services and ensuring the same level of healthcare is provided for all people coming from different socio-cultural levels. We aim to increase health awareness in society.

1.3 Start Date & Duration Of Project

July 2010 – December 2014

1.4 Project Team Members (Functions / Departments Involved)

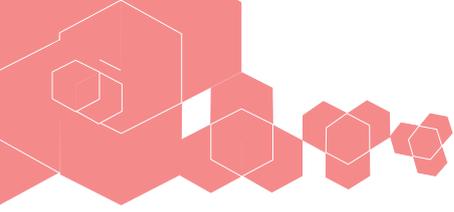
Anadolu Medical Centre, Medical Services Directorate, Patient Care and Nursing Services Directorate, Administrative Services Directorate, Human Resources Directorate, Anadolu Foundation, Project Development and Corporate Communications Department, Reporting and Budgeting Department, Patient Relations Department, Patient Admission Committee.

1.5 Project Stakeholders (Internal and External)

Internal Stakeholder: Anadolu Medical Centre

External Stakeholders: Annex 1 (External Partners List)





1.6 Geographical scope of the project

It covers all provinces of Turkey, particularly Kocaeli where the hospital is located.

1.7 Overall Budget Invested

Minimum 10 million Turkish Liras per year.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

To deliver health care services to people in need who cannot get medical services from private hospitals due to their financial problems and social security status, using the best facilities and state-of-the-art technology.

Under corporate social responsibility projects, almost 5,000 operations have been offered so far. Thanks to almost 70,000 physical examinations, we managed to ensure early detection and quick treatments if required for the people in need. We are also proud of over 11,000 days of free-of-charge in-patient treatment offered in our centres within this programme.

2.2 What were the project's key success factors?

- Qualified hospital medical staff,
- Investment in current technology, high efficiency and success rate in physical examination and treatment through these technologies,
- Created network by paying close attention to communication activities,
- Raising awareness of all employees about corporate social responsibility culture by means of in-house training courses organised from the beginning of the study.

2.3. What were the challenges and how were they overcome?

The most important challenge we had to overcome at the start of the project was to balance the socio-cultural differences of people receiving medical services from the hospital within the framework of hospital target audience and corporate social responsibility works. A multicultural hospital committee was established with the participation of representatives from all hospital departments. We overcame the difficulties thanks to the work of the Committee and regularly organised in-house training activities.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

We don't have any regrets because we carry out a sustainable social responsibility project embedded in our corporate culture, because we can adapt to new developments and new ideas in a short time thanks to our flexible structure. We are able to overcome and correct any deficiencies we experienced in past projects during the process.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Anadolu Group has an employee-oriented corporate culture so it always offers good conditions to its employees. The company's main focus is on its employees' happiness and satisfaction. Therefore, our employees participate in and give support to corporate social responsibility projects very much based on the philosophy of voluntary action.



In this respect, this CSR project in the field of health overlaps with our corporate culture and provides benefits for the sustainability of our internal business operations.

3. Contact Information

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- **Office address** Anadolu Medical Centre Cumhuriyet Mah. 2255 Sk. No:3 41400 Gebze Kocaeli, Turkey

4. Supporting Documentation

Links to websites:

www.anadoluvakfi.org.tr

www.anadolugroup.com

5. Relevant information on your company's mission statement and its core values

Corporate Culture

It is composed of fundamental values of doing business that our founders have deliberately applied, carefully managed and maintained for over 50 years. Our corporate culture is shared with our managers and employees and includes our expectations and dreams for the future in accordance with the requirements of the era as well as our background and experiences.

Our Fundamental Beliefs

We serve our country and people regardless of language, religion, belief, nationality, colour and gender; and it is our duty to respect nature and the environment, general customs and national and spiritual values.

Our Fundamental Values: Trust

In all activity areas, we work in continuous cooperation based on trust within the framework of the rule of law and ethics; we do not behave contrary to community interests.

Transparency

In our corporate work and community relations, we operate transparently following a principle of maximum "openness".

Natural & Environmental Awareness

We consider the protection of nature and environment as one of the most basic and vital missions.

Communication and a Common Mind

We believe that healthy communication is essential to support decision making with "Common Mind". Providing a participatory, open environment of mutual communication in accordance with the requirements of the era is our usual struggle.





Investment in development

Anadolu Group is willing to offer goods and services to the public by continuously “investing in development”. In order to achieve this, it is our main goal to invest primarily in our basic sectors, and then invest in other sectors which are affected least among themselves during crisis periods.

Investing in Human Capital

We give great importance to education at every stage and level to prepare our employees and managers for the future with a sense of their being most valuable asset. We “invest in Human Capital”, and provide our employees with equal opportunities.

Team Work

We establish our relations upon mutual respect, trust, participation and cooperation, we believe wholeheartedly in importance and necessity of team work.

Quality

While aiming to achieve the highest quality with the most reasonable cost, we accept ensuring customer satisfaction with “Total Quality” as our duty.

Efficiency, profitability

It is our regular effort to develop our profitability by increasing our productivity continuously.

Peace at work

We believe in continuity of peace at work for the purpose of sustainability of social and economic development; we take care to maintain our position as a model Group in employee-employer relations.

Social Responsibility

It is indispensable to support social, cultural, sportive and artistic activities for an increase in life quality in our country.

Primary Objective

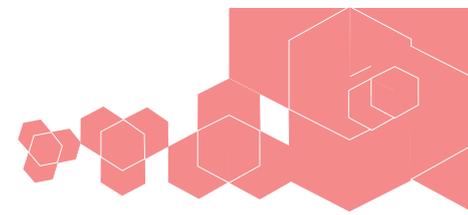
Our primary objective is to ensure consumer satisfaction by making production with a participative and sharing team work in all the sectors where we operate; and to be a pioneer, leader and profitable in both Turkey and the World.

Expectations from our employees

We want Anadolu Group employees – from the Chairman to new employee – to attach themselves sincerely to our “Corporate Culture”, to work hard in line with this culture.

We expect Anadolu Group employees to '**share**', '**participate**', '**be bold**' and '**respectful of the team**'.

We want Anadolu Group employees to observe '**production quality**' and '**consumer satisfaction**', and assume this responsibility consciously.



3.5.9. Scotiabank – Microfinance

1. Key project information

Small-scale entrepreneurs and micro-business owners comprise a large segment of productive society in Latin America and the Caribbean, accounting for over 75% of all businesses. However, due to their small size and informality, they frequently fall outside traditional banking activity. These clients generally have household incomes that are on average less than CAD\$1,000 per month, and often own their own businesses, which sometimes operate outside the formal economy. Many of these clients have never used any form of financial services and require fast access to funds to meet basic working capital needs. Since 2007, Scotiabank has been recognising the importance of supporting micro-businesses, small-scale entrepreneurs and low-income families. Scotiabank is committed to supporting microfinance clients and has defined them as those who are self-employed or micro-business owners with annual gross revenues below CAD\$150,000 who need financing to invest in the development and growth of their businesses.

In the past seven years Scotiabank has expanded its market presence in Latin America and the Caribbean. In 2013, Scotiabank's Consumer Finance and Micro Finance (CMF) programme strategy responded to needs in five countries; Peru, Dominican Republic, Uruguay, Chile and Jamaica, reaching approximately three million clients. The Bank continues to look for opportunities to expand its CMF operations, with a potential focus on expanding a financial inclusion model to Mexico, Colombia and Haiti. In 2013, Scotiabank financed approximately CAD\$450 million in microfinance loans in Peru, Chile, Dominican Republic and Jamaica with the average loan size to each customer ranging between CAD\$800 and \$3,000.

The ongoing strategy, development and execution of Scotiabank's microfinance programmes in Latin America required collaboration from many cross-functional areas of the Bank including: Global Risk Management, Corporate Social Responsibility, Marketing, and Public, Corporate and Government Affairs. In addition, strategic acquisitions have helped Scotiabank extend its microfinance footprint in Latin America while allowing each operation to have its own distinctive brand. In Peru, microfinance loans are extended by Financiera CrediScotia; in Chile by Banco de Desarrollo; in the Dominican Republic by Soluciones Financieras; and in Jamaica by CreditScotia Jamaica.

2. Qualitative information on the project

Scotiabank's successful approach has been to harness its expertise, global network and microfinance programmes to enable low-income individuals to start micro-businesses that create financial independence and community development. The Bank also recognised the importance of financial literacy, building consumer financial capabilities and, creating an enabling environment that considers the constraints of poor families in the informal economy. Some key successes Scotiabank has achieved include:

- *Creating an innovative model for access to credit:*

This is the main benefit which results in economic and social development. Previously, the vast majority of Scotiabank's clients simply had no access to credit or





were being financed by unregulated entities that charged extremely high monthly interest rates. As a regulated entity with clear and transparent terms, Scotiabank brings clients into the formal economy and as such, has become a social agent of change in the countries in which it operates.

- *Having a client-centric focus:*

Scotiabank understands how people in Latin America and the Caribbean prefer to interact with their financial providers. The Bank's strategic imperative has been accessibility—bringing banking to people's homes, offices and business through 6,000 sales points, 430 branches and 16,800 correspondent tellers in supermarkets, appliance stores, home centres, furniture stores and service stations.

- *Improving business skills of small entrepreneurs:*

Scotiabank's financial literacy training ensures clients have the skills and knowledge necessary to become responsible and informed clients and to strengthen basic business and finance management competencies. In Peru, Scotiabank has trained 3,000 entrepreneurs through free training initiatives, responding to an unmet need that both state and local governments have identified as priority areas in their political agendas.

- *Addressing physical and financial health:*

Finances are a component of overall health and well-being. For example, Scotiabank Uruguay launched free health seminars and medical consultations to customers as well as providing them easier access to medicines. The Bank also provides medical insurance coverage to those clients who lack access to public and private health, creating a culture of risk management and financial protection.

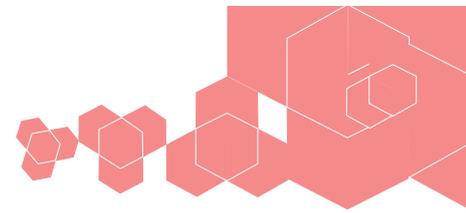
- *Empowering women entrepreneurs:*

Microfinance is a key tool for supporting the goals and aspirations of women. Approximately 60% of Scotiabank's microfinance clients in Peru are women. In Peru and Chile, Scotiabank has initiated an annual awards programme "*Premio a la Mujer Microempresaria*" (Micro-entrepreneur Award for Advancement of Women) to recognise and honour women who have established their own business and are an important source of employment and community development. The first award held in 2012 received over 1,100 applicants, far exceeding the initial target of 500, demonstrating the level of participation of women and the value of the award.

In order to broaden access to financial services to unbanked segments, Scotiabank continues to face a number of challenges:

- *Leverage the knowledge attained from acquisitions and integrations:*

As a Canadian financial institution, it has been primarily through understanding the activities of acquired financial operations in Latin America that the Bank has gained an appreciation for this population segment. Through the integration of recent acquisitions in Latin America, Scotiabank's corporate principles of prudent risk management and community involvement allowed CMF to emerge as a sustainable and profitable business-line which drives economic and social development.



- *Entrepreneurship and enterprise creation:*

Due to the small scale and informality of these businesses, micro entrepreneurs frequently fall outside traditional banking activity and have little access to credit. To engage in this emerging business area, Scotiabank has had to develop appropriate business models for entrepreneurship and enterprise creation.

- *Innovative infrastructure for credit approval:*

Scotiabank has had to adapt its credit approval process as well as its evaluation of risk. It developed a decentralised and automated credit approval model with the use of key centralised control points; a diverse and atomised range of contact areas and; a differentiated service and operating model designed to accommodate CMF segment client engagement. The Bank continues to evaluate the credit approval process specific to each country while allowing the Bank the continued opportunity to demonstrate innovation and social value.

Scotiabank's core purpose is to be the best at helping customers become financially better off. It is with that in mind that Scotiabank saw the opportunity in a relatively untapped market in its Latin American operations. Building on a strong foundation for scale and sustainable growth, the Bank developed a distinct operating model for CMF clients. Having convenient and simple product offerings, specialised risk management processes and, strong back-end controls with a proactive collection process, ultimately allowed for significant and profitable revenue growth.

The impact that the Bank's microfinance services are having on communities is closely linked to Scotiabank's Corporate Social Responsibility objectives. By offering microfinance services to customers, it ultimately helps revitalise communities by providing an equal opportunity to develop a sustainable source of income and address basic needs such as health and education. Microfinance is also of special relevance in assisting in the advancement of women and children, as close to 80% of the Bank's microfinance clients are female.

3. Supporting Documentation

For an overview and highlights of Scotiabank's Microfinance Services, please visit Scotiabank's Global website: <http://www.scotiabank.com/ca/en/0,,399,00.html>

Scotiabank Peru partnered with CARE Peru on the "Creating Capacity for Financial and Social Inclusion" programme in local communities. Mrs Victoria Apaza de Villena is a member of the women's savings group of CreditScotia. She, her daughter and Mr Hugo Huacac are members of the Associate of Honey Producers.

3.5.10. Siemens – Youth Education

1. Key project information



In June 2013 the Siemens division Industry Automation and Drive Technologies provided highly sophisticated automation equipment for the Faculty of Electrical Engineering of the

The newly designed automation systems laboratory will significantly improve the quality of education for students who will have equipment for preparation of final and graduation papers at their disposal, so that they may gain practical insight into the latest technologies during their studies. The laboratory will also serve as professional economic support in technical solutions and as a site for testing suggestions for applications on available platforms.

Thus, the students will be able to obtain knowledge during their study programme, which they can use at the very onset of their careers and thereby significantly contribute to the competitiveness of our companies and the development of the Croatian economy.

“In these troubling times it is vital to continue investments in education and raise the competence level of Croatian engineers. By bringing the latest technologies we are assisting the Croatian economy in achieving greater competitiveness in an ever more demanding global market through innovative solutions. More and more one can lately hear statements about the 4th industrial revolution. This laboratory, which possesses state-of-the-art industry automation equipment, is our way of showing the students and economy experts this is indeed a reality and that they can be a part of this new industrialisation” said Mladen Fogec, CEO of Siemens Croatia.

2. Contact information

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3.5.11. UNICEF; AUTO ZUBAK and ORYX – a Long-Term Partnership for Children

1. Key project information

1.1 Short description of the CSR project

Corporate social responsibility is an integral part of AutoZubak's and the ORYX Group's operations in general and, through many activities, they demonstrate the responsibility of strong and successful companies towards the society in which they work. Through donations and sponsorships, they actively participate in a number of social initiatives, help the community through humanitarian, cultural, educational, sports and other projects, and pay particular attention to the safety of children in traffic. The majority of projects are long-term, which ensures their highest efficiency.

1.2 Objective, desired outcomes and project impact

With the aim of raising funds for UNICEF programme activities, every time they conclude a sales contract, AutoZubak motivates its employees to offer their clients the option of joining UNICEF by making a donation of 1 HRK. AutoZubak doubles the total amount obtained from



clients by its corporate donation. Once a year, AutoZubak donates a vehicle to UNICEF, which is used by employees of the UNICEF Office in Croatia or by UNICEF's implementation partners with the purpose of performing work-related activities.

The ORYX Group encourages its employees to raise funds through the sale of bumper stickers at the price of 5.00 HRK, promoting the safety of children in traffic. All the funds raised are directed to UNICEF programme activities. In addition to fundraising, the ORYX Group also participates in UNICEF's work by organising special events at the ORYX Safe Driving Centre, and the curriculum of the ORYX Driving School also includes a compulsory lesson on the safe transport of children in vehicles. In addition, ORYX donates safe driving lessons, creates different educational materials and participates in other activities. AutoZubak and the ORYX Group publish advertisements in the *Auto zona* and *Voziona* magazines, conveying the significance of safe and correct transport of children in vehicles, and by inserting flyers and doing a PR feature twice a year, they encourage their readership to behave in a socially responsible manner and donate to UNICEF. Through social networks and websites, AutoZubak and the ORYX Group promote UNICEF's programme activities in which they participate.

The goal of AutoZubak's and the ORYX Group's partnership with UNICEF is to create equal opportunities for all children, raise awareness of the importance of children's early development and supportive parenting, improve activities for the protection of children, offer help to children in crisis situations, increase awareness of the significance of child safety in traffic, raise funds for the most vulnerable groups of children, and assist mobility programmes which aim to ensure that children in need get appropriate support. These are children who live in isolated areas, children from families of lower economic status, and children with developmental difficulties.

AutoZubak and ORYX Group entered this project with a big heart, mobilising all their employees, clients and the Management Board in raising funds for children, and spreading positive social responsibility. All AutoZubak and the ORYX Group employees participate in the implementation of the project through client education and fostering a positive culture of responsible behaviour towards the most vulnerable. All the activities are carried out in accordance with the fundamental principles of the international, intergovernmental organisation established by the General Assembly of the UN, and in agreement with the representatives of the Office in Croatia. All hierarchical levels and functions are involved in the process of project development and distribution, as evidenced by the fact that employees are highly valued by AutoZubak and the ORYX Group, and are the key factors for the project's success and sustainability.

Since the beginning of their cooperation with UNICEF until today, AutoZubak and the ORYX Group have managed to attract more than 90,000 users who have become involved in the project supporting UNICEF. AutoZubak's and the ORYX Group's cooperation with UNICEF is an example of a truly integrated corporate cooperation, as all the parties gladly invest their resources for the benefit of children and the realisation of children's rights in Croatia.

1.3 Start date & duration of project

AutoZubak's and UNICEF's partnership started in 2007, by signing the first five-year Cooperation Agreement. Since then, AutoZubak has been donating funds for UNICEF programme activities and a vehicle for transporting children with developmental difficulties





every year. After a five year cooperation with UNICEF, lasting from 2007 to 2011, the ORYX Group also joined the social responsibility programme by signing the new Agreement in 2012. AutoZubak and the ORYX Group, as UNICEF's corporate friends, enhance the social responsibility programme through new activities, and encourage increased awareness of the importance of social responsibility among their employees and clients.

2. Contact information

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3. Relevant information on our mission statement and core values

AutoZubak and the ORYX Group are members of the Zubak Group, a leading corporation in the Republic of Croatia whose main line of business is sale and maintenance of motor vehicles. AutoZubak's fundamental values are reflected through innovation, energy and excellence, and are related to the slogan "*People come back to those they trust*". The vision of the ORYX Group is to make driving carefree, safe, fun and economical, kilometre by kilometre. With the slogan "*Feel free to have fun!*" the ORYX Group believes that everyone deserves a chance to become a top-rate driver and to always enjoy driving.

UNICEF is the leading global organisation which cares for children, their rights and needs, and is active in more than 150 countries where it helps children survive and build their potential from early childhood to adolescence. The organisation is entirely financed by donations from governments and foundations, partnerships with the business sector and funds donated by citizens. UNICEF operates on the basis of the United Nations Convention on the Rights of the Child. Its fundamental mission is to aid the promotion, protection and realisation of children's rights, in cooperation with governments and the civil sector.

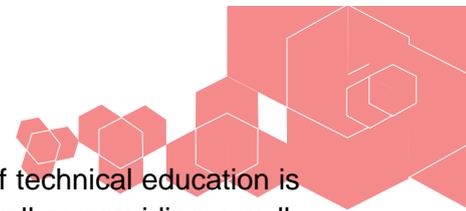
3.5.12. TECHInt – Roberto Rocca Technical School

1. Key project information

1.1 Short description of the CSR project

The Roberto Rocca Technical School, a private institution entirely built and managed by the Techint Organisation, is named in honour of the company's Chairman from 1993 to 2003. The school was created within the framework of the group's Social Development Programme, jointly with the provincial educational system.

The School has a seven year study plan in accordance with current legislation in Argentina. It consists of a three year Basic Stage and a career oriented four year Higher Stage, both offering dual education with two specialised themes: Electronic Technician and



Electromechanical Installation and Equipment Technician. The level of technical education is sought through the use of best teaching practice and innovation, as well as providing a well-rounded education of the person, backed by intelligent technology use.

The school's ideals are based on four central values: academic excellence, cutting edge educational methods, well-rounded education and a focus on results. The school promotes social integration and equal opportunities via an inclusive admissions process and grants system. All the students receive a grant for fees of at least 50%. Grants can range from 50% to 100%. Currently, 33% of all the students receive a full, or almost full, grant. The School fixes a grant percentage for each student in accordance with a socio-economic study of each family's circumstances. The fees cover tuition costs, including workshop and laboratory materials.

1.2 Objective, desired outcomes and impact of the project

In view of the scarcity of good technicians, Techint is seeking to strengthen technical education levels so as to train professionals to enable them to face the current challenges of the industry and those of the future. The main objective of the Roberto Rocca Technical School is to improve employment prospects for young people who live in the areas around Buenos Aires, close to Techint's area of influence, particularly Campana and Zárate where the Tenaris Siderca pipe manufacturing plant is located.

Measuring the results and impact of the Technical School's creation will be divided into two phases. The first phase will be between 2012-2017, during which time the students' training progress will be the main focus, with an evaluation of their socio-emotional abilities and their competence in the fields of language and mathematics. During the second phase, between 2020-2015, the graduates' performance will be assessed (gauging work levels, academic levels, etc).

1.3 Start date and duration of the project

The project design phase commenced in January 2011 and lasted for 12 months. Implementation of the project started in 2012 and was divided into two sub-phases: construction and operation. In March 2013, the Roberto Rocca Technical School was finally opened with its first intake of a total of 60 students. It is estimated that in 2019 the School will reach its maximum capacity of 420 students.

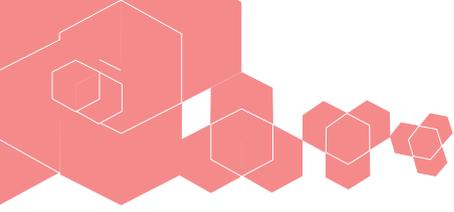
1.4 Project team members (functions / departments Involved)

The team which brought the project to fruition was led by Techint's Social Corporate Development Management team, together with various Central Organisation Management Entities, Tenaris and its corporate Tenaris University, and Ternium. Techint's Industrial Research Centre and expert consultants in associated matters were also involved.

1.5 Project stakeholders (internal and external)

- Buenos Aires Province
- Minister of Education for the Buenos Aires Province
- Campana Local Authorities
- Technical schools in the autonomous city of Buenos Aires and Buenos Aires Province
- The Campana, Zárate and surrounding regions
- The Techint Organisation.





1.6 Geographical scope of the project

The School is located in the Campana area, 75km from the city of Buenos Aires. Campana is one of the most representative industrial areas in the Buenos Aires Province and in the whole country.

1.7 Total budget

Construction of the 7,500m² School and start-up had an initial investment of US\$25 million.

2. Qualitative information on the project

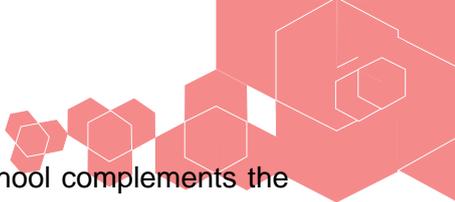
2.1 What qualifies this project as best practice? What are you particularly proud of?

The Roberto Rocca Technical School is a project that seeks to achieve the following in best practice:

- To improve the quality of life for young people with limited means from the areas where the Techint Group operates, offering them an excellent education which will improve their chances of finding employment.
- It has a multiplying effect on the area's economic activity and develops a synergy between Techint and the government of the Buenos Aires district of Campana and surrounding areas, the most representative industrial areas of the country.
- It provides an innovative educational method to the Argentine educational system, which could be replicated by others, both in the private and public sectors, to strengthen the training of professionals, enabling them to face the challenges of the industry.

2.2 What were the project's key success factors?

- Techint Group's knowledge of the industry's requirements at local, regional and global levels, gained from the state of the art technology it operates in its installations;
- The company's experience in technical education improvement programmes: the Technical Education Reinforcement Programme being implemented, jointly with the public sector, in the areas where Techint operates: Campana/Zárate, San Nicolás and Ensenada (Argentina), and the Roberto Rocca grants for students of engineering and applied sciences;
- Case research and incorporation of the know-how of related schools that have achieved successful results in applied technical education systems, as is the case with the ORT schools (Argentina), and the advanced schools of Italy, Germany and Switzerland; and those which excel in a specific teaching or architectonic aspect, such as High Tech High (California) or the City Technology Colleges (England);

- 
- The dual teaching method of the Roberto Rocca Technical School complements the basic curricula with English, sports, information technology, art, special workshops and courses in robotics which help develop fully rounded students;
 - Investment in infrastructure and top level equipment; 12 lecture rooms with wifi, a laboratory, a 3D printer, a CNC turning centre, a plotter, a laptop Notebook per student and robotic and science kit, amongst others.

2.3. What were the challenges and how were they overcome?

The challenges that the project had to overcome were:

- The Provincial State is responsible for education. In this regard, the Roberto Rocca School educational project had to align its curricula to comply with State regulations. However, it managed to incorporate additional contents which bring added value to the School's technical education methods.
- Combining the objectives of academic excellence with social integration and equal opportunities. An admissions process and inclusive grants system was designed which allowed for implementation of these proposed objectives.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

After a year in operation, it is premature to reach any conclusions as to what changes should be made to the design and implementation of the project. At the same time, the project is planning corrective studies so as to identify any opportunities for improvement with a view to implementing these in future technical schools to be built within the framework of the Techint technical schools network programme.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The company has a long history of collaboration in the communities where it operates, guided by the principle that there is significant interdependence in the development of both. Social investment in education has been a priority for Techint in Argentina for the last decade (65% of the Techint Group's social investment) as a tool for equality and social mobility, the focus being secondary and university technical education programmes.

3. Contact Information

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3.5.13. Air Liquide – Air Liquide Foundation

1. Key project information

1.1 Short description of the CSR projects

Extension of a School in Lebanon - 2013

- **Project initiator: Association Action pour la Scolarisation des Enfants au Liban**
- **Location: Jdeidet El Fekeh, Lebanon**
- **Sponsor: Dany Nehme, Air Liquide SOAL Lebanon**

The Air Liquide Foundation is giving its support to the association Action for the Schooling of Children in Lebanon and is thus working to promote access to education for children of the Békaa region.

There are great disparities in the access to education in Lebanon between different regions of the country. Although Beirut benefits from high quality public and private schools, most peripheral regions are neglected and the quality of teaching is generally lower. The living standards of people residing in those regions are moreover much lower than in the capital. School fees can represent 15 to 20% purchasing power for a family. 33% of Lebanese people cannot satisfy the education needs of their children, and the school enrolment rate after the age of 14 does not exceed 70%.

The French association “*Action pour la Scolarisation des Enfants au Liban*” (ASEL –Action for the Schooling of Children in Lebanon), created in 2007, works to promote access to education in the Békaa region, a north-eastern Lebanese region which is particularly disadvantaged on the economic front. In this region bordering Syria, nearly all Lebanese communities are living together: Maronite Christians, Greek Catholics, Orthodox believers, Shiite and Sunni Muslims. It is a rural region with a harsh and semi-desert climate. ASEL programmes are aimed at helping the most vulnerable families and sending their children to school. In 2011, the association has allowed the schooling of 80 children in the region, thanks to partnerships with 5 private schools.

Among these 5 educational structures, the Jdeidet El Fekeh school, which already welcomes 530 pupils of all faiths, cannot accommodate any additional pupils because space is lacking to set up new classrooms. A new building is under construction. However, work had to be suspended, due to a shortage of funding.

That is why the Air Liquide Foundation has decided to bring its support to ASEL’s project. This support will allow the completion of indoor works and the setting-up of three new classrooms.

Supporting training for the women and children of Jdeidet in Lebanon - 2012

- **Project initiator: Fondation Apprentis d’Auteuil**
- **Location: Beirut, Lebanon**
- **Air Liquide sponsor: Dany Nehme, Air Liquide Lebanon**

The Air Liquide Foundation has made a commitment to promote the education and development of women and children in disadvantaged neighbourhoods of Beirut through the action of the Apprentis d’Auteuil Foundation.



Apprentis d'Auteuil is a recognised foundation that welcomes, educates and trains over 13,000 boys and girls in difficulty so that they can be inserted into society. The foundation also accompanies families in their educational role.

Many disadvantaged families live in the Roueisset-Jdeidet area of northern Beirut. The parents, who have had little education and are in a precarious situation, cannot help their children in school and the youngsters rapidly fail. In an environment like this, the children often drop out of school, cannot find work and are confronted with violence. Oppressed and badly treated, women are often the first to suffer the consequences of poverty.

In partnership with a local social centre, Apprentis d'Auteuil offers 50 women and children who live in Jdeidet training in foreign languages (French and English) and an introduction to computers to the children to help insert them socially and professionally.

The Air Liquide Foundation is supporting this project through the purchase of educational and technical materials to set up these computer and linguistic training sessions.

Training micro-entrepreneurs from Tripoli in Lebanon- 2011

Project initiator: European Institute for Cooperation and Development

- ***Location: Tripoli (Lebanon),***
- ***Air Liquide sponsor: Valentino Boulos, Air Liquide Lebanon***

The Air Liquide Foundation is supporting the European Institute for Cooperation and Development in its efforts to promote the development of micro-businesses in Lebanon.

The European Institute for Cooperation and Development (EICD), a French non-profit organisation, seeks to give men and women in the Southern hemisphere the resources they need to become leaders in the development of their country.

The training centre of the project was located in Tripoli, and over 65 micro-entrepreneurs have learned in training sessions the basics of management techniques developed by the *Institut Européen de Coopération et de Développement IECD*. These techniques enable them to develop and continue their economic activity over the long term.

3.5.14. Feni Industries – Summer Camp 2012

1. Key project information

1.1 Short description of the CSR project

The municipal council for the prevention of juvenile delinquency made an open call to the city business community with a message about the need for society to take care of its members living in an unfavourable social situation, emphasising the real need. Keeping in mind that if a society does not take care of its crucial human resources – children – then it cannot strive for development and thus having taken into consideration the worrying data presented on juvenile delinquency and the analysis made in our town by the responsible national and local institutions.



At local level, we are in the leading position to influence this unwanted negative behaviour of young people, even if our city is highly ranked by its economic results. It was a challenge for the business community to be included in the planning of prevention activities, and direct involvement of ourselves in the project.

1.2 Objective, desired outcomes and impact of the project

The main objective of participation in the project is to: support the efforts of the local council in finding practical solutions and models in collaboration with all stakeholders targeting the children at social risk, to encourage socially desirable behaviour, and increase confidence and improve relations with the overall community. At the same time, there is real need to send a message to all stakeholders in our local community, and to jointly participate in the planning and building of preventive policies and concrete activities in the field of juvenile delinquency with the aim of improving conditions.

1.3 Start date and duration of the project

This project was prepared in May 2012, and realised in August 2012. FENI continuously organises activities with children at social risk. The long-term commitment and continuity in the activities organised by FENI together with the Basketball Club (BC) FENI Industry provided an informal educational atmosphere. During the events held at the sports centre, the children were able to communicate and ask questions to the captain of the team and other basketball players, and steered towards developing their own sport and healthy lifestyle in an open and non-coercive way. The children received sport t-shirts by FENI. The cooperation and the support is ongoing and will continue in the future through receiving tickets for all sport events in which BC FENI Industry participates.

1.4 Project team members (functions / departments involved)

In November 2012 FENI officialised the procedure for the company's CSR activities. This procedure is integrated in our quality and environmental management systems (ISO 9001 and ISO 14001). This procedure has defined a CSR team from 8 members coming from various sectors of the company, including administration, human resources, security and abuse control, health and safety, the environment and maintenance.

These members are gathering regularly in order to discuss, make decisions and to implement the same through various CSR projects. This team is also preparing the yearly CSR report.

This project is realised by the CSR team.

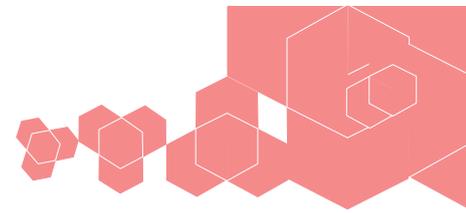
1.5 Project stakeholders (internal and external)

Internal

- CSR team
- The basketball players from the BC FENI Industry

External

- Children at social risk
- Teachers
- Representatives from the Council for Juvenile Delinquency
- Press and media



1.6 Geographical scope of the project

This project is initially developed for the children from Kavadarci and the surrounding areas. Future expansion this project can be useful. The project can be easily implemented with the other Councils for Juvenile Delinquency within the country. We shall support the local council, which is leading activities within the country, to promote its activities to other city councils that have not started yet with their formal (statutory) and informal (ethical) activities.

1.7 Overall budget invested

FENI participated with financial and human resources support. The basic financial means needed for the project was 76,000.00 MKD. The most important thing is that Feni managed to include the support of other local companies in the project and this will be continuously improved.

Other financial means for additional activities (organised cocktails for the children during the events, t-shirts and other materials etc.).

2. Qualitative information on the project

2.1. What qualifies this project as best practice? What are you particularly proud of?

This project is a best practice because of the serious approach the local council took in the preparation of the target group of 30 children at social risk using a professional team and advanced methodological criteria. The project concept and educational workshops with the psychologist, teacher and sports worker ensures serious intentions to provide support and establish values for these children who come from socially disadvantaged families.

2.2 What were the project's key success factors?

One of the reasons for the success of the project was that members with high responsibility were involved in the CSR team. This CSR team is mainly made up of managers and covers the various sections of our company. This allows for a good mix and exchange of ideas and proposals.

Another reason for the project's success is the real need in the society. Building long-term multidisciplinary coordination can contribute to the creation of specific policies regarding the functions and duties of all stakeholders, especially without budget support for the implementation of such type of projects locally or beyond.

2.3. What were the challenges and how were they overcome?

One of the challenges was to implement universal values and in this regard create policies and procedures that have a positive impact on the other business stakeholders and ensure the children receive support.

These challenges were overcome by establishing a long-term collaboration in the continuity of the activities between FENI together and this group of children through the Municipal council for prevention of juvenile delinquency.





2.4. If you had to repeat this initiative/project, what – if anything – would you do differently?

The project could aim to increase the involvement number of the children at social risk and opportunities, but to do so it would require greater involvement by the public and business entities.

This would allow the project to ensure financial means and other resources which will allow its expansion in and beyond Kavadarci.

2.5. Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

As a company, we are recognised for our commitment and continuous contribution in the field of corporate social responsibility through existing practices and the introduction of new ones. Following on our company strategy and our long experience, we expand our criteria and try to establish long term values, consistency and certainty between participants and the local community.

This project complies fully with company strategy and it is understandable that FENI continues to work with the community in future.

3. Contact information

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3.5.15. TTK Bank – With Love to the Community

1. Key project information

1.1 Short description of the CSR project

Over the course of 2011/2012, TTK Banka AD Skopje successfully conducted the project **Development of entrepreneurship spirit in youth (within the more comprehensive project “With Love to the community”)**. The project was structured to develop entrepreneurship skills in youth and create added value for the citizens of the community. With this project, TTK Banka confirmed its position as a financial institution that continually supports and promotes entrepreneurship as one of the main drivers of the economy.

1.2 Objective, desired outcomes and impact of the project

Through this project, TTK Banka aimed to:

- enhance the spirit of developing innovative and entrepreneurial ideas;
- increase awareness of youths of the benefits of starting their own business;
- develop analytical skills and abilities
- encourage a research spirit and
- support better quality education for the young people.

The project attempted to create awareness that everyone should directly contribute to positive changes and their own successful future.

Upon completion of the above, all project participants gained new knowledge, experience and better insight on potential issues and situations which are part of the idea, planning,



execution, presentation and final realisation of any project. By developing an entrepreneurial and managerial spirit, participants gained meaningful experience in team work, adjustment of positions and reaching solutions.

1.3 Start date and duration of the project

The project covered various activities and events that took place over the course of 2011 and 2012:

- The “State Entrepreneurship Competition” within the project “Employment Skills” took place on 23 November 2011 and supported the national competition in entrepreneurship for high school students aged between 15 to 18 from 20 schools in Macedonia. The event was organised by the British Council with TTK Banka as a project partner from the business community. High school students from around the country worked on a challenge set by TTK Banka to prepare a business plan on ‘Creation of a Debit Card for the Youngest’ and were tasked with presenting the above before a commission. As a mentor, TTK Banka gave instructions to the students, analysed the business plans and awarded the best teams. In addition, the Bank provided representation kits and included some of its staff in the realisation of the project.
- From 11 to 13 November 2011 the Start-Up Weekend of Entrepreneurs’ ideas and possibilities took place. It is a global event for young people to generate new business ideas. The event took place within the Global Entrepreneurship Week organised by the PSM Foundation. TTK Banka, which traditionally supports this event, stood out in its role as a financial institution that provides support to entrepreneurs through the development of products/services that allow for the realisation of their business ideas. As a mentor, TTK Banka provided support and guidelines to young entrepreneurs to complete the challenge to prepare a good quality business plan in a short period and present it successfully.
- At the International Competition JA-YE Europe Enterprise Challenge 2012 which took place in Skopje, TTK Banka and AD Skopje gave the “TTK Responsible Leadership Award”. TTK Banka defined criteria for the assessment of the business plan, with a good financial plan on innovation that contributes to society’s well-being as one of the main criteria. TTK Banka’s award of 500€ was awarded to the students from the team “**N2Fix**” from Portugal. The Portuguese team presented a good financial plan on the development of a technology that provides a greater plant growth, free from nitrogen fertilisers, which leads to a cost decrease for farmers and better environmental protection.
- Supporting young and successful marketing professionals in cooperation with education institutions. Students of the American College have to prepare a marketing plan as part of in their academic curriculum. Numerous projects for various companies were prepared under the scope of American College’s academic program and the project on ‘TTK Banka’s Marketing Plan’ was elected as the best by a competent council. TTK Banka provided certificates and a monetary award consisting of payment cards to the team of students at the Faculty of Business Economy and Management from the American College.



2. Qualitative information on the project

Apart from the Bank's internal resources, the realisation of the project was supported in cooperation with various institutions and individuals that helped in achieving its objectives. All activities were realised with modest funds, but with lots of enthusiasm and support from all involved parties in the project, including the British Council, the American College, PSM Foundation, and Junior Achievement- Young Enterprise.

With the realisation of all the above activities, TTK Banka strengthened its position among leaders in the field of performing Socially Responsible Practices. The Bank not only achieved excellent results and effects but also made a direct contribution to the community by:

- Promoting values and criteria which serve as a foundation for future generations, which add direct value to the creation of a healthy and prosperous future for the youngest;
- Improving the quality of young people's education;
- Promoting economic development through the support of entrepreneurship and starting a business;
- Increasing the awareness of institutions on the importance of supporting of projects and activities of vital importance to the community;
- Having greater cooperation and coordination among institutions, increasing the exchange of ideas and application of socially responsible practices;
- Enhancing enthusiasm, motivation and loyalty of Bank staff by involving the Bank in projects of vital importance to the development of the community
- Developing the image of the Bank as one that cares for and invests in the community by increasing the number of applications for the Bank to support and be including in the realisation of similar projects.

3. Contact information

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3.5.16. Telefonica – ConectaRSE para Crecer

1. Key project information

1.1 Short description of the CSR project

ConectaRSE para Crecer (Connect to Grow) is an initiative that aims to highlight the benefits of Information and Communication Technologies (ICTs) to close the social and economic gaps in the country and foster development of rural communities.

ConectaRSE para Crecer seeks to identify and acknowledge the best initiatives developed in rural areas of Peru that have had an impact on the social and economic development of the



inhabitants or communities based on telecommunications. Furthermore, its goal is to consolidate a platform that provides a space for exchanging information and knowledge about ICTs and development, by focusing on rural ventures and sharing the success stories identified through the prize to foster their replication.

1.2 Objective, desired outcomes and impact of the project

ConectaRSE para Crecer prize:

The ConectaRSE para Crecer prize acknowledges the people, civic associations, institutions and companies that have had a positive impact on the social and economic development of rural communities based on the appropriate use of ICTs. There are four categories:

- Economic – production
- Education
- Electronic government
- Health

Prize: €4,000 for first place in each category and €4,000 for the overall winner.

This prize seeks to legitimise the role and impact of ICTs as a tool for development when it is correctly integrated in rural contexts and inhabitants are empowered to make the most of its benefits.

Main Goal:

- Highlight the use of ICTs as a tool that fosters social and economic development in rural communities.

Specific Goals:

- Identify, systemise and help strengthen the initiatives with the largest impact, developed using ICTs in rural areas.
- Share and promote replication of these initiatives.
- Foster generation and exchange of information, experiences and lessons learned about the use of ICTs in rural areas.

Target Audience:

- Entrepreneurs / rural ventures
- Civic associations (NGOs, public sector, educational institutions, companies, etc.)

1.3 Start date and duration of the project

March 2011. The fourth edition will be held in 2014.

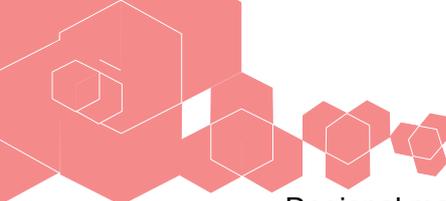
1.4 Project team members (functions / departments involved)

Lima:

- Communication, Image and Corporate Responsibility Department
- Rural Management

Provinces:



- 
- Regional managers
 - Rural technicians

1.5 Project stakeholders (internal and external)

- Rural entrepreneurs
- Private companies
- Regional governments and local authorities
- NGOs working on development and ICT projects
- Civil society
- Academics
- Opinion leaders

1.5 Geographical scope of the project

The 24 regions of the country, focusing on rural areas.

1.7 Overall budget invested

More than €230,000 since it was implemented in 2011.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

Telefónica understands that using ICTs in a rural context goes beyond bringing connectivity to the most isolated and remote villages in the country and also involves setting up communications processes with rural villages so they see the benefits of new technologies and are able to make the most of the opportunities they offer. In this context, through initiatives like ConectaRSE para Crecer, the company seeks to ensure that the integration of ICTs supports or triggers economic and social development processes in rural areas.

Similarly, the initiative seeks to have an impact on the improvement of public policies related to rural development and support the Peruvian government in its fight to combat poverty, adding this effort to others promoted by the public sector.

2.2 What were the project's key success factors?

Since the first edition, the number of nominations has gradually increased, as have the number of participating regions and players involved. These results allow the success of this initiative to be monitored.

By the end of 2013:

- Number of nominations received: 397
- Number of participating regions: 24
- Number of players involved: 50* (*Figure from December 2012)
-

2.3. What were the challenges and how were they overcome?

ConectaRSE para Crecer seeks to contribute by developing rural communities through the correct use of ICTs and through a prize of the same name. Similarly, it also has a networking



and communication component that invites leaders and experts in ICTs and development to dialogue in spaces and workshops to promote and legitimise the role of new technologies in the development of the country and improve people's quality of life.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

ConectaRSE para Crecer is an initiative that is constantly reinventing itself based on new discoveries found every year and on suggestions from players and experts who take part in the process. It has transformed into having a larger impact on the development of rural communities and improving the quality of life of more Peruvians.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

In line with Telefónica's vision (*Everyone should have access to technology in order to BE MORE*), the company has been investing in deploying infrastructure to bring telecommunications to more Peruvians for 20 years. Beyond this effort, it seeks to guide people and businesses so they can understand and make the most of the benefits that technology can offer.

ConectaRSE para Crecer is an initiative that strengthens the company's institutional management -by liaising with the interest groups involved. Similarly, the lessons learned from rural customers are an essential component of the company's business, as they allow it to identify the specific needs of these groups and develop an ad-hoc support and service model.

3. Contact information

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4. Supporting Documentation

<http://www.conectarseparacrecer.com/>

3.5.17. Unilever – Comparte

1. Key project information

1.1 Short description of the CSR project



The pilot project “Unilever Comparte” was started on November 2012 and is being carried out by Unilever in the city where its headquarters in Spain are located (Viladecans) with the help of the City Council and important social organisations such as Cáritas Viladecans and

1.2 Objective, desired outcomes and impact of the project

The goal of the project is to substantiate the Unilever Sustainable Living Plan (USLP) that the company has implemented worldwide, this time at the local level.

We wanted to be more than just neighbours by offering our products, services and our employees to enhance the livelihoods of the population of Viladecans.

We are in our second year of carrying out activities in schools, the town hall, social services, NGOs, etc., and have already had an impact on more than 10,000 people in the city.

1.3 Start date and duration of the project

November 2012, and still continuing.

1.4 Project team members (functions / departments involved)

Communication and CSR coordinating and also involving Marketing, Sales, Legal, Logistics, and many other departments as employees have participated on volunteer activities.

1.5 Project stakeholders (internal and external)

Internal: Communication and CSR, Marketing, Sales, Legal, Logistics.

External: Town Hall of the city, Social entities, NGO, schools, Police, etc.

1.6 Geographical scope of the project

The city of Viladecans, Spain.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

This is a best practice because as a private company we have been able to work hand in hand with many different public entities and the result has been very successful:

- More than 1400 students have participated in the bread with Tulipan margarine healthy breakfasts workshops
- More than 1500 students have participated in the Dove Self-Esteem workshops
- More than 200 people have participated in the Flora pro.activ measurement activities
- 50 volunteers have participated in environmental activities around the city
- More than 400 people (mostly people under the poverty threshold) have participated in cooking workshops in our offices
- Activities (breakfasts, soccer matches with our employees, etc.) with 90 people with learning difficulties
- Monthly donation of 4,000-5,000 kg of products to Red Cross and Cáritas Viladecans, the two main social entities in the city
- 7 sessions have been given by Board members to SMEs in the city thus providing knowledge transmission.
- 12 young students with academic difficulties have received coaching/mentoring from 8 volunteer employees
- 6 employees will volunteer to give tutoring classes at 3 schools in the city.



2.2 What were the project's key success factors?

We have achieved a brilliant Private Company-Public Administration-Social entities and NGO relation. We all work together and have understood our respective ways of working in order to improve quality of life of the city.

2.3. What were the challenges and how were they overcome?

We' managed to detect and implement different actions for the city coinciding with the 3 pillars of the USLP: health and well-being, environment and livelihoods.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

We are still working on the project, so we are not considering repeating it but rather are focusing on improving our actions and the liaison with our stakeholders day by day.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

In March 2012, the relocation of Unilever Spain's offices to Viladecans allowed the company to integrate into their new community in a beneficial way for both the company and the population of the city.

In line with the Unilever Sustainable Living Plan, whose three pillars are Health and Well-Being, Environment and Livelihoods, we defined actions under the Unilever Comparte project that generated a positive impact on the city, working hand to hand with the Town Hall, schools, social services, NGOs, etc.

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3.5.18. BBVA – Yo Soy Empleado (YSE)

1. Key project information

1.1 Short description of the CSR project

In Spain, BBVA is striving to resolve the biggest challenge of the financial crisis: job creation. The project [Yo Soy Empleado](#) (I am employment) provides comprehensive support to SMEs and self-employed people in their key role of creating jobs. It boosts job creation with the objective of helping to create 10,000 new jobs through direct economic support, a training programme and a full labour intermediation service.

Context

Spain's difficult unemployment situation led BBVA to the creation of the project. The latest





CIS Barómetro¹ (CIS Barometre) highlights unemployment as the main problem for Spaniards. 77% of those questioned see it as such and we at BBVA are fully aware that we cannot speak of a better future for people without making the present our priority.

Millward Brown recently analysed the situation of SMEs in terms of employment and the obstacles and challenges they encountered when hiring and creating employment. According to this study, 40% of SMEs surveyed said that their business did better or the same in 2012 as in 2011. Of this 40%, 70% would be willing to hire if they had some kind of help. It is necessary to make this a collective task in which everyone is involved in winning the fight against unemployment. This not only implies governments and public administrations in general, but also civil society and companies.

1.2 Objective, desired outcomes and impact of the project

The companies participating in Yo Soy Empleado (YSE) can benefit from three independent and cumulative types of support:

1. The personnel selection service starts by collecting job offers from the web continuing through to the interviewing and selection of candidates (a process done by Infoempleo).
2. Once a company has hired, it can ask for economic support consisting of €3,000 in direct donations (for the first 2,000 indefinite contracts) and 8,000 additional donations of €1,500 for the following indefinite contracts and other contracts with a minimum duration of 1 year.
3. Finally, this initiative is also supplemented by a face-to-face, 36-hour training programme at top business schools in Spain. This will help equip employers with the knowledge and skills to develop and grow their businesses.

1.3 Start date and duration of the project

The programme was launched in February 2013 and will run through 2014.

1.4 Project team members (functions / departments involved)

From its beginnings, YSE has been a horizontal project promoted by the Corporate Responsibility area but involving different areas and functions of the Bank throughout the project phases. 29 people from different areas such as Communication, Legal Services and Marketing, among others are currently working on the project.

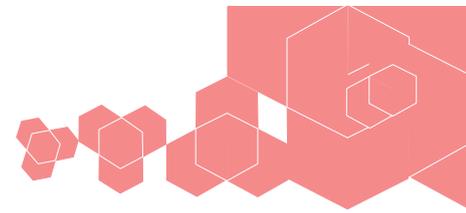
1.5 Project stakeholders (internal and external)

Apart from these internal stakeholders, the initiative addresses society as a whole because unemployment is a problem that affects everyone in Spain. For this reason, YSE is open to the participation of other public and private entities that are willing to collaborate and / or disseminate the programme. In fact, we have signed more than 60 agreements with different institutions in order to share YSE with potential beneficiaries all over the country. All [collaborators](#) are listed on the programme's website.

1.6 Overall budget invested

An overall budget of €26.5 million until the 10,000 economic incentives are granted.

¹ The CIS undertakes the task of analysing and developing scientific knowledge on Spanish society by taking surveys and doing qualitative research studies.
http://www.cis.es/cis/opencm/EN/11_barometros/index.jsp



2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

In April 2013, the Bank became the first company to join the Entrepreneurship and Youth Employment 2013/2016 Strategy promoted by the Spanish Ministry of Employment and Social Security. YSE shares the Strategy's objective of contributing to the reduction of unemployment.

As part of the YSE project, BBVA supported [Código Emprende](#) (Entrepreneur Code), a TV show launched in September 2013. It followed the lives of six entrepreneurs who had to combine their personal lives with completing the challenges and weekly tasks set by the programme and assisted by a coach. Viewers followed them on their adventure for seven weeks, after which a panel of experts chose Elizabet Cuenca, from [OpenDomo Services](#) as the winner of the €100,000 prize.

2.2 What were the project's key success factors?

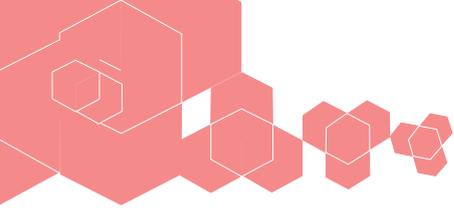
BBVA's vision is "working towards a better future for people" and we aim to do this by responding to the needs of the societies in which we operate. Yo Soy Empleado qualifies as a Best Practice Project because it is perfectly aligned with the Responsible Business Plan, our new CSR framework where one of the lines of work is the development of products with high social impact. This project belongs to this line of work which offers support to SMEs among other things.

Supporting SMEs is not only a CSR strategy, but also a sound business strategy. The great effort from all the different areas involved is reflected in the great results already achieved and their social impact. The programme is subject to an independent external review for which follow-up reports are regularly prepared as is a final results and impact evaluation.

To date, SMEs have received almost 4,000 grants, each of which represent one signed contract. Specifically, 3,956 people have been hired thanks to the support of YSE and these people had been unemployed for an average of 13.2 months. Since its launch, 72% of the jobs created are permanent and 38% of the people who found a job were under 30 years old. More than 3.5 million euros have already been paid to the benefitting SMEs.

5,000 SMEs and self-employed workers have registered, offering more than 2,000 job offers. Infoempleo has completed more than 190 selection processes. On the demand side, more than 42,000 people registered to get a job in the programme. This recruitment service is provided by a team of expert consultants that manage the entire recruitment process for SMEs and self-employed professionals who request it, is one with great added value, especially for those companies that due to their size do not have a structure that allows them to have their own recruitment department.

Training is a key tool for the growth of SMEs and self-employed professionals and for creating quality employment. The classroom-based training will also facilitate networking among participating companies and foster a genuine ecosystem that supports SMEs in creating employment. ESADE, Instituto de Empresa, Deusto Business School and Instituto Internacional San Telmo are the business schools that have joined this initiative. In 2013 more than 1,400 participants attended the 41 training courses held in 14 different cities. By the end of all the programmed courses 2,000 people will have benefited from this training.



One of the key success factors of this project has been the high level involvement of people from the different areas that gave support to the different phases of the project. The main value added is the steady development of a community of job creating and growing businesses that can network and learn from each other, be in contact with experts, benefit from different training courses and connect with unemployed candidates that are looking for a job. All of this happens at www.bbvacontuempresa.es/yosoyempleado website, around which the initiative is structured.

Yo Soy Empleado has had great challenges including communicating the programme and getting people to believe it was real. However, the most challenging part was probably developing a request procedure for the economic grant that complied with all necessary precautions to avoid fraud but was user-friendly for the client at the same time. If we were to repeat this initiative we will probably revise the request and granting process of economic aid in order to simplify it and make it clearer for the user.

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4. Supporting Documentation

- Testimonials from companies and candidates benefited available at: [“Historias Yo Soy Empleado”](#)
- CSR Information, company’s mission and values available at: <http://bancaparatodos.com/en/>

3.5.19. Endesa – The Coach Project

1. Key project information

1.1 Short description of the CSR project

In 2013, Endesa launched the **Coach Project**, a volunteering program intended to improve employment opportunities for young people at risk of poverty and social exclusion.

The aim is to take advantage of employees’ coaching and mentoring skills and assist young people in gaining professional skills and capacities to be better prepared to apply for job opportunities.

Volunteer employees who engage in the programme first receive prior training on coaching and mentoring skills in order to be prepared to deliver a positive impact on young people that participate in the programme. Afterwards, a face-to-face meeting is arranged between the employee and the selected participant to find out his or her main interests and needs so the



programme can be fine-tuned accordingly. Later, the employee and participant develop a mentoring plan that includes concrete targets that they have to achieve in a short period of time. At the end of the programme they will have to carry out a self-assessment and identify the main achievements of the experience. It is noteworthy that the process includes in person meetings with company departments that are of interest to the participants and also with Human Resources managers.

1.2 Objective, desired outcomes and impact of the project

The main objective of the project is to assist and support young people at risk of poverty and social inclusion to improve their capacities for their professional career.

Additionally, this project seeks to raise awareness among employees and allow them to enjoy new experiences and feel proud to be a part of the company.

1.3 Start date and duration of the project

The project was launched in 2013 by setting a pilot programme in Barcelona, Madrid and Zaragoza. Due to the success of the project, a new edition will be launched in these cities in 2014.

1.4 Project team members (functions / departments involved)

The project was coordinated by the Human Resources department because employee engagement was key to achieving successful results. The project was also disseminated among staff and has involved employees from different departments and functions.

1.5 Project stakeholders (internal and external)

Endesa established a partnership with the *Exit Foundation*, which assists and coordinates young people at risk of social exclusion. The role of the foundation was to select the project participants and support them throughout the capacity-building process. In its first edition, 27 young people enrolled in the programme.

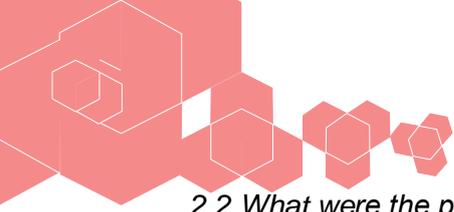
Internal stakeholders include 33 volunteer employees from Endesa's offices in Madrid, Barcelona and Zaragoza in 2013. In 2014 a second edition will be launched and will involve more than 30 employees.

These employees who actively participated in the project had the required skills to deliver a positive impact on the young people who participated in the project, such as having a deep knowledge of the company and the different business areas, a proactive attitude and good communication and time management skills

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

This corporate volunteering programme plays an important role in Endesa's social initiatives programme, not only because it contributes to developing the communities in which the company operates, but because it also contributes to improving the working environment by promoting team work and allowing employees to feel proud to be a part of the company. The project has also contributed to improving Endesa's brand value and reputation in Spain as it has been disseminated through the media, impacting positively on society.



2.2 What were the project's key success factors?

One of the project's key success factors is that it is run in collaboration with a foundation that has ample experience in assisting young people at risk of social exclusion.

Another success factor was that employees that participated in the programme considered it to be a very interesting and stimulating experience and have motivated other employees to also enrol in the next editions, thus guaranteeing the continuity of the project in the future.

2.3. What were the challenges and how were they overcome?

As this project requires active engagement by employees who must also allocate part of their busy time to it, the project promoters were worried about the implications for employees.

However, in order to make it attractive and engage as many employees as possible, an impressive communication campaign with videos and electronic postcards was designed. Top management also contributed by motivating employees to enrol in the programme as a way to enjoy new experiences, develop new capacities and increase their commitment to Endesa's aspiration to be seen as involved in the social concerns of the territories in which it operates and as an indispensable partner in their economic and social progress.

2.4 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

This project is embedded in the "Plan Senda", the Human Resources Global Corporate Social Responsibility Plan. This plan strives to advance the development of a culture of social responsibility in the management of human resources.

The plan is intended to foster a culture of responsibility, inclusion and commitment within the organisation, based on the respect and the development of its people and on the involvement in the social challenges facing the community, as well as boost commitment and satisfaction as a vehicle to optimise employee performance and productivity.

This project also contributes to achieving one of the main challenges identified in the corporate sustainability plan, which is to strengthen local ties and the company's legitimacy in the regions in which it operates. In fact, corporate volunteering is one of the different strategic action lines that the company has launched to meet its commitment to the community set out in the values assumed by the company in 1999 and in the seven sustainability development pledges assumed in 2003.

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3.5.20. EFC (Employers' Federation of Ceylon) – Employers' Disability Network

1. Key project information

1.1 Short description of the CSR project

With the support of the International Labour Organisation (ILO), the EFC set up the Employers' Disability Network in 2000 with the objective of enhancing employment opportunities for people with disabilities. The network's official launch took place in the 2000 with an employers' workshop to raise awareness on disability issues in the workplace.

More than 50 employers representing Sri Lanka's major businesses and industries joined disabled communities and individuals at the launch, along with government agencies, representatives from the ILO and various NGOs. The high level of participation provided considerable opportunity for discussion and feedback. Attending employers were interested in hiring disabled employees but needed to know more about job seekers, their skills and abilities and how they could be located.

Since its inception, the Network has been supported by its members (39 organisations are currently members, 12 of which form the Council) and other agencies in the engagement of various activities aimed at providing opportunities of productive employment for disabled people.

These activities have included the set-up of a database of employable disabled persons, training disabled persons in job seeking skills, and 9 job placement fairs took place: 5 in Colombo, 1 in Kandy and 1 in Vavuniya, 1 in Jaffna and 1 in Batticaloa. Over 500 disabled job seekers were trained in partnership with Motivation Charitable Trust who are experts in working with the disabled. As of the end of 2012, just over 500 persons with disabilities have been placed in formal employment.

In 2003/4, Disability Network Member Nestle Lanka Limited sponsored a series of advertisements designed to promote opportunities for disabled persons in the labour market. The adverts were featured in the Sri Lankan press.

In 2006, the **Code on Managing Disability Issues in the Workplace** was launched to further build awareness on the positive aspects of extending equal opportunities in employment to disabled persons and assist employers in adopting policies and practices to make their workplaces "disabled-friendly" with the ultimate objective of total inclusiveness. The launch of the code received a lot of media attention and was attended by more than 200 employers, government officials and persons from the disabled community.

In 2008, Network Member Standard Chartered Bank collaborated with the EFC to create the Barrier-Free Access Handbook which is endorsed by the Sri Lanka Institute of Architects and covers the legal aspects of access to public buildings as well as how to interact with disabled people in the workplace. This year, Standard Chartered and the EFC will collaborate again to translate the book into Sinhala and Tamil.



Another important activity conducted by the Network and funded by its members is the training of disabled job seekers in marketable skills. The Network, with the support of members is well placed to provide market-driven training for young people with disabilities so they can enter the job market.

In the same year the Network continued with its awareness initiative by launching six video success stories of disabled persons gainfully employed in the private sector. This project was supported by Handicap International. These videos can be seen via the YouTube link: <http://www.youtube.com/watch?v=8tZiww6otPQ>

IT Training courses have been conducted for visually impaired persons in a specially equipped facility on EFC premises since 2009. The course is conducted by an EFC employee who is herself visually impaired, and has been trained in IT to a high standard both nationally and internationally and is the Vice Chairperson of the South Asia Disability Forum.

This ongoing IT course continues to be supported by a number of leading IT institutes in Sri Lanka. English courses have also been conducted to maximise the chances of candidates being successfully placed in suitable jobs. 135 people have successfully completed the certified course to date, which continues to be over-subscribed at every new intake.

In 2011 and 2012 the Network took its IT training model to the North of Sri Lanka and successfully conducted two 9 month training programmes in Vavuniya. At the end of the first programme a job fair was held to place as many trainees as possible into jobs. The initiative received much press coverage both in the national press and internationally through the BBC World Service. The Network is also collaborating with the ILO's LEED (Local Empowerment through Economic Development) initiative to provide employment opportunities for disabled people in Jaffna.

In 2013, the Jaffna LEEDS project ended. 40 persons with disabilities were successfully placed in jobs and a further 40 disabled farmers were embedded into the supply chain of a large supermarket chain. A further 100 farming families where one or more member was disabled were also linked to this supply chain.

2. Qualitative information on the project

2.1 What were the challenges and how were they overcome?

As successful as the project was in placing people in jobs, the EFC highlighted to the ILO that this project was not without issues. Having spent the majority of their lives in a war zone, there were many young disabled candidates in their twenties who had never experienced the world of work or employment and had no idea what was expected of them.

Post-traumatic stress and other mental issues that could arise when work became too stressful were also highlighted as issues that needed to be flagged.

The high dependency culture and an over-reliance on handouts and aid, meant that although the EFC sourced over 80 vacancies with employers, there were fewer persons with disabilities who wanted to work.



In reporting this to the ILO, the EFC recommended that they run some job awareness and job seeking skills for the disabled community in the North, and they enlisted the help of employers like Cargills, Keells, Standard Chartered and MAS to talk about the world of work and the recruitment process.

The sessions also enlisted the help of these companies' disabled employees to give first-hand experiences of how they are treated at work, what it is like to feel empowered by employment and what it feels like to earn your own income.

These courses ended up in more job placements and significant interest from the International Charity Sector, who until seeing the EFC at work had only promoted self-employment, entrepreneurship and animal husbandry and farming in their livelihood projects.

As a result of the work done, the ILO has asked the EFC to continue its work in the area for another 6 months looking at how to break the dependency culture through empowering people to work.

3. Relevant information on your company's mission statement and its core values

Established in 1929, the Employers Federation of Ceylon (EFC) is an employers' organisation with a vision to promote social harmony through productive employment.

3.5.21. Ministry of Labour Relations and Manpower, United States Department of Labour (USDOL), ILO – Share Project

1. Key project information

1.1 Short description of the CSR project

In 2004 ILO/AIDS and the ILO office in Colombo developed the project in consultation with many partners engaged in HIV prevention in Sri Lanka. The project had a delayed start as Sri Lanka experienced an unprecedented devastation due to the tsunami in December 2004 and rebuilding efforts took priority.

1.2 Objective, desired outcomes and impact of the project

Development Objectives: (1) Reduced HIV/AIDS Risk Behaviours Among Targeted Workers (2) Reduced level of Employment-related Discrimination against Persons Living with HIV/AIDS

Immediate Objectives: (1) Improved Knowledge, Attitudes and Perception of Norms Related to HIV/AIDS Risk Behaviours (2) Increased Use of Available HIV/AIDS Workplace Programmes (3) Reduced Stigma against Persons Living with HIV/AIDS (4) Increased Knowledge and Understanding of HIV/AIDS Workplace Policies

Sub-Immediate Objectives: (1) Increased Availability of HIV/AIDS-Workplace Programmes (best available quality) (2) Improved Workplace Policies (3) Increased Levels of Workplace Collaboration and Commitment by Labour and Management (4) Increased Capacity of Workplace to Offer Comprehensive HIV/AIDS Policies and Programmes on a Sustained





Basis (5) Improved Coordination and Cooperation Between Tripartite Constituents and Other Partners at the National and Sub-Regional Levels (6) Improved National Level Policy Framework Related to HIV/AIDS at the Workplace (7) Increased Capacity of Tripartite Constituents to Support Development of Workplace Policy and Programmes

The project has two development objectives, namely

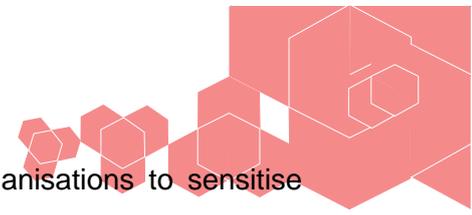
1. Reduced level of employment-related discrimination against persons living With HIV/AIDS; and
2. Reduced HIV/AIDS risk behaviours among targeted workers

The project strategy had two distinct yet complementary lines of action, namely work directly with selected sectors and enterprises in the selected sectors, to create or enhance HIV/AIDS workplace policies and programmes and change risk behaviours among workers. The other aspect of the strategy focuses on creating policies and mechanisms, which will ultimately lead to a reduced level of discrimination and provide further support for all stakeholders. Both lines of action took place simultaneously, with lessons learned being applied continuously through the course of the project. Prevention efforts were the key focus through education and training at workplaces. In addition, strengthening care and support programmes for PLHIV and collaboration with other agencies were also part of the strategy.

The key national counterpart of the project was the MOLRMP, while employers' and workers' organisations, 13 enterprises, the Board of Investment (BOI), SLBFE and Lanka Plus were key stakeholders. The NPC provided strategic guidance to project partners and carried out day-to-day management of the project. The project team comprising the Programme Officer (training) and the Administrative Assistant were also recruited.

After signing the MOU with the ILO to implement the ILO/USDOL- HIV/AIDS Workplace Education Programme, the MOLRMP, appointed the Additional Secretary of the Ministry as the focus person for the project and established the Project Advisory Board (PAB), in June 2005. The PAB is chaired by the Secretary MOLRMP and has 20 members representing the Department of Labour (DoL), National Institute of Labour Studies (NILS), Employers' Federation of Ceylon (EFC), the Ceylon Chamber of Commerce (CCC), BOI, the NSACP, the National Institute of Occupational Safety & Health (NIOSH), Ceylon Workers Congress (CWC), Lanka Jathika Estate Workers Union (LJEWU), National Workers Congress (NWC), Sri Lanka Nidahas Sevaka Sangamaya (SLNSS), the Lanka plus and the UNAIDS.

The PAB held meetings once in every quarter and is attended by top level officials of the organisations which hold membership and provided guidance on policy and technical matters relating to the execution of the project ensuring harmony with other national efforts of relevance. At the first PAB meeting 3 priority sectors (hotels, plantations and manufacture) and one informal sector (external male migrant workers) were identified to implement the BCC pilot intervention. A detailed work plan of activities was prepared by the NPC in consultation with the implementing partner organisations and the PAB. This was followed by commissioning two mapping exercises to external consultants in order to document the existing legal framework and policies in relation to HIV/AIDS in Sri Lanka and to identify programmes, research findings, communication education material and good practices of HIV prevention activities in the world of work. In addition, the NPC held consultative workshops with private sector enterprises, employers' organisations, workers' organisations,



the Ministry of Labour and its agencies and non-governmental organisations to sensitise them on HIV and its implications for the world of work.

The ILO/USDOL International HIV/AIDS Workplace Education was officially launched on 8 July 2005. The Memorandum of Understanding between the MOLRMP and the ILO was signed on this day. This was followed by a stakeholders' meeting at which the project objectives, the strategy and the findings of the two mapping exercises were shared with the stakeholders. Consensus on the importance of prevention of HIV/AIDS in the world of work was reached and all partners agreed to collaborate in implementation of the project.

An important activity undertaken at the early stage of the project was developing a strategic Programme Monitoring Plan (PMP) and monitoring tools. A Technical Committee comprising members of tripartite constituents, NSACP, PLHIV and a donor representative participated at the 3-day workshop. The workshop was facilitated by an international consultant. The monitoring indicators and milestones identified in the PMP helped in ensuring focus on achieving the objectives, throughout project implementation.

Enterprise level interventions

The EFC identified 14 enterprises (4 factories, 5 hotels and 5 plantations) for the targeted Behaviour Change Communication intervention. Memoranda of Cooperation (MOC) were signed between the ILO and the 14 enterprises. The MOC identified 4 areas for consensus:

- establishing a workplace HIV/AIDS coordination mechanism,
- adopting a Workplace HIV/AIDS Policy,
- providing HIV/AIDS information and education for employees, and
- establishing a monitoring and evaluation mechanism.

The signing of the MOC was followed by each enterprise nominating a dedicated focal point, forming a joint HIV/AIDS Workplace Committee, drafting a Workplace AIDS Policy in consultation with worker representatives and adoption of the same, explaining the policy to all workers, periodically reviewing the Policy, improving condom access at the workplace, training of trainers and peer educators, incorporation of HIV/AIDS module into regular training programmes, providing information on STI, VCT and care and support services (outside the workplace) and regular monitoring by the focal point.

In December 2005 the project enlisted the commitment of the Chief Executive Officers (CEO) of the enterprises by conducting a sensitisation session for them at a breakfast meeting. This was followed by training 12 focal points representing each company. Thereafter, the project team visited all 14 enterprises and sensitised the management and worker representatives and established Workplace HIV/AIDS Committees comprised of members from management and worker representatives. The project organised four 2-day training sessions in order to strengthen the capacity of these committees to develop HIV/AIDS Workplace Policies and Programmes based on the needs of their enterprises.

Two National Consultants were recruited to conduct the BCC Formative Assessment, which included a Baseline Workers' survey among 300 employees from 6 enterprises and in-depth behaviour assessment of the target groups in the 3 sectors, thorough focus group discussions, in depth interviews and key informant interviews.

The next important activity was developing sector-specific BCC strategies, messages and



materials. Since there were no national experts in this field, ILO/AIDS arranged for the NPC and the Programme Officer (PO) to participate at a BCC Strategy & Material Development workshop in Moscow in December 2006. Thereafter, the project team conducted the BCC Strategy Development workshop in Sri Lanka at which participants from all enterprises were trained to develop sector-specific BCC strategies and messages. Subsequently, with the assistance of the project team, the enterprises developed their Workplace HIV Programmes based on the Sectoral BCC strategies.

At least three follow-up visits per year were undertaken to each enterprise to monitor progress, discuss issues and update the knowledge of the peer educators and workplace committees. Trainers and peer educators were given refresher training and their knowledge was updated through regular discussions during visits to workplaces and sharing information. A guide for trainers, a peer educator's guide, a set of flash cards, training toolkits, posters, leaflets, brochures, game cards, documentaries were among the materials provided to trainers and peer educators to facilitate communication sessions. Their skills were also developed on performing street dramas to promote effective communication with co-workers. The ILO's technical assistance to the enterprises was mainly for advocacy, identifying baseline data through a BCC formative assessment, training trainers, peer educators and HIV Committee members, capacity building for Policy development and implementation and providing tools for monitoring.

Strengthening Capacity of Key Project Partners and Constituents

Nearly 1107 officials including Deputy and District Labour Commissioners and staff from the Department of Labour (DoL) were sensitised on HIV/AIDS and the ILO Code of Practice. This was followed by building the capacity of the DoL by training eighty six (86) Labour Officers & Human Resource Development Officers as HIV/AIDS trainers with the aim of integrating HIV/AIDS education in ongoing training programmes. A training module was developed by the project as a resource material for the trainers and the trainers received a training tool kit to facilitate training. Following a process of restructuring of the MOLRMP, the Workers' Education Division, where the project was anchored within DoL, was transformed to the National Institute of Labour Studies (NILS), in 2007. There are 18 trained trainers at the NILS who are engaged in conducting education programmes in the Export Promotion Zones, Industrial Parks and factories situated outside these areas as well as conducting training for enterprise personnel by integrating HIV education in their training modules. Assistance was also provided to establish a HIV/AIDS Resource Centre at the NILS.

All staff members of the EFC were sensitized on HIV/AIDS and three trainers (03) were trained. The Ceylon Chamber of Commerce (CCC) too collaborated with the ILO to implement HIV prevention programmes among its members through their Corporate Social Responsibility (CSR) Committee. Capacity was also strengthened among officials and trainers of the Board of Investment (BoI) by training 24 trainers and providing them information education material.

Two hundred and twenty-nine (229) members from 5 trade unions were sensitised on HIV/AIDS whilst twenty six trainers (26) from two trade unions (TU) have been trained as trainers. The capacity of twenty nine trade union representatives from 12 TUs was strengthened on Workplace HIV/AIDS Policy and Programme development, by the ILO. The National Workers Congress (NWC) received technical assistance from the ILO to obtain



funds from the ILO/ United Budget and Work plan to implement a HIV prevention intervention for domestic workers and employees in export processing zones.

Interventions in the Informal sector

The informal sector selected by the PAB for an HIV/AIDS prevention programme was of male external migrant workers, on the basis that the NSACP has already integrated HIV/AIDS in the pre-departure training curriculum of female migrant workers. Although the number of males migrating for work has increased, there are no HIV education programmes targeting them. The national counterpart for the intervention was the Sri Lanka Bureau of Foreign Employment (SLBFE).

The project conducted a one-day workshop with senior SLBFE officials and the Board members of the Association of Licensed Foreign Employment Agencies (ALFEA) to identify strategies for an HIV prevention intervention among male migrants. The SLBFE agreed to provide time off for all their staff to be sensitised on HIV, to establish a resource centre, integrate HIV training in the pre-departure language training course of Korea-bound migrants and strengthen capacity of 25 selected Recruiting Agencies to conduct pre-departure awareness programmes. All staff of the SLBFE were sensitised and 17 trainers including 6 instructors of the training programme for migrant workers to Korea were trained. A booklet was developed targeting changing risky behaviours among male migrant workers. These booklets were distributed to male migrants prior to departure.

Strengthening Capacity of PLHIVs organisations

The Lanka Plus, a PLHIV organisation, had been in existence since 1997. The project provided opportunities for Lanka Plus members to share their concerns and issues and to actively participate in meetings, training programmes, material development workshops and other important project activities of the. The Lanka Plus played a key role in sensitising on stigma and discrimination and changing negative attitudes towards PLHIVs.

They received 10 days of training by a specialist counsellor engaged by the ILO and 12 of them qualified to be awarded certificates as peer leaders. Furthermore, seventeen (17) Lanka Plus members participated in a three-day workshop on Communication Capacity Building conducted by the ILO. A documentary on the workshop was also developed which provided them with feedback on pre- and post-training communication skills. The ILO along with the UNDP and members of the Advisory Board of Lanka Plus assisted in the development of a proposal on “Stigma reduction through improving income of PLHIV”. The proposal was submitted to the World Bank and they received \$40,000 to implement a 1 ½ yr project. The ILO provides guidance to implement the project as a member of the Project Steering Committee. The NPC is a member of the Advisory Board of Lanka plus and provide assistance to strengthen its organisational capacity.

Integrating in ongoing ILO projects

HIV /AIDS education was integrated in several ongoing projects of the ILO. The Factory Improvement Programme (FIP), a joint collaboration between the ILO and the EFC, selected 10 factories to implement the HIV/AIDS Workplace Module. The programme involved the sensitisation of management and staff and the training of trainers (28) from 10 factories, of which 9 were from the garment manufacturing sector. The project also provided assistance to the Entergrowth project to develop a HIV/AIDS flyer in Sinhalese which was distributed to Small and Medium Entrepreneurs by incorporating it in the training materials produced by the



project. In addition, capacity was strengthened among trainers of the ILO's Start and Improve Your Business programme and all field staff from the Jobs Net Project was sensitised about HIV/AIDS.

Collaboration with UNAIDS and other UN partners

Being a member of the UN Joint Team, the NPC regularly shared project information and materials developed by the project with the partner UN Agencies. The IOM reprinted brochures developed by the project for distribution among internally displaced persons and migrant workers. UNODC also utilised the set of flash cards and brochures developed by the project for their programmes. In addition, the NPC provided inputs at a training programme for spouses of drug addicts specifically on gender issues related to HIV/AIDS. The project team also played an active role in World AIDS Day activities within the UN as well as among project partners.

1.3 Start date and duration of the project

Project duration:

Start Date: 1 May 2005

End Date: 30 April 2009

Evaluation dates:

Mid-term: 26 March – 3 April 2007

Final: Impact Assessment – July to August 2008

The ILO/USDOL-HIV/AIDS Workplace Education Project commenced in May 2005 with the recruitment of the National Project Coordinator (NPC). The projected duration was three and a half years and had well-defined objectives, strategies, approaches, and inputs towards the success of the programme. With additional funds received from ILO/AIDS the project was extended and closed on 30 April 2009.

1.6 Overall budget invested

FUNDING:

Source	Amount
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USDOL	US \$420,000 + US\$18,200
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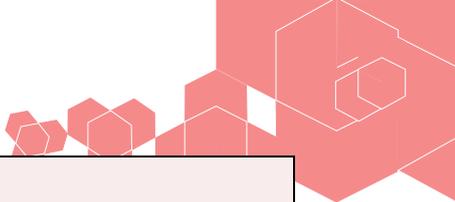
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3.6. Development – Employee Engagement

3.6.1. Coca Cola – Business Communication Culture

1. Key project information

1.1 Short description of the CSR project

Promoting corporate social responsibility is an integral part of all of Coca-Cola HBC Croatia's business operations. Social responsibility inevitably involves public accountability. Public accountability includes the responsibility to respect the culture, customs and language of the countries in which big global business systems operate.

With the aim of improving everyday communication amongst employees and encourage them to use proper substitutes for numerous foreign words, phrases and names, and to raise the communication standard of Coca-Cola employees in their everyday communication with customers and consumers through the use of comprehensible language, Coca-Cola HBC Croatia initiated the Business Communication Culture project in 2008 in cooperation with the Institute of Croatian Language and Linguistics.

1.2 Objective, desired outcomes and impact of the project

The Business Communication Culture project included several activities:

- Setting an orthographic standard
- Adoption of the Rules of Procedure for Internal and External Communication and instructing employees on, amongst other things, ethical business communication and the importance of focusing on Croatian customers and consumers based on the application of an adequate language standard
- Modifications to the company's entire organisation
- Linguistic alignment of all organisational unit names
- Alignment of all employee job titles
- Standardisation of text on product labels and promotional materials

Between 2008 and 2011, more than two thousand words and names were collected, including a wide range of terms from fields such as economics, marketing, communication, IT and ecology common to business communication in major companies, as well as terms referring to food technology and chemistry which are specific to the beverage industry and relate to company activities. At the end of 2011, Coca-Cola HBC Croatia's Language Manual was published as the first modern manual on Croatian business language, created at the initiative of the business community and on the basis of common examples from everyday practice. It was prepared by Boška Trbojević, director of the Public Affairs & Communications Department and project director for Coca-Cola HBC Croatia's Language Manual of, Igor Čutuk, public affairs manager and head of the Business Communication Culture project at Coca-Cola HBC Croatia, Lana Hudeček, scientific advisor at the Institute of Croatian Language and Linguistics, and Maja Matković, long-time head of proofreaders and lecturers at the national daily Večernji list. The Laboratorium agency was in charge of the manual's graphic and visual identity, while the communication management was entrusted to the PR agency Media Val.

Since more than two thousand words and names were collected during the making of the



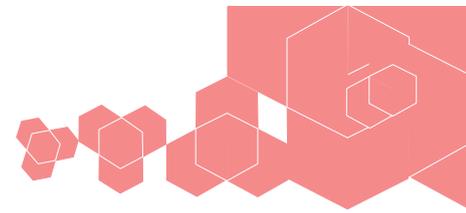
manual, including many of which were established in the Croatian language for the first time, in cooperation with leading language experts, the manual outgrew its initial purpose and became the basis for raising the level of language culture in business communication in Croatia in general. After distributing the manual to its employees, Coca-Cola HBC Croatia decided to share the manual with the community and to make it available to everyone interested in improving their language. The company therefore donated the manual to the Croatian Business Council for Sustainable Development and made free downloads possible from the website www.prirucnik.hr.

Since there had been no specialised manual for Croatian in business communication up until that point, it quickly attracted great interest. Shortly after its release, the manual received support from and was requested by leading educational institutions, companies and government organisations, and it received top reviews from leading Croatian economists, linguists and experts for business communication and sustainable development. The business community welcomed the company's contribution to preserving the Croatian language, whereby it paid its respect to its partners, consumers and employees.

By the end of 2012, a second edition of the Language Manual was published and so far more than 2000 copies have been printed. It has become part of official literature at several faculties and copies have been requested by numerous ministries, city governments, public administration offices, tourist boards and other institutions and organizations. The manual also became available in all major libraries in Croatia. Soon after its release, it won several valuable and prestigious local and international awards: a Dr Ivan Šreter award for promoting Croatian language culture in March 2012, a Grand Prix by the Croatian Public Relations Association in April 2013 and a European CSR Award in June 2013.

One great success of the project was the fact that the guidelines contained in the Language Manual were soon used even on public television, and they were also included in a recently published new official Croatian language manual. All of this shows that the return to the Croatian language within the country will be the embodiment of quality and proper business communication and that future generations of entrepreneurs and managers will aspire to a more accurate use of their mother tongue in order to show a high level of literacy and thus business knowledge.

The Coca-Cola HBC Croatia's Language Manual helped reduce the deep-rooted prejudice that the Croatian language has no proper and generally comprehensible substitutes for a growing number of foreign words and phrases which have become part of the Croatian language over the last 20 years. The company showed that everyday business communication can be well adapted to national conditions and understandable to everyone, and that it can improve the knowledge of proper written and spoken communication of employees and the entire community. The key business benefit for the company was an improved level of business communication, which improves relationships and leaves a better impression on the company's stakeholders, business partners, customers and consumers. The company was able to further emphasise that it is part of the Croatian market and a Croatian producer. In addition, it successfully contributed to enhancing business communication in areas where this was necessary.



3. Contact information

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4. Supporting documentation

Project website: www.pirucnik.hr

3.6.2. DM – DM is Volunteering

DM started with volunteering activities in 2011 through different projects and activities through which a large number of employees gave their contribution to the community.

The volunteering continued so on the occasion of World Water Day celebrated on 22 March, we wanted to point out the importance of preserving nature and natural resources by cleaning the rivers, brooks, lakes, etc. Almost 200 of our employees participated in the action on 21 and 22 March 2013 entitled: "Let's clean Croatian waters together!" in five Croatian towns and cities.

On the occasion of the International Day of Peace on 21 September 2013, we once again wanted to contribute to the community as well as to give impetus to the volunteering activities. Therefore, DM and volunteering centres participated together in volunteering activities in Zagreb, Split, Osijek and Rijeka.

During 2013, 804 of DM's employees volunteered, contributing one working day to the persons who needed their help the most.

Namely, DM is giving its employees one day off to be spent on volunteering on the project of their choice, in order to contribute to the better and more beautiful world. A great number of DM's employees have spent their day off working on different projects in the field of environment protection, social protection/care, and different humanitarian activities. Their activities included help on renewing and refurbishing old school and kindergarten buildings, work in animal shelters, etc., according to their own preferences.

DM's employees can freely choose the institutions and organisations where to volunteer, covering in that way a wide range of institutions and NGOs. By giving our time to others, we are giving sense to our own life, and as a company we serve as an example in our environment.

Through humanitarian work and other commendable activities, DM wants to influence and encourage as many citizens as possible to volunteer and contribute to the development and betterment of our community.



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3.6.3. Ericsson – Summer Camp

Ericsson Nikola Tesla is among the initiators of socially responsible business governance in Croatia and is also the leader in its implementation. As the Ericsson Corporation does at global level, the company uses its leadership in technology to encourage positive trends and prosperity for all stakeholders. For that it takes all CSR aspects such as economic, social and environmental aspects into account. This is in line with up-to date research that shows that advanced ICT technologies strengthen people, society and the environment simultaneously.

An excellent example of this can be found in innovative e-Solutions, such as e-Health, e-Cadaster, or Digital City, with which the company improves the infrastructure of the economy, thus bringing savings and enhanced services to citizens. Advanced technology solutions with integrated socially responsible performance principles belong to the world's top "green technologies" and are competitive export products of Croatia. More than a thousand professionals have been engaged on their development and the company has a serious and responsible approach to their motivation and competence.

Respect, professionalism and perseverance are fundamentals of the company's culture. By having ethical and transparent business operations, and having high standards in corporate governance it transfers this culture to customers, investors, the academic community, suppliers, partners, and to the broader community by collaborating with all.

ERICSSON NIKOLA TESLA SUMMER CAMP

The company is extremely proud of this project. The Summer Camp has been organised fourteen years in a row, and has turned into a kind of a company brand in a segment of collaboration between the economy and the scientific community. The camp is aimed at top students in the final years of technical faculties. During eight weeks of a summer camp, students are expected to apply the acquired knowledge into development of the state-of-the-art products and solutions that have been defined by the collaboration of universities and Ericsson Nikola Tesla, but also into the development of completely new ideas and projects by the company's research teams.

During thirteen "editions" of the camp that was initially organised in collaboration with The Faculty of Electrical Engineering and Computing at the University of Zagreb and the Faculty



of Electrical Engineering, Mechanical Engineering and Naval Architecture at the University of Split, the camp was joined by many other scientific institutions, such as the faculty of Engineering Rijeka, the Department of Informatics at the University of Rijeka, Faculty of Electrical Engineering at the University Josip Juraj Strossmayer in Osijek, the Faculty of Geodesy at the University of Zagreb, the Faculty of Electric Engineering at the University of Sarajevo, the Faculty of Electrical Engineering at the University of Tuzla and the Faculty of Electrical Engineering at the University of Montenegro. So far, **more than 500 students have attended workshops** and have engaged in both theoretical and practical activities.

Having these attendees resulted in successes based on the top quality programmes:

- 3 Provost's Awards
- 30 Articles co-authored by students from workshops
- 7 PhDs are former Camp attendees
- 7 PhDs are former mentors to Camp attendees
- 16 PhD theses at the final stage
- >200 graduate thesis related to the Camp workshops.

These results confirm the comprehensive and systematic approach taken in working with young talents. A project usually starts with initial applications (the number of applicants grows year after year). This is followed by extensive testing, and ends by selecting one of the offered areas of research and practical work.

Through good quality mentoring programmes and an encouraging environment, students are able to use the experience of company experts, and the knowledge of faculty partner representatives. Students receive remuneration for their work and use state-of-the-art technology on actual research and development projects.

Besides the improvement of the educational process, the project's added value is the preparation of students for the labour market. For many students the work in a Summer Camp was a turning point in selecting a future employer and a field of activity. On the other hand, the company benefits from the Camp by finding and employing talents, thus providing it with further competitiveness in many markets.

CAMP 2013 TOP SUCESSFUL

The 2013 Summer Camp was held under the working title "The Challenges of the Networked Society". The camp's 68 participants studied selected problems related to active R&D projects (M2M, IPTV & Multimedia) and worked on applications and tools intended for internal use. The basic idea was to suggest innovative solutions and prototype applications, and improve already existing ones as well, with students actively taking part in the research.

On 1 October 2013, the end of the Summer Camp was marked by day-long activities in the Company premises. The program covered demo sessions, during which visitors could talk to students and mentors who worked on projects, see several expert presentations and attend the Summer Camp gathering closure, which was streamed to and followed by the Company's R&D students and mentors in Split.

Gordana Kovačević, MSc, President of Ericsson Nikola Tesla on Summer Camp 2013:



“The phenomenon of communicating from any place and at any time, and the networking of everything that people, business performance and society may benefit from, are just some of the features of the future networked society. Thus, technology and all other societal development should be observed in light of the increased use of ICT, and the demanding global environment requires collaboration, innovation and teamwork now more than ever. Due to evident and recognisable results, here at Ericsson Nikola Tesla, we believe that our Summer Camp is an ideal environment for strengthening innovativeness, open dialogue, teamwork, learning, knowledge and experience exchanges, i.e. everything we need in order to respond to future challenges. I am exceptionally proud of the Camp's quality and tradition, and the fact that by now, Ericsson Nikola Tesla Summer Camp has twice been awarded by Golden Index as the best student project, best practice and perception, in student's opinion. Thus, it is no surprise that Summer Camp has become a recognisable and reputable brand in Croatia, the region and globally in Ericsson”.

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Ericsson Nikola Tesla Communications

3.6.4. INA – Volunteering Club

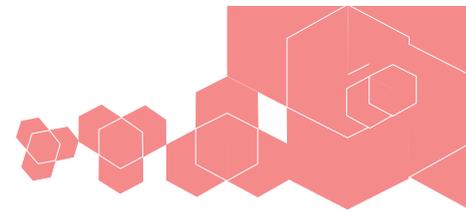
1. Key project information

1.1 Short description of the CSR project

In 2011, the European Year of Volunteering, INA launched the Employee Corporate Volunteering Project in a local community. INA Volunteers Club was established with the aim of voluntary personal investment of time, effort, knowledge and skills for the common good. Volunteering is based on personal choice and motivation, with no desire for financial gain, in order to help other people and society as a whole.

1.2 Objective, desired outcomes and impact of the project

The main objectives of the project are the benefits for employees who take part in the corporate volunteering programme and in that way acquire new knowledge, develop their leadership skills, decision-making skills and interpersonal skills, as well as get to know their colleagues better, and become more motivated. Another important objective is the positive impact on the local community. As a result of the project, local communities are provided with the necessary knowledge and skills, attract greater public attention and solve social problems more efficiently.



1.3 Start date and duration of the project

The project started in 2011 and is still ongoing and developing new projects with a growing number of volunteers every year.

INA Volunteer's Club was initiated by the Corporate Communications Sector and at the moment two of its employees, Marketing Communications Senior Officers, are project team members.

1.4 Project stakeholders (internal and external)

The project's internal stakeholders are all INA employees, while external stakeholders are primarily local communities in areas of special interest; areas where INA operates in Croatia, and subsequently the media and general public.

During its first three years of existence the INA Volunteers' Club achieved significant successes: 35 volunteering actions were organised in all Croatian regions, the Club was joined by 428 employees who provided 3.424 hours of volunteering work. INA's volunteers' first actions helped protégées of the Centre for Autism, Down Syndrome Association, Rehabilitation Centre and the Association for Mentally Disabled Persons, foster care homes, kindergartens, and homes for aged and infirm persons.

In 2012 INA's volunteers helped:

- clean the seabed in the area of Žurkovo, Podurinj near the Rijeka refinery,
- clean a natural geological monument of Rupnica at Papuk,
- set up a new information board in the woods Žutica,
- organise trips to the theatre and a variety of creative workshops for the kindergarten children,
- participate in a "Green Cleanup" action organised by the municipality of Kostrena,
- clean the 5th Maksimir lake in Zagreb,
- a day centre for the rehabilitation of children and youth in Zagreb,
- paint balcony railings in a "Small house" in Petrinja and
- organise volunteering at the Association for Down Syndrome in Rijeka.

In 2013, the volunteering project included:

- reforestation near INA's petrol stations on Kozjak near Split, and several ecological actions in Skradin, Rijeka, Kloštar Ivanić, Kraljevica, Koprivnica and Zagreb
- equipping a playroom for the Municipal Public Library Babina Greda,
- organising Christmas decorations workshops in SOS Children's Village Croatia and Home for Children and Young Adults "Izvor",
- holding a workshop in the Association of people with disabilities in Križevci,
- helping an entrepreneurship project involving people with disabilities in Podunavlje, and
- organising playground renovation for the kindergarten Kolibri in Zagreb.

In 2014 the INA Volunteers' Club planned on spreading its actions and involving volunteers from all Croatian regions where INA operates, and helping institutions in even broader area with the aim of covering all regions of the country.





The overall budget invested in the project since its initiation is more than EUR 60,000.00 and an additional value is 3,424 hours of volunteering.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

This project is qualified as best practice because it combines corporate sponsorship and donation activities with corporate volunteering, making it an integrated socially responsible project that creates benefits for all sides involved; people in need, the local community, employees and the company.

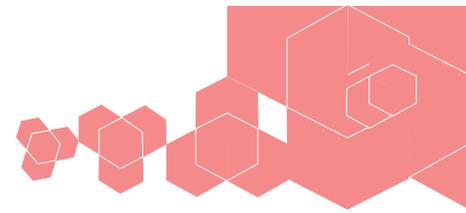
2.2 What were the project's key success factors?

Key factors for success relied on the good selection and organisation of the project and on the efforts made by Corporate Communications Sector employees in motivating and recruiting a great number of volunteers. The success of the project is also evident through the awards received. The INA Volunteers' Club received the Volunteer Award for the year 2012 in the category Contribution of the Business Sector to the Development of Volunteering in Slavonia and Baranja, awarded by the Osijek Volunteer Centre with the support of the Council for the Development of Volunteering. This award was given to the INA Volunteer's Club for three of its actions: the landscaping of the Rugvica site in the Nature Park Papuk, painting of fences of the Home for the Aged and Infirm Persons Osijek and the organisation of a theatre performance and creative workshops for kindergarden children in Slavonia. With this award, the Osijek Volunteer Centre aims to contribute to the promotion of volunteering as a desirable social value through the evaluation of the contribution of individuals and organisations working for the common good. This is the second award for INA in the field of volunteerism. In 2010 INA was awarded by the Osijek Volunteer Centre for painting the fences in the SOS Children's Village Ladimirevci. Success of this single project initiated the establishment of volunteering as a company level project.

2.3. What were the challenges and how were they overcome?

It was a challenge to motivate employees to join the volunteering activities and donate their time. In order to encourage and support employees to join volunteering actions, absence from work due to corporate volunteering was marked as paid leave according to the Collective Agreement; each employee can get one day paid leave per year for volunteering. On International Volunteers Day, the most active members of the INA Volunteers Club are awarded special diplomas for their contribution.

As a company engaged in oil and gas exploration, production and supply, INA considers sustainable development to be one of its fundamental business principles. We are very aware of our responsibility and try to achieve better relations in the community we operate in and in communications with our stakeholders. The INA Volunteers Club presents a vehicle that drives better relations and understanding between the company, its employees and community and its needs, making it a mutually beneficiary experience for both sides. INA wishes to be a modern and ethical company and a candid and reliable partner in the communities where it conducts business.



3.6.5. Pharmachem – Juniors are our future

1.1 Short description of the CSR projects

1. Project 2012: "Pharmachem juniors are our future"

Date: This visit took place on October 27, 2012 and was attended by 11 children.

Objective: The goal of this project is for children of employees to get the opportunity to become better acquainted with the company where their parents work.

Activities: Employees presented the work of their departments in a manner suited to the age and knowledge of the children, through exercises and experiments in which the children themselves had the opportunity to actively participate and ask questions. During the children's visit, the company owner wished them a warm welcome after which then continued with a tour of all Pharmachem sectors (finance, reagents and additives, storage, instruments and equipment, diagnostics and medicines and environmental consulting, environmental and biochemical laboratory PHI "Pharmachem Diagnostic").

Results: Through games, experiments and education, the children made drawings at the end of the visit. A creative workshop consisted of drawing with coloured pencils, etc., on the following topic: *"What made the biggest impression on you from the visit to Pharmachem?"* Drawings were used to illustrate the Pharmachem's calendar, notebook and New Year's card for 2013.

Award: Pharmachem has won a prestigious national award on this project for the seventh time for the best social responsibility practices award for 2012 in the category "relations with employees". This was awarded by the National Coordinative Body for CSR, the Ministry of Economy of the Republic of Macedonia and initiative "European system to reward CSR", which is implemented in Macedonian Association Zenith.

2. Project 2013: "PHARMACHEM ON TOP OF THE WORLD - with Ilina Arsova and our juniors"

Objectives: On the occasion of International Women's Day on 8 March, Pharmachem supported Ilina Arsova in her accomplishment to conquer Mount Everest as the first Macedonian woman. She was also invited to visit Pharmachem to meet the children of employees and share her experiences and adventures of conquering mountain peaks around the world and her passion for hiking and sports in general.

Activities: Within the project "Pharmachem juniors visiting Pharmachem", children of the employees visited Pharmachem for the second time and had the opportunity to meet Ilina Arsova - the first Macedonian woman to reach the summit of Mount Everest and the top of the world. Through Ilina's presentation, Pharmachem juniors could feel the spirit of endurance, persistence and victory, which also characterises Pharmachem's teamwork. The children could also see part of the mountaineering equipment and closely socialise and take a photo with Ilina.



Date: This visit took place on 5 October 2013 and was attended by 13 children.

Results: Through a creative workshop, children on this occasion drew collages, and Iliana as a visual artist helped the children in creating the drawings. The children drew on the following topics: "Mountaineering and Nature" and "Pharmachem on top of the world!" by using self-adhesive sheets for collages and markers.

Collages are used to illustrate the calendar, notebook and New Year's greeting card for Pharmachem 2014.

Project team:

Project implementation team: the team implementing the project was appointed by the Executive Director of Pharmachem. Individuals from all sectors in Pharmachem and one psychologist were involved in the team. The goal of this team was to develop and implement the entire project.

Pharmachem employees: each employee was responsible for specific topics to be presented to the children.)

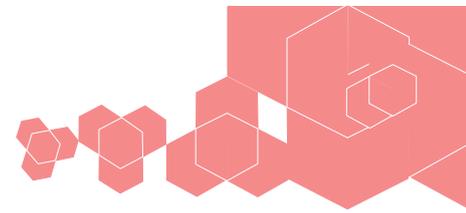
The children of Pharmachem employees: active participation in the project through monitoring presentations, training, socialising and preparing the drawings of how the children understand the work of their parents.

Motivation: Pharmachem cares about the welfare of its employees and their families and therefore invests in their education and upbringing. The closeness of the children with the company in which their parents work is an imperative that every company needs to achieve. Parents spend 8 hours of their time on the job, and for the children that means the absence of their parents and the impossibility of having their full attention. But as soon as the child realises the truth of their parent's working day, they become a true hero who helps the community. The child will have more understanding about the parent's absence, and acquire confidence towards the company in which his parent operates. At the same time, a closeness between the children of employees is established through this type of socialisation, leading to new friendships.

Objectives: Pharmachem includes the children of its employees in social responsibility projects. The long term goal is for these projects to become a tradition and to include visits by children from primary schools in Pharmachem's local community.

Benefits of the project: This project directly affects the satisfaction and motivation of employees and that represents an imperative for Pharmachem. Indirectly, it represents a benefit for the company because satisfied and motivated employees contribute to the overall progress of the company.

Educated young people are learning real values such as healthy food, hygiene, energy efficiency, caring for the environment and nature, and having a direct benefit to society. Children will pass these values to their friends at school, thus spreading the idea of real values in society. Through direct education by employees in Pharmachem, the youth acquire knowledge that can be applied in everyday life and directly affect society. The application of real values leads to a healthy society.



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4. Supporting documentation

More information on this and all other CSR projects of Pharmachem:

<http://www.farmahem.com.mk/tabs/view/bb170c1adc68c29a60032673afa6bd53>

5. Relevant information on Pharmachem mission statement and its core values

MISSION

Our mission is to be an essential part of any modern laboratory in the clinical and industrial sectors, representing the most sophisticated laboratory equipment, reagents and laboratory consumables, disinfectants, chemicals, microbiological culture media, additives for the food industry, as well as complete technical support for maintenance, service and application through highly qualified and trained staff. Furthermore, we are striving to be the first choice of our customers in the field of environmental consultancy where we have an accredited Laboratory for measurements in the environment.

We accomplish our mission by offering top quality with best prices and best post-sales support through:

- **Highly qualified and trained staff;**
- **24-hour technical support for maintenance and servicing of our instruments;**
- **Optimal goods in stock;**
- **Well organised, timely delivery;**
- **22-years of working experience;**
- **Implemented ISO 9001:2008;**
- **International presence.**

Customer's needs are our primary objective and we are improving in that direction every day to meet all their requirements.

VISION

Pharmachem has a vision to become the preferred choice of customers and users for services in the field of trade with medical equipment and instruments and environmental consultancy.

We have existed successfully for 22 years by being focused on our customers and driven by market needs, as only through this will our vision be viable in the future.



VALUES

Our **core values** in our work are:

- We act with integrity;

- 
- We aim to provide real value for our customers;
 - We guarantee quality and timely service;
 - We focus on satisfied customers and users of our services;
 - We monitor changes in society;
 - We aim at permanent development;
 - We are committed to the basic principles for environmental protection and improvement;
 - We provide technical support for all our products;
 - We are continuously improving our quality control system;
 - We act in accordance with the quality policy in all fields of operation;
 - We are a socially responsible company.

WE ARE ACCOMPLISHING OUR VISION AND MISSION WITH TEAMWORK!

Pharmachem's quality policy

PHARMACHEM's key to success is based on the following principles:

- A wide range of products and services with a view to satisfying the stringent buyer demands
- Commitment to environmental protection and social responsibility;
- Continuous improvement of working conditions , motivating and raising awareness of teamwork;
- Striving for continuous upgrading, improving and introducing innovations in operations based on efficient business processes, well-defined measurement parameters, use of best practices and research / surveys conducted among buyers;
- Satisfying the demands of all parties involved in the operation: employees, buyers, owners and company management ;
- Building a beneficial long term relationship with customers by understanding their requirements and needs and the demands and needs of their clients;
- Develop a partnership with suppliers who regularly meet the established system quality management standards
- Long term cooperation with world renowned companies;
- Creating and providing a recognisable image which will provide profit, liquidity, and social status of employees;
- Fulfilling our commitments to customers regarding the quality, price, terms of delivery and sales support, and 24 hour maintenance, service and application support through highly qualified and trained staff;
- Continuous improvement of product and service quality according to the requirements of customers and to increase customer satisfaction, loyalty and trust among customers;
- Implementation and enforcement of the prescribed legal requirements, standards , regulations and other documents;
- Continuous improvement of the economic logic of the operation (higher profit with smaller expenses);
- Quality policy of Pharmachem is available to all employees and the public.

3.7. Development-Environmental Protection



3.7.1. Nutrition Industry, various companies – Conference on Social Responsibility in the Nutrition Industry

1.1 Short description of the CSR projects

Institutional Social Responsibility

The growth of the concept of social responsibility in all spheres has generated different reactions which involve an ability to listen, deal with, understand and satisfy expectations. Everyone has begun to understand the importance of relating to their environment and enhancing the common good.

Companies are modifying their activities to adapt to social interest and are developing sustainable programmes to structure their efforts. Authorities stimulate the collective consciousness of all the players and civil entities and contribute towards setting an ethical and scientific reference framework for the development of responsible conduct.

Institutions are also participating directly, for example by diffusing useful knowledge. Through studies, consensus, approval, attitudes and other similar methods, nongovernmental organisations are showing responsible conduct.

However, for institutions, the methods most suited to application of this beneficial philosophy are educational, diagnostic and awareness campaigns on health questions, often coordinated with other sectors including the authorities and industry. Below are some examples of activities to carry out for the community alongside congress:

- Nutritional talks
- Collective physical activities (walks and others)
- Street surveys on nutritional and metabolic conditions
- Classes on nutrition in schools
- Education about diabetes

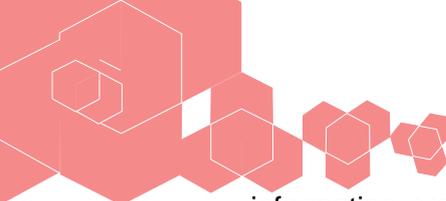
For many years, society has been given information on healthy eating habits so that people can make better choices, which is the essence of social responsibility.

CSR as an Example of Management and the Creation of “Shared Values”

Global and local changes have led the food and drink industries to a rethink their actions. New relationships forming between the production sector and the community are attempting to generate a synergy to adapt to consumers’ requirements and, at the same time, respond adequately so as to maintain consumer confidence. Industry, State and community interaction has become the central axis point to strengthen actions which contribute to promoting improvements in the areas of education, health and the environment.

In this spirit, *COPAL* along with its member chambers and companies is working hard to develop and strengthen the concepts of healthy living, responsible environment and businesses through education, imparting information and other tools which help promote an improvement in the quality of life.

COPAL is carrying out:

- 
- information programmes about the work of entities such as the Argentine Network of Food Banks (*la Red Argentina del Banco de Alimentos*), Cáritas and Nutrition 10, Zero Hunger (*Nutrición 10 Hambre Cero*);
 - product donation programmes carried out by its associates;
 - different events to impart information and training in matters of nutrition and health. For example, over the last 3 years educational and recreational activities for children and adolescents have been taking place in Tecnópolis;
 - a virtual course on CSR aimed at small and medium sized businesses (SMEs);
 - together with different national, provincial and municipal government levels, imparting information on matters relating to healthy living and the prevention of non-contagious illnesses (voluntary agreements for sodium reduction, removal of trans fats, implementation of healthy kiosks, amongst others);
 - together with different scientific entities, preparing the promotion of publicity material which respects healthy living.

The common element of these efforts is, without doubt, “the creation of shared values” among the different parties in the food industry, the State and the community. It is about making a constructive, collective path to generate a method of responsible management.

3. Contact information

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3.8. Due Diligence

3.8.1. Johnson & Johnson – Due Diligence of NGOs

1. Key project information

1.1 Short description of the CSR project

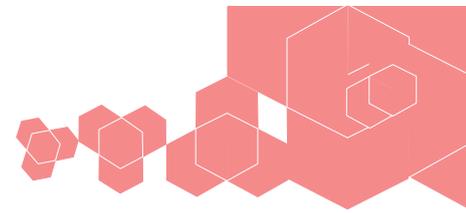
This document describes the due diligence of NGOs we carry out every time we collaborate with one of them

1.2 Objective, desired outcomes and impact of the project

Our objective is to ensure the organisation we are going to fund is reliable in terms of ethical management and that our contribution will not represent a significant part of their budget. In order to comply with our internal code, we also want to make sure healthcare professionals or government officials are not going to benefit from our financial aid, and guarantee that anti-corruption laws are respected.

1.3 Start date and duration of the project

Every time we approve a collaboration with an NGO through our CSR committee, we must carry out due diligence on the NGO, which is valid for three years.



1.4 Project team members (functions / departments involved)

CSR and Healthcare and Compliance Departments.

1.5 Project stakeholders (internal and external)

Employees (they suggest the projects the company decide to fund) and NGOs.

1.6 Geographical scope of the project

Spain

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

It is not a normal practice to evaluate NGOs in Spain before collaborating with them.

2.2 What were the project's key success factors?

The process is very integrated in the company.

2.3. What were the challenges and how were they overcome?

We are constantly improving the process.

2.4 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

This initiative totally aligns with Johnson & Johnson requirements

3. Contact information

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3.9. Environmental Protection

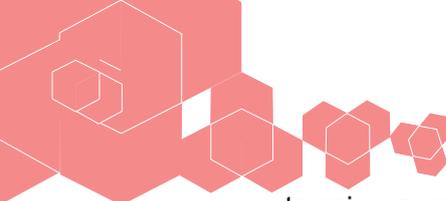
3.9.1. Coca Cola – Our Beautiful Sava

1. Key project information

1.1 Short description of the CSR project

Our Beautiful Sava is a CSR project involving various institutions at all levels which share a common goal – to protect and promote the Sava River. The project was launched in 2008 by Coca-Cola HBC Croatia in partnership with the Ministry of Regional Development, Forestry and Water Management and the International Sava River Basin Commission. The objective was:

- to promote tourism in continental parts of Croatia based on sustainability principles,

- 
- to raise awareness of Croatia's water resources, of the importance of preserving the environment of the Sava River region and its biodiversity and of the river's importance for all Croatian residents along the Sava River in terms of social, environmental and economic aspects,
 - to present the greater region's wealth and diversity of life as well as activities in the past.

Since then, the project has brought together more than 45 key stakeholders at national and local level – ten more times compared to 2008 – and its impact has been expanded to include the entire Sava River region.

In 2013, project partners at national level included the Ministry of Agriculture, the Ministry of Transport and Infrastructure, the Ministry of Tourism, the International Sava River Basin Commission, Croatian Waters, the Agency for Inland Waterways, the Croatian Chamber of Economy, the Croatian National Tourist Board, the Institute for Tourism and the State Institute for Nature Protection. Local project participants included tourist boards and municipal offices of major cities along the Sava River.

The 2013 edition of the program covered the entire region, with numerous environment and tourism-related activities in all major cities along Sava River – Zagreb, Sisak, Županja and Slavonski Brod. A press conference and four Sava Fairs presenting traditional crafts, souvenirs and handicrafts from the Sava River region were organised between May and July. The project's acceptance was demonstrated through the conclusion of cooperation agreements and the partners' enthusiastic assistance and support. The project was also recognized by the Zagreb Tourist Board and the Croatian Chamber of Economy, which showed initiative in supporting the project financially. The project was branded so successfully that the local community in one of the towns hosting a Sava Fair agreed to incorporate one of its traditional festivals into the *Our Beautiful Sava* project. In 2013, 50 exhibitors and more than 100 performers participated in the project, while the fairs and additional activities attracted more than 20,000 local and foreign visitors. In addition, a *Youth Parliament* was held on Sava River Day, which brought together young people from countries in the region to raise awareness of the importance of water ecosystems and cross-border cooperation. A bike ride along the Sava River from Kranjska Gora to Belgrade was organised within the framework of the project by the International Sava River Basin Commission with the aim of reminding people of the importance of preserving the Sava River and its environment, to boost the potential for the development of bicycle paths along the Sava River and the development of recreational tourism.

A number of cultural and artistic associations, youth associations and manufacturers of traditional souvenirs, arts and crafts were involved in the project by exhibiting their heritage and products at Sava Fairs. All participants are presented on the project's website, which serves as a point of reference for individuals and companies offering and seeking various tourism-related services or local products from the Sava River region throughout the year in order to support the development of tourism. Furthermore, at each of the four locations where the project was held, a film about last year's project was presented to local tourist boards and city governments to promote inland tourism and the potentials of the Sava River. The project thus tangibly encourages the development of continental tourism.



Since 2008, 3,000,000 HRK has been invested in this project, which included a total of 24 fairs in cities along the Sava River organised to encourage eco-tourism, local entrepreneurship and promote the region. Over this six-year period, fairs gathered more than 150 exhibitors and 80,000 visitors. A total of 147 different eco associations, designers, cultural associations, craftsmen and small manufacturers exhibited their products as part of the project. A series of continental tourism souvenirs made of thousand-year-old wood retrieved from the Sava River bed have been introduced within the context of the project, as well as the first collection of eco clothing with Sava motifs designed by students of the Faculty of Textile Technology. The project also attracted French tourists who came to one of the fairs in a river cruiser. The visitors were offered a unique performance of traditional songs from the Posavina region performed by the folklore ensemble LADO and the Dalmatian “klapa” choir Bošket. In addition, a concert by Croatian ethno jazz singer Tamara Obrovac was organized in Sisak. The International Sava River Basin Commission also published the *Atlas of Nautical Tourism on the River Sava* as part of the *Our Beautiful Sava* project, which is aimed at encouraging the development of tourism in the Sava River Basin.

To understand Coca-Cola HBC Croatia’s investment in water protection and water resources and the reason for initiating the *Our Beautiful Sava* project, the long-standing efforts of Coca Cola in Croatia should be pointed out and its collaboration with a growing number of partners to resolve issues related to preserving water resources. With the *Our Beautiful Sava* project Coca Cola HBC Croatia took an important step forward when it comes to investing in water resources and the local community. The director of the *Our Beautiful Sava* project is Boška Trbojević, director of the Public Affairs and Communications Department of Coca Cola HBC Croatia, while the head of the project is Igor Ćutuk, public affairs manager at Coca Cola HBC Croatia. The overall communication management was entrusted to the PR agency Media Val, while McCann-Erickson took care of corporate identity.

In 2014, the *Our Beautiful Sava* project will continue its mission which has been recognised by the local community, which wants to keep the project as part of its heritage.

3. Contact information

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Head of the *Our Beautiful Sava* project

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4. Supporting documentation

Project website: <http://www.lijepanasasava.hr/>

Project Facebook page: <https://www.facebook.com/LijepaNasaSava>

Project YouTube channel: <http://www.youtube.com/user/LijepaNasaSava>





3.9.2. Technica – Greenify

1. Key project information

1.1 Short description of the CSR project

Environment is one of Technica culture elements. We created “Technica Greenify” program for environmental projects and awareness. “A Green Lebanon” is part of the Technica Greenify program. Our green project is fighting the deforestation of Lebanon.

Project start up:

- On Technica’s 30th anniversary, we purchased 400 trees in honour of our customers, suppliers and employees
- We organised an environmental outing event for planting the trees in collaboration with an NGO “Jouzour Loubnan”
- On October 12 2013 we invited all employees to join with their families as a way to promote awareness of environmental issues and healthy activities
- The day started with a presentation on the impact of deforestation, the benefits of planting the trees, how to plant and maintain them
- After the event we included a press release in local newspapers and sent a mass mailing campaign to our network as part of sharing our initiative for replication within the community.

Project continuation:

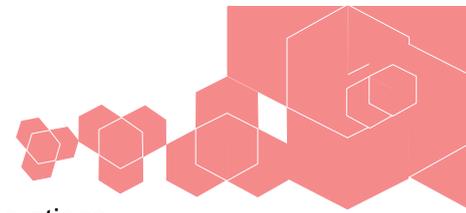
- This project will remain sustainable because starting November 2013 we are purchasing a tree for every project we win with our customers (1 tree for each 100,000 Euro bracket).

1.2 Objective, desired outcomes and impact of the project

Native woodlands are being destroyed at a rapid pace in Lebanon as a result of human activity and because of forest fires. The woodlands are amongst our most important habitats harbouring biodiversity, moderating climate change, etc. We have lost 40% of our woodland cover over the past 40 years. Our objective is to fight deforestation by planting trees and encourage others to replicate our initiative.

The impact of our project:

- On the environment:
 - Participate in the restoration of Lebanese woodland and promote sustainable forestation
 - Increase the woodland area and restore degraded mountain ecosystems
 - Enhance biodiversity through the choice of various native species well adapted to the local environment
- On local residents:
 - Empower local communities to protect, manage and benefit from the project
 - Ensure the long term tree survival through irrigation, guardianship and protection as long as needed



- On Employees:
 - Promote environmental awareness amongst younger generations
 - Initiate our employees and their children to the impact of the environment and how to care for it
 - Have a fun and active family day out

- On our customers and community:
 - Share the event in newspapers and send it as mass mailing campaign for sharing with our network
 - Response of our customers was overwhelming. They loved the initiative, they appreciated our effort and they will duplicate. This will minimise the current deforestation. (Attachment 4)

1.3 Start date and duration of the project

Our project started on Technica's 30th anniversary in September 2013 and is continuous.

1.4 Project team members (functions / departments involved)

Our internal team members:

- Technica Greenify committee: generated the "A Green Lebanon" project as part of the Technica Greenify program and the plantation day event idea
- Safety & Environment department: organised the plantation day with Jouzour Loubnan.
- Marketing department: sends the mass mailing campaign to our customers and network to replicate the project and event. The marketing department also sends certificates in soft copies to the customer after every purchase of a tree for this project.
- Sales department: delivers certificates in hard copies to customers.
- All employees and their families: participate in the plantation day by planting the tree bought.

External team members:

- Jouzour Loubnan: provide the plantation land, coordinate with local municipalities, select which tree species to plant based on the area, ensure irrigation system, organise guardianship, maintenance and protection of the trees as long as they need it (minimum for three years). Jouzour Loubnan takes care of the trees species, zones to plant, tree maintenance and welfare. The company may decide whether to involve their employees in tree planting, because Jouzour Loubnan will take care of the plantations if companies do not want to.
- Local communities: protect, promote and benefit from the project. Local helpers from the region will have a job for three years maintaining the trees.

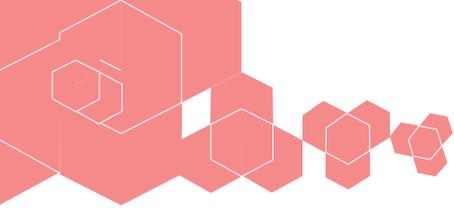
1.5 Geographical scope of the project

The geographical scope of our project is any Lebanese destroyed woodland. The first batch of trees was planted in Kfardebian and Zaarour.



1.6 Overall budget invested

The project does not require heavy financial investment. The cost of one tree is 10\$. The overall budget invested in 2013 was 4000\$ (cost of trees).



2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

Our project has:

- Immediate Action: we are helping by participating in the restoration of Lebanese woodland and promoting sustainable forestation
- Communication: our activity creates an environmental awareness about plantation importance starting with our employees and their families then our community and network
- Sustainability: we are purchasing trees monthly because we linked it to our project sales and our plantation day is a yearly event
- Impact: we have internal environmental campaigns to instil environmental behaviour in our employees, who in turn will transmit it to their network. We also conduct external campaigns to share our environmental activities in the hope of creating a replication

We are proud to:

- Help in the reforestation of our country
- Create a positive impact in society and amongst younger generations
- Encourage our customers and other companies to replicate our initiative
- Empower local communities to protect, manage and benefit from this project

2.2 What were the project's key success factors?

The key success factors of the project are:

- Technica's commitment to environmental responsibility (Technica culture and values)
- Employees' motivation and participation
- Jouzour Loubnan expertise
- Impact on environment, local residents, employees, our customers and community
- Sustainability of the project

2.3. What were the challenges and how were they overcome?

No challenges were faced.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

No

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The innovation of our project is in that it creates shared value for the enterprise and the community. The community gains from the forestation, while the enterprise gains from creating a tripartite bond: the customer, the tree and Technica.

The response we received from customers reflects this bond.

- Link with our customers:
 - The trees are planted by Technica on behalf of our customers. Each tree is in the name of a customer



- He can check his tree on the GPS coordinate.
 - When our employees are planting the trees at the end of the year it creates a stronger customer relationship within our team
- Community sharing:
- We shared our initiative with our network, in newspapers and within our Global Healthy workplace community group to promote the idea and have other companies join in the project

3. Contact information

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4. Supporting documentation

Link to video with information on *A Green Lebanon*: <http://youtu.be/wrkvKpP5IU0>

3.9.3. Adora – Green Eco Homes for Healthy Future

1. Key project information

1.1 Short description of the CSR project

Adora Engineering, established 11 years ago, has been realising the long-term project "Green Eco Homes" for several years. We are a construction company focused on high construction and have been recognised for introducing and constructing eco-homes in Macedonia by applying international standard ISO 9001 for quality, ISO 14000 for environmental protection, green architecture, modern eco-technologies and international standards for quality housing.

1.2 Objective, desired outcomes and impact of the project

By focusing on energy efficiency at elite residential business facilities and continuing to view environmental protection as the most valuable wealth and heritage for present and future generations, the company has long-term aims to provide modern, high quality, economical and healthy life to its customers.

The excellent insulating properties of objects, along with high thermal and sound insulation reduce energy consumption and not only provide tenants with a means of saving money but most importantly, protect the environment from pollution and harmful effects, and allow for sustainable development.

In order to preserve nature and beautify the environment, Adora Engineering continuously



landscapes and improves all areas around its collective residential buildings in Macedonia, with the continuous planting of new seedlings from different trees and flowers and dense green belts, thus forming a protective shield and environmental lung space around buildings.

The company is a pioneer in Macedonia for introducing photovoltaic systems to light common areas in collective residential buildings. These solar panels in common areas are a source of renewable energy and are passive energy consumers with which residents save energy and money and do not receive bills. Within the project "Green Eco Homes", Adora Engineering continuously improves its scientifically proven sound insulation of buildings and has organised selective collection and disposal of waste, which raises tenants and citizens' environmental awareness.

The construction of energy efficient homes has progressed from year to year, with the placement of 10 cm graphite neopor thermal facades (which have excellent insulation characteristics), advanced PVC carpentry, installation of energy-efficient high-quality materials, etc. Adora Engineering is the first company in Macedonia to build energy efficient collective residential buildings that exceed energy performance regulation requirements and is readying itself for the "energy passport" certificate before its introduction in Macedonia.

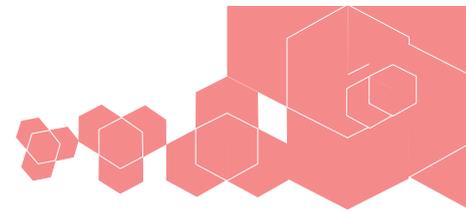
According to the "*Study of thermal protection, vapour diffusion and thermal stability of building construction and energy performance*" by Dr Peter Nikolovski, Eng. architect, the annual energy consumption for heating at the new Adora Engineering complex in municipality Aerodrome, Skopje, is 16.2 kWh (m² a), which is classified in class A according to Macedonian regulations for building energy performance (15 to 25 kWh (m² a)). The building's masonry is made up of ceramic block and brick with a low thermal conductivity value (lambda value) specifically designed and manufactured for the purpose of Adora Engineering. Choosing windows with triple glazed PVC profiles and having good building structure insulation (10 cm polystyrene and 16 cm graphite mineral wool for roofs) provides the conditions for energy-efficient facilities. There is a catalogue of thermal bridges for construction details which ensures that even in the most unfavourable climatic conditions (external temperature of up to minus 25 °C), there is no risk of internal condensation and mould growth. In other residential buildings with insufficient thermal insulation, energy consumption for heating per year is between 180 and 240 kWh/m². By contrast, the residential and business complex Adora Engineering in the municipality of Aerodrome, Skopje has 6 times lower annual heating costs and if electrical heating is used, the monthly heating cost is expected to be 1,250 denars, instead of 7,500 denars.

1.3 Start date and duration of the project

This is a long-term project that started by introducing certain elements in the first Adora Engineering residential building in Karposh, Skopje in 2004 and continued with the construction of eco buildings in Gorce Petrov, Skopje, Strumica, Ohrid municipality Aerodrome and Centre - Skopje, and Novo Lisice Skopje.

1.4 Project team members (functions / departments involved)

All Adora Engineering employees were involved in the project implementation through professional and technical activities, the designer - architects, engineers, workers and management - as well as external collaborators, expert consultants, firms which supply energy-efficient materials.



1.5 Geographical scope of the project

The project geographically covers Skopje, Ohrid and Strumica.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

We are especially proud that Adora Engineering is the first company in Macedonia to introduce energy-efficient homes and become a leader in their construction, which has helped its citizens to enjoy modern benefits in terms of quality and cost-efficient housing. There was an article about Adora Engineering eco homes published in an international publication in the network of UN Global Compact, which informed the world community.

Confirmation of the company success in building eco homes are three national awards for best CSR project in the field of environment, award for the most eco-friendly company from Skopje as well as other awards. We are especially proud of the construction of the first collective residential building from the high class A, which is ready to receive the "energy passport" before its introduction in Macedonia.

2.2 What were the project's key success factors?

Key factors for the project's success were having a clear purpose and vision for tracking and applying the latest standards and technologies in the world to build energy-efficient eco homes in Macedonia, as a priority in the strategy of the construction company. It is not easy to introduce new products, to open the way for them, to overcome stereotypes, to improve, to persevere, to justify the confidence and embed it in brand identity.

2.3. What were the challenges and how were they overcome?

The main challenge was to explain the benefits of eco homes of citizens, potential buyers, given that the cost of these high quality apartments is greater than others, but long-term positive effects through reduced costs for heating and cooling, are providing tenants with daily savings. There was a need to educate and inform citizens of the usefulness of eco homes for both customers and the environment, which is spared and protected for future generations, which increases the local, national and global environmental awareness.

The project is still on going, and we are upgrading, progressing, we change our practices to build better, higher quality and sparing eco homes whenever we construct any new residential building.

The introduction and improvement of eco homes is an essential priority of Adora Engineering's business strategy, embedded in its vision and mission. The ultimate goal is accomplished through socially responsible practices which balances caring for customers and environment with increased profits and improved company image, making eco homes synonymous with Adora Engineering.

3. Contact information



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3.9.4. Feni Industries – Sustainable Use of Slag

1. Key project information

1.1. Short description of the CSR project

Converter slag from FENI Industries is a by-product or waste from the production of ferronickel. It is an inert material with high specific weight and until 2010 was disposed of on the FENI Industries' Slag Disposal. But its excellent mechanical, physical and chemical characteristics allow slag to be used as a material with high specific gravity for underwater application, and to be exported worldwide. As a result, FENI Industries has installed a Crushing Plant for crushing slag.

1.2 Objective, desired outcomes and impact of the project

The main objectives of this project are to value the slag, which is obtained as a by-product of the production process. Crushing and sieving it reduces disposal and reduces the amount of slag already disposed of.

With this project, a transformation of one inert waste into a useful product (by-product) is done (effective use of the material).

1.3 Start date and duration of the project

- This is an ongoing project that began in 2010 with the installation of the Crushing Plant;
- In 2011 the plant was improved and numerous tests and analyses of the slag were performed from an environmental mechanical, physical and chemical perspective;
- In 2011, the converter slag from FENI was registered under the REACH Regulation, and worldwide exports started the same year.

1.4 Project team members (functions / departments involved)

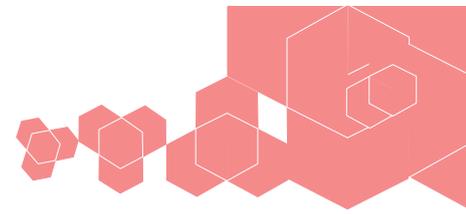
- Management of FENI Industries;
- Sector for Laboratory, Quality Control and Environment;
- Sector Logistics.

1.5 Project stakeholders (internal and external)

Internal: FENI Industries - as a producer and exporter of slag.

External: UNMINT: American partner who is distributing the slag as "Materials with high specific gravity."

3. End users worldwide (Scotland, Dubai, Saudi Arabia, USA) using this material mixed into concrete in order to get a coating of high specific gravity for underwater pipes (optical cable



for example).

1.6 Geographical scope of the project

This is a global project because the slag is currently exported worldwide.

1.7 Overall budget invested

Investments:

- Crushing plant of about 1 million euros.
- Human Resources: Approximately 10 people employed in the project.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

The transformation of an inert waste into a useful product which is in demand in the world market is what qualifies this project as a best practice for corporate social responsibility. What we are really proud of is the fact that up to now we have exported over 300,000 tonnes of this material all around the world, which has primarily proved that it is not a hazardous material, but rather, a useful product. If this project had not taken place, the slag would still have been disposed of at the FENI Industries' Slag Disposal.

2.2 What were the project's key success factors?

With this project everybody wins:

- for the environment it means improvement because there is less disposal,
- for FENI it means direct economic benefits from selling slag, and indirect savings because the company does not have to invest (to buy land) in order to expand the disposal area,
- for society it means additional employment and sustainable development.

By using slag for various purposes natural resources, which would be applied for the same purpose are saved.

2.3. What were the challenges and how were they overcome?

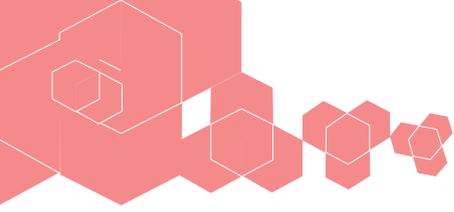
The challenges were huge because it is a material which is not well known. Communities are not familiar with potential usages of this material. We had to perform numerous tests and analyses of the slag. The results from these tests demonstrated that the slag is not a hazardous material, which started to change the opinion among the population. The slag was registered under the REACH Regulation in 2011 and was exported all over the world.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

If we had the opportunity to change something from the beginning, this would be that both types of slag generated at FENI Industries (slag from electric furnaces and slag from the converter) would be disposed of at two different locations. FENI is currently working to find a market for the slag from electrical furnaces which generated in much larger amounts but has less specific gravity than converter slag.



At the moment, slag disposal is under the responsibility of the production department. It might be better to organise a special department that would ensure its production and look for new markets.



2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

This project is fully in line with the company's strategy which means that with this project the environment is protected, new solutions and markets are found, work operations are carried out efficiently and the capital value of the company is increasing.

3. Contact information

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3.9.5. Rade Koncar – KOO

1. Key project information

1.1 Short description of the CSR project

The project is in the field of environmental protection and involves the opening of a Regional Environmental Centre for the removal of polychlorinated biphenyls and of equipment containing polychlorinated biphenyls. The Regional Environmental Centre is unique in the Balkans. Environmental protection and the health protection of citizens is made possible through the reduction and elimination of harmful ingredients, in this case, polychlorinated biphenyls in transformer oil.

Decontamination of the stored transformers and oils is implemented periodically during the year. Waste that cannot be decontaminated is periodically disposed of outside the Republic of Macedonia, in a manner and procedure according to the Basel Convention on the control of transboundary movement of hazardous wastes and their removal.

Their removal is also in accordance with Macedonian law and takes place in cooperation and under the supervision of the Administration of Environment within the Ministry of Environment and Physical Planning.

1.2 Objective, desired outcomes and impact of the project

Purpose:

- Removal of harmful polychlorinated biphenyls in transformer oil, through reduction and elimination.
- Environmentally acceptable management of electrical equipment containing polychlorinated biphenyls, during all phases of the lifecycle.
- Identification of national priorities and creation of a basis for further action for the removal of polychlorinated biphenyls from use.
- Fulfilment of the obligations arising from the Stockholm Convention.

Desired results and impact of the project.

- 
- Functioning of the Regional Environmental Centre, the first of its kind in the Balkans, with a NEW manufacturing facility for the project needs.
 - Realisation of the National Implementation Plan for the reduction and elimination of persistent organic pollutants.
 - Protection of human health and environmental protection by eliminating harmful polychlorinated biphenyls in transformers and transformer oil using mounted equipment from renowned Italian manufacturer "SEA MARCONI".
 - Trained staff not only for this project, but in general for the first time trained staff for reduction and elimination of polychlorinated biphenyls in transformers and transformer oils in Macedonia and beyond.
 - Completed decontamination of 200,000 kg of transformers by the company Rade Koncar - Service.
 - Verified results from accredited laboratory and a representative from the Ministry of Environment and Physical Planning informing UNIDO and SEA MARCONI representatives by.
 - Created a basis for the safe and sustainable management of polychlorinated biphenyls in the Republic of Macedonia for the future.
 - Fulfilled the obligations arising from the Stockholm, Basel and Rotterdam Conventions.

1.3. Start date and duration of the project

January - December 2012.

1.4 Project team members (functions / departments involved)

- Responsible person for social responsibility.
- Responsible person for waste management.
- Responsible person from the Ministry of Environment and Physical Planning.
- Members of the management / administration
- Employees in the company / Sector for production - waste management, Commercial department, technical department.
- Responsible person from UNIDO (United Nations Industrial Development Organisation).
- Responsible person from GEF (Global environment facility).
- Responsible person from the company SEA MARCONI.

1.5 Project stakeholders (internal and external)

- Management of the Rade Koncar - Service company.
- Employed persons in the Rade Koncar - Service company.
- **UNIDO** (United Nations Industrial Development Organisation).
- **GEF** (Global environment facility).
- **Sea Marconi** - Reputable Italian company which manufactures equipment that provides dehalogenisation and detoxification of polychlorinated biphenyls in transformer oil in accordance with the IEC 60296: 2003 standard.
- **MOEPP – POPs Unit** - Ministry of Environment and Physical Planning – Persistent Organic Pollutants, Government of Republic of Macedonia.
- Legal and physical persons - permanent and potential buyers.
- Legal and physical persons - suppliers and collaborators.
- **Swiss government**, represented by the Office for Cooperation in Skopje (SDC, SECO).

1.6 Geographical scope of the project

Skopje, Republic of Macedonia.





2. Qualitative information about the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

- Realisation of the National Implementation Plan for reduction and elimination of persistent organic pollutants.
- Control, reduction and elimination of persistent organic pollutants.
- Protection of humans and the environment from the harmful effects of polychlorinated biphenyls.
- Promotion of RM in Europe, because this project is the first and only in Macedonia and the Balkans (from Slovenia to Greece).
- Protecting the Macedonian environment.
- Protecting the health of future generations.
- Creating the basis for safe and sustainable management of polychlorinated biphenyls, in the Republic of Macedonia.

2.2 What were the project's key success factors?

- Signing an agreement between the company and Rade Koncar - Service and the Ministry of Environment and Physical Planning, Government of the Republic of Macedonia.
- Approving a report on Environmental Protection, for the investment facility, by the Department of Environment.
- Getting PERMISSION to perform the activity waste management from the Ministry of Environment and Physical Planning.

2.3. What were the challenges?

The challenges were: respecting the regulation on the manner and the conditions for handling polychlorinated biphenyls, the manner and the conditions for the installation and the objects for removal and decontamination of polychlorinated biphenyls, the used polychlorinated biphenyls and the manner of labelling of equipment containing polychlorinated biphenyls. According to the article 14, paragraph 4, the deadline for performing decontamination of the electrical equipment is 2017. The regulation was published in Official Gazette number 48 on 16 April 2007, and is implemented from 01.01.2008.

If on one side it is considered that the capacity of the plant for the decontamination of transformers and transformer oil in the company Rade Koncar - Service is about 1 tonne of oil per day, which in the weight of the transformer is 4 tonnes. With the addition of certain factors on the process flow, daily decontamination of transformers is around 3 tonnes. For one working year in the company Rade Koncar - Service over 600 tonnes of transformers can be decontaminated with transformer oil.

On the other hand, considering the fact that Macedonia has registered about 660 tonnes of transformers which are contaminated with polychlorinated biphenyls, they can be decontaminated for about a year and a month.

It is clear that the project realised by the company Rade Koncar - Service goes far beyond the Law on Waste Management and the regulation on the manner and conditions for handling polychlorinated biphenyls.



The company Rade Koncar – Service has a **certificate for environmental management (ISO 14001)**, under which we are obliged to implement procedures to protect the environment. This has been implemented since May 2008, as first company with ISO 14001 from the electrical industry in the Republic of Macedonia.

2.4 How were the challenges overcome?

- Construction of a NEW production facility for the project needs.
- Getting the needed equipment from the reputable manufacturer "SEA MARCONI" from Italy.
- Installation of the equipment by the manufacturer "SEA MARCONI" from Italy.
- Training of personnel for the project needs.
- Completed decontamination of 200,000 kg transformers by the company **Rade Koncar - Service**.
- Signed report - Protocol, for the completed decontamination of 200,000 kg transformers, by the company EVN Macedonia, the company **Rade Koncar - Service**, and the representative of the Ministry of Environment and Physical Planning.
- Sending samples from the transformer oils on additional check (super control) in accredited laboratory.
- Getting verified results from the accredited laboratory.
- Informing the representatives of UNIDO and SEA MARCONI by representative of the Ministry of Environment and Physical Planning.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

We would do it as it was done.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The strategy for OOP of the company Rade Koncar - Service, contains:

- To remove the risk in our operations.
- To retain our employees.
- To attract and organise new jobs.
- To improve our reputation.
- To reduce the negative social impacts.
- To reduce negative impacts on the environment.
- To strengthen our operations.

Everyone expects us to work more and be proud and responsible for the work we do. Everyone expects us to show creativity so we can face the new challenges that lie ahead. **It will lead us sooner to success.**

3. Contact information

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3.9.6. Titan – Biodiversity Study

1. Key project information

1.1 Short description of the CSR project

Title: Study of the biodiversity in the Cementarnica USJE AD Skopje artificial lakes

Objective:

Driven by the TITAN policy of responsibility towards the environment, USJE started preparing a study in June 2010 on biodiversity in the artificial water accumulations/lakes within the plant's territory. The purpose of this Biodiversity Study was to define the quality of the waters and the existing species of flora and fauna in the lakes and their immediate environment.

Project activities:

The lakes within the plant's territory were created by the collection of atmospheric and surface waters in zones where the exploitation of marl came to an end over 30 years ago.

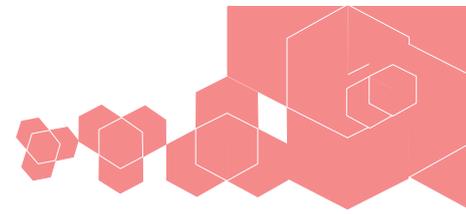
The natural population process for plant and animal species as well as stocking with fish made many years ago by sports fishermen employed with USJE has led to the situation that these water areas meet the characteristics of artificial lakes. The lakes do not serve as recipients of waste waters and are not used in the primary production process. Their role is enrichment of the area within USJE.

Detailed research during the preparation of the study shows that these lakes do not contain any endangered plants or animal species, and the activities in USJE do not affect the existing flora and fauna. However, it was identified that there is surplus of phytoplankton in the lake's waters that creates a natural imbalance.

In order to bring the ecosystem to a natural balance, the study suggests following measures for improvement:

- Introduction of species of fish that feed on phytoplankton
- Regular cutting of some of the reeds in the lake.

The position of the experts involved in the preparation of the study is that the initiation of such project by the industry is a pioneering activity in our country and an affirmation of USJE endeavours to protect and promote the environment.



Outcome:

- Preservation of the natural balance by introducing of species of fish that feed on phytoplankton

3.10. Full CSR (Supply Chain Management, Environment, Community & Development)

3.10.1. Colortec - Manufacturing, Supply Chain & the Environment

COLORTEK®'s diverse supply chain from raw materials to packaging suppliers, helps to deliver products that reduce consumption and minimise environmental impact while providing customers with safe and performance-oriented coatings.

Performance & Quality To Achieve Long-Term Sustainability

COLORTEK®'s focus on providing consumers with quality products starts with our exclusive collaboration and sourcing of the most innovative raw materials through select International suppliers such as Dupont, Akzo Nobel and Dow. By working with the best and most renowned international providers, we not only ensure the performance of all ingredients used throughout our manufacturing process, but are also guaranteed that these ingredients have been researched and developed by following stringent global regulations that take safety and the environment into consideration.

What advantages does this bring to our customers?

- **On a performance level:** COLORTEK® Paints performance qualities in terms of coverage and durability translate into a longer product lifecycle. This means that any building that has been coated with our products will require less volume of paint per application and much longer time between maintenance works, thus minimising ecological impact linked to poor quality products that require more frequent repainting and produce excess waste.
- **On an environmental level:** for over 20 years, we have eliminated from our products manufacturing process the usage of ingredients which have been classified as harmful to the environment and to humans such as Lead, Asbestos, Dioxin, Mercury, Benzene, Ethylene glycol, Methylene chloride, Cadmium, Chromium Pigments, Formaldehyde, Chlorinated solvents etc .
- **On a safety level:** whereas Lebanon has no existing regulation which makes it mandatory to do so, our paints are continuously improved to ensure applications of our paints would not cause the odour and harm we associate with poor air quality for painters and building occupants. To achieve this goal, our products are developed to meet Volatile Organic Compounds (VOCs) regulations in order to minimise and eliminate the release into the atmosphere of the organic solvents at the root of air pollution and global warming. This policy has allowed us to be compliant with



European Directives paint VOC emissions 2004/42/EC and 2010/79/EU as well with the recently passed French regulation based on Decree n° 2011-321 that introduced even tighter norms on which our products have been aligned and against which they are tested.

Going Beyond Standards

To ensure our products' performance and sustainability, we follow a systematic monitoring of our manufacturing process through exacting internal policies as well as by a strict compliance to international quality control standards:

- Our plants and complete manufacturing process are ISO certified by SGS and TÜV NORD for paints and plaster production, lab quality control, filling and packaging.
- Research and development of our products as well as continuous testing are conducted following ISO, ASTM, SASO and ANFOR international methods and practices.
- Third party institutions, such as UL (Underwriters Laboratories), The Industrial Research Institute (IRI) in Lebanon and The National Technical University of Athens, verify all results to ensure compliance with both local, European and international regulations.

Green Packaging Supply Chain

Through packaging manufactured from recycled plastics and creative labelling systems, we reduce the substantial environmental footprint associated with packaging and shipment waste. Since 2013 COLORTEK®'s complete range of products is differentiated by colour-coded packaging and a smart labelling identifier. This new packaging and labelling system allowed us to reduce our packaging models from over 20 to only 5, thus optimising shipment and reducing excess waste.

People & Community

When it comes to Corporate Responsibility COLORTEK® believes that it also is about a business connecting and giving back to its community. 2013 was all about amplifying our CSR programmes and communicating to our employees and customers the importance of supporting and collaborating with the NGOs through which COLORTEK® creates a positive social impact. By applying our expertise and the extensive means at our disposal we developed thoughtful giving initiatives focused on improving the living standards of our community and engaging our youth:²

Rafik Hariri University Hospital. Chemo Unit. September 30, 2013

COLORTEK® was glad to support "Project 6 Lebanon" by rehabilitating the paediatric ward for cancer patients at Rafik Hariri University Hospital (RHUH). The project included covering costs of treatment for the underserved, rehabilitating the facilities for their better care and granting them better access to healthcare.

American University of Beirut. Rotaract. 29 November 2013

COLORTEK® sponsored the [Rotaract Club glow in the dark fund-raising event of the American University of Beirut AUB](#) as a step closer to purifying all water supplies of 1,200 Lebanese public schools.

² For an exhaustive list of supported initiatives please contact our marketing department at marketing@kassaa.com



Bensimon tour. 11, 25 and 26 October 2013

COLORTEK® sponsors the Bensimon Tour in its three 2-day workshops in their shops in Beirut Souks, Saifi Village and ABC Dbayeh.

Achillea waiting for the train. 11 October 2013

COLORTEK® was the golden sponsor of Achillea "waiting for the train" exhibition at the train station in Mar Mikhael to support the initiative to revitalise the train station in Lebanon and most importantly, encourage the very talented artists who participated in the event.

Graff' Me: Graffiti Writers in Beirut! 11 November 2013

European and Lebanese graffiti writers such as Tilt, Reso and Katre were invited to create huge graffiti interventions in different areas of Beirut spicing up the city in addition to public schools.

Graff'me "La folle journée du Street Art". 18 September 2013

Within the framework of the European project, Graff'me Lebanon, sponsored by COLORTEK did a live graffiti performance on a wall over 20 meters long in the heart of the institute promoting street art in Lebanon.

Graff'me First Live Performance (Cube Production). 15 September 2013

COLORTEK sponsored the Lebanese Street Artists opening its headquarters for a live performance on huge 3D cubes that were exposed during Beirut Art Fair in downtown and the Beirut International Exhibition & Leisure centre (BIEL).

Green your Lunch break is back! Jesuits Garden. 25 May 2013

COLORTEK supplied paints and tools to help artists from the Dihzahyners in collaboration with community members, translating its CSR vision during the refurbishment of the Jesuit Public Gardens, an event organised by Beirut Green Project. The project did not only provide a fresh coat to aging benches but also an attractive, vibrant and colourful place for the whole neighbourhood to enjoy.

A Little Wonderland by Dihzahyners & Dispatch Beirut. 22 March 2013

A beautiful space of an abandoned small concrete house in Achrafieh, was recreated into a Little Wonderland for everyone around it, covering it in vibrant colours during the Dihzahyners COLORTEK collaboration.

3. Contact information

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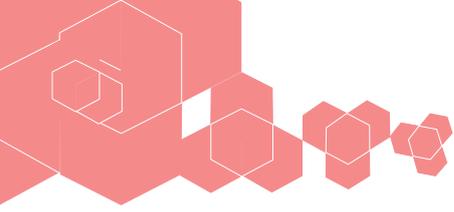
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3.11. Environmental Protection

3.11.1. Genfar / Sanofi- Villa Rica Plant

1. Key project information

1.1 Short description of the CSR project

Patient

We consider the patient to be the Group's central concern. Respecting the patient means being attentive to their needs and adapting to local communities' expectations, including the most deprived communities. It also requires the design of a new business method based on diversification with a view to expanding our product portfolio.

As well as compulsory prescription medicines and vaccinations, the Group's portfolio now includes open market and generic products and has a balanced presence both in traditional and emerging markets. We have also reinforced our position in the field of rare diseases by acquiring Genzyme.

Genfar currently has a total portfolio of over 355 products. This makes us the most comprehensive generic products company in the Colombian market.

The group's Quality Policy is committed to making available safe and efficient products all over the world which have been developed, manufactured, distributed and marketed following regulatory requirements and our company's values.

Quality is a fundamental value of the company which must be implemented at all levels. A high standard of continuous quality, applied around the world, allows us to guarantee patient safety and satisfy clients' expectations.

The group's objective to become a diversified world leader in health is supported by the alliance of quality management in all our activities.

Drug Vigilance

Genfar has a Drug Vigilance Department made up of a team of doctors dedicated exclusively to supervising drug safety. The Drug Vigilance Department also has a 24 hour help line to attend to and receive all information concerning any adverse effects that the medicines could cause.

The responsibilities in this area are:

- detect, evaluate and supervise the related risks on using all of the company's medicines and vaccinations;
- design and apply measures to reduce such risks and prevent undesirable effects;
- promote a safe and adequate use of the medicines.

Product Claim Management

Genfar's Quality area has a corporate network designed exclusively to respond as required



to clients' claims. The *Villa Rica* Plant has an expert in charge of research, analysis and action plans in the face of any claim that may be made in respect of the medicines manufactured there. This information is sent and centralised at the Medical Management (Drug Vigilance) and Distribution Centre so as to collate and prepare a detailed report and reply, within a period of not more than 30 days, to the client.

Ethics

Sanofi is respected globally as a leader in health matters, not only because of its company results and scientific innovations, but because it can count on us. Ethical behaviour is essential both within and outside the Group in all our relationships with colleagues, clients, investors and other interested parties. Complying with ethical rules constitutes one of the Group's main CSR pillars of focus.

Ethical Code (Compliance)

The Ethical Code (Compliance) is a guiding resource for collaborators, which can guide them when tackling various questions, both within and outside the Group, within the framework of carrying out its responsibilities on a daily basis. Since 2006, an alert system has been installed so as to guarantee internal practice which meets the Group's Ethical Code criteria. All employees may anonymously report their concerns as to possible illicit practice or practice which seems to contravene ethical principles.

Responsible and ethical suppliers

Genfar monitors and evaluates all its suppliers so that each one of them respects the most demanding social, ethical and environmental regulations. Currently, all the suppliers are fulfilling the company's information register requirements and confidentiality clauses, and they receive the ethical code so that they become familiar with it and can apply the same in their daily work. Genfar requires that all new suppliers know and apply the ethical code principles.

People

As one of the world leaders in the pharmaceuticals industry, Sanofi is proud of the diversity of talents and cultures of its employees, who represent the driving force behind our success and our sustainable results. That is why our commitment is clearly in favour of protecting their health and safety, and in promoting diversity and the prevention of any kind of discrimination.

We support the development of our employees' professional training at all levels and in all countries.

At Genfar, human talent is their *raison d'être* and Human Resources develops diverse initiatives with this in mind.

Human Talent

The selection and employment process complies with established procedures and, taking corporate values into account, does not carry out racial, gender or cultural discrimination, nor permit under-age workers or forced labour.

When there is a vacancy at a professional or technical career level, colleagues have a chance for promotion by way of internal selection tests, in which all aspects relating to their



academic training, technical and other relevant abilities, amongst others, are taken into account.

Training Master Plan

An annual training programme is being planned based on the requirements of each internal area at the *Villa Rica* Plant, with the objective of developing and training all employees in accordance with the process requirements, supported by agreements with the National Apprenticeship Service (*SENA - Servicio Nacional de Aprendizaje*), the Farmacauca Family Benefits Society (*Caja de Compensación Familiar Farmacauca*) and universities.

Corporate Induction

The colleagues taken on at Genfar participate in the following induction activities:

- Virtual welcome induction,
- general introduction to the company;
- Compliance,
- Anti Blackmail and Corruption;
- occupational health and Business Alliance for Secure Commerce (*Basc*) health and safety;
- specific induction for their post; industrial visit;
- Good Manufacturing Practice (GMPs) and International Organisation for Standardisation (ISO) 9001 induction regulations.

The new employees take part in health and safety induction and are issued with an identity card.

Social Wellbeing

Genfar is in favour of commemorating special dates and celebrating five yearly periods so as to motivate and acknowledge our colleagues.

Permanent support: Personalised service for workers with personal and family problems, especially single mothers, and management of stressful situations related to their work. Sporting and recreational activities for our colleagues are promoted through the annual well-being plan, based on different activities designed to improve their quality of life.

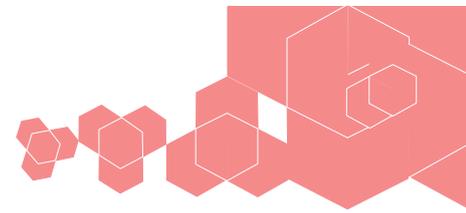
The staff enjoys catering and transport facilities subsidised by the company. Christmas presents are given to the workers' children. Similarly, a Christmas present is given to all the workers.

Continuous health care is offered and the workers have a hospitalisation and surgery insurance policy and a life insurance policy.

“ENFANTS” Association – Sanofi Children

The Association gives financial assistance for education, health and family assistance for the children of workers in difficult circumstances, i.e. families who, for complex reasons and situations, cannot pay for critical health treatment, education, transport and school costs.

During the course of 2013 the *Villa Rica* Plant helped 10 families to the total sum of **\$47,474,000**. “Enfants” also assisted with the sum of **\$6,781,218** for the health and safety and CSR week with food, vaccinations, transport and recreation for more than 300 workers’



children.

Housing Projects

At Genfar there is an assessment and aid unit for approval of subsidies for housing and building through the benefit societies *Cafam* and *Comfacauca*.

Internal Benefits

Genfar aims to offer the best working conditions for its employees. For this reason it believes that part of this involves benefits which can guarantee peace of mind for all, including family members. We believe that with benefits making up the wage packet in line with business, we can achieve more:

- Car insurance and financial entity agreements
- 0% interest loans for education, disasters and housing
- The workers and their families receive, as a benefit, 100% of the cost of Genfar and Sanofi medicines
- The workers receive assistance for maternity, marriage, glasses, children's education, death of a family member, death of the worker, x-rays and orthopaedic equipment.

Occupational Health and Safety – OSH

The company has set up investment projects for the following with the aim of offering greater safety and well-being for our workers:

- Perimeter fencing
- Construction of a storage unit for storage of inflammable products
- Fire detectors where needed
- Purchase of safe containers for transporting inflammable products
- Blocking doors where machinery is in action
- Purchase of air purifiers for processes using dangerous substances
- Introduction of anti-slip material on steps
- Teams of security guards for 0 access

Industrial Safety

At Genfar, safe work places are provided, carrying out investment projects for 0 access to the machinery with security guards; blocking of areas where machinery is in action; removal of any risk for people working at the Plant. All necessary protective gear is provided. Similarly, safe productive practice and a philosophy of self-protection are encouraged/promoted.

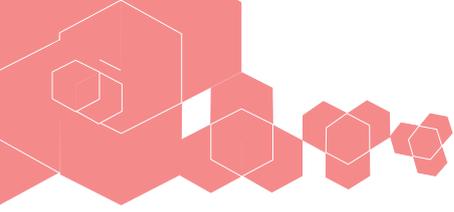
Risk Prevention

Training is given to all the employees who work at height, each one of them thus achieving certification in this area. They are trained and made aware of risk prevention, verification inspections and complying with regulations, and the use of security guards.

Emergency Brigade

In 2013 a team of employees was trained to deal with emergency situations. It is currently made up of 40 employees, amongst which there are emergency coordinators, evacuation leaders, brigade members, first aid assistance.





Preventive Medicine and prevention at work

During 2013, epidemiology, noise, sight and respiratory vigilance programmes were strengthened. New programmes were also implemented for epidemiology working at height, absenteeism and in the prevention and control of musculo-skeletal disorders, and health promotion.

Health Services

In 2013, the company rendered health services to 600 workers through, optometry, spirometry and audiometry tests, and cardiovascular and vaccination risk control.

A full time doctor was employed to carry out prevention and monitoring programmes. At the same time, Genfar can count on different specialist doctors directly in the company to see our workers, offering swift and appropriate attention.

Associates' Committee

This committee meets monthly to check on the management of occupational health, self-protection activities, proposals from the workers and research and monitoring of the causes of accidents at work.

Community

Footwear and Clothing

Genfar donates footwear and clothing in good condition as part of its collaboration with the Arrobleda Community Action Group (*Junta de Acción Comunal de Arrobleda*) and the Missionary Sisters of Sister Laura de Villa Rica.

Christmas Presents and School Kits

Every year the company donates more than 600 presents and school kits to the children in the Arrobleda and Villa Rica regions.

Planet

Safeguarding the environment is one of Sanofi's responsibilities in its capacity as world health assistance agent. The connection between environmental dangers and their impact on health has now been clearly demonstrated. Given that our centre of interest is our patients' needs, reduction of environmental risk is inherent in our CSR practice.

Minimising the environmental impact of our activities, protecting public health and facing climate change are objectives which lead the group's daily actions.

Use of Natural Gas

Until 2010, diesel was the main fossil fuel used in operating the boilers and emergency electrical plants at the Genfar *Villa Rica* Plant. However, the pharma plant boilers were modified so as to allow them to operate using natural gas, achieving, as from April 2011, a reduction in the use of diesel and a reduction of atmospheric emissions (CO₂, NO_x and SO_x), as natural gas is recognised as a "noble gas" because of its efficiency, cleanness and competitive prices.

The use of natural gas has fallen for 2013 as compared to 2012, the months of least use



being February, April, June, July, August, September, October, November and December.

Water Use

The *Villa Alta* Plant water supply comes from a deep well (subterranean water) which is known as a limited water resource. Therefore, the organisation realises the importance of preserving it and is committed to a correct usage of the same in its production processes.

3.11.2. E & Y- CSR practices

1. Key project information

1.1 Short description of the CSR project

Stakeholder dialogue

As an auditor of listed companies and other public interest entities, EY Croatia is aware of the important public interest role we play in promoting trust and confidence in business, capital markets and economies. We take our public interest responsibilities seriously, and work hard to maintain an open and frank dialogue with our stakeholders as part of our broader commitment to building a better working world.

Our environment is shaped by a wide range of policy-makers, including governments, regulators, standard setters and international organisations. When meeting with our stakeholders, we provide our perspective and seek to better understand their point of view. We encourage improvements in corporate governance, financial reporting and other matters that affect our capital markets more broadly. EY Croatia supports dialogue and discussion activities with stakeholders through active participation in regulators' bodies and through proactive communications with regulatory institutions.

Business ethics and integrity

EY has a clear approach to business ethics and integrity. EY's Global Code of Conduct provides a clear set of the standards that guide our actions and our business conduct. Our people, clients and others outside of the organisation are provided with an EY/Ethics Hotline with a means to confidentially report activity that may involve unethical or improper behaviour, and that may be in violation of professional standards or otherwise inconsistent with the Global Code of Conduct. The hotline is operated by an external organisation that provides confidential and, if desired, anonymous, hotline reporting services for companies worldwide.

EY Croatia complies with applicable laws and regulations and the EY Values underpin our commitment to doing the right thing. This important commitment is supported by a number of policies and procedures, including:

Anti-bribery - EY's global Anti-bribery Policy provides our people with direction around certain unethical and illegal activities. It emphasises the obligation of our people to comply with anti-bribery laws and provides greater definition of what constitutes bribery. It also identifies reporting responsibilities when bribery is discovered.

Insider trading - EY's global Insider Trading Policy reaffirms the obligation of our people not



to trade in securities with insider information, provides detail on what constitutes insider information and identifies with whom our people should consult if they have questions regarding their responsibilities.

Data privacy - The global Personal Data Privacy Policy sets out the principles to be applied to the use and protection of personal data, including that relating to current, past and prospective personnel, clients, suppliers and business associates. This policy is consistent with applicable laws and regulations concerning data protection and privacy when processing personal data. It provides a foundation for maintaining the privacy of all personal data used by EY Croatia. Furthermore, we have a policy to address our specific EY Croatia data privacy requirements and business needs.

Document retention - EY Croatia's record retention policy applies to all engagements and personnel. This policy emphasises that all documents must be preserved whenever any person becomes aware of any actual or reasonably anticipated claim, litigation, investigation, subpoena or other government proceeding involving us or one of our clients that may relate to our work. It also addresses Croatia legal requirements applicable to the creation and maintenance of working papers relevant to the work performed.

Health and safety

EY employees are provided with various benefits such as annual medical checks and different sport benefits which not only help them to stay healthy and fit but also to promote sport and team spirit. In this respect, EY Croatia has been supporting various charitable sporting initiatives in the past year, including charity football and bowling tournaments. For five years in a row EY employees, family members and alumni have participated in the Terry Fox Run to help raise awareness and funds for cancer research. EY donates a "participation fee" for each employee, family member or alumni that join the Run.

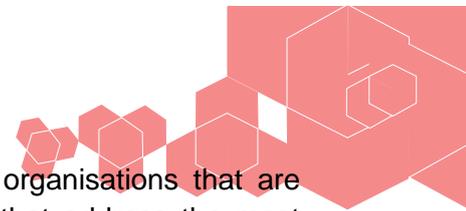
Work-life balance

EY's vision is to attract, inspire and develop the best people and commit to a culture of world-class teaming. The WorkSmart programme outlines different flexibility options to its people and provides opportunity for both occasional and long-term (formal) flexible working designed to meet people's lifestyle needs. Occasional flexibility enables people to work from home, to vary the start and finish times of their working days, as well as taking several hours break during the working day to attend to personal matters. Remote working is available as full-time or part time even for a longer period of time. Formal flexible working arrangement is available as long-time change of working hours, job-sharing, reduced hours working for people with care-giving responsibilities.

People can take unpaid leave for extra vacation and an optional one day of paid leave to engage in social responsibility activity of their choice. All requests are considered on a case-by-case basis in order to support both individual and business needs at different stages of career. This creates an inclusive culture by responding effectively to the people's lifestyle needs, empowering them to choose how, when and where they work. Flexibility promotes balance and health and has a positive impact on business, employees and clients.

Commitment to our community

EY supports organisations and activities that contribute to building a better working world at



the global, regional and local level. We contribute to not-for-profit organisations that are aligned with our corporate responsibility strategy, as well as those that address the most pressing needs of the communities in which we live and work.

Besides donating money to charity organisations, in 2011 EY Croatia started a local project which is organised once a year and is called the Fund-raising Day – a fun day at work during which our people divided into teams come up with different ideas to raise as much money as possible. The amount that is raised during the day is matched by the company and donated to a specific charity organisation.

3.12. Human Rights

3.12.1. Sanofi – Human Rights Guide

1. Key project information

1.1 Short description of the CSR project

To enable us to raise maximum employee awareness of the challenges linked to human rights, Sanofi prepared a guide (“Human rights in our activities”) centred on the four main stages of the lifecycles of pharmaceuticals, setting out for each stage how to apply the fundamental principles of human rights, the expectations of the stakeholders involved and a selection of the Group’s good practices in this area. The guide also includes a section devoted to human rights at work in different functions, detailing the good practices that a responsible employer ought to put in place right along the value chain.

This guide and its construction is part of the due diligence process defined in the United Nations’ guiding principles on business and human rights, and is in line with Sanofi’s commitments in connection with the Global Compact.

1.2 Objective, desired outcomes and impact of the project

The objectives of the document are as follows:

- To inform and familiarise all of Sanofi’s employees and more especially managers with the fundamental principles of human rights;
- To identify and evaluate the impacts of Sanofi’s activities in the area of human rights taking account of the expectations of stakeholders involved;
- To detail a selection of Sanofi’s good practices at each stage of the lifecycle of pharmaceuticals and at the workplace;
- To serve as a reference framework for all of Sanofi’s managers who are likely to take decisions about the challenges linked to human rights in the exercise of their function.

1.3 Start date and duration of the project

The guide was drawn up in the first half of 2013. Deployment of the guide throughout the Group’s organisation started at the end of 2013 and will continue in 2014.



1.4 Project team members (functions / departments involved)

Drafting of the guide was a cooperative exercise piloted by the CSR Excellence Unit.



To take account of the breadth and nature of issues linked to human rights in Sanofi's activities, the guide was drafted in two stages using a cross-disciplinary and participative approach directly involving 37 employees representing more than a dozen internal functions, at global, regional and local level (**CSR**, Purchasing, Group Economic Security, Counterfeiting, Environment, Health and Safety, **Global Compliance**, Regional Operations, **Global Quality**, **Human Resources**, **Industrial Affairs**, **Internal Audit**, **Legal Affairs**, **Public Affairs**, **R&D**, as well as a selection of countries: **Brazil**, **France**, **Germany**, **Singapore**, **United Kingdom** and **United States**).

1.5 Project stakeholders (internal and external)

Beyond the direct involvement of 37 employees internally, the guide sets out for each stage of the lifecycle of pharmaceuticals the expectations of a dozen involved stakeholders such as patients and patient associations, health professionals and scientific community, competitors, suppliers, local communities and citizens, etc.

1.6 Geographical scope of the project

The guide was published and made available to all Sanofi employees at the end of 2013. To facilitate its deployment, it is accompanied by tools (mini intranet site and presentation support) which are aimed primarily at managers.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

In order to ensure that issues linked to human rights are comprehensively taken into account, to facilitate approval of the outcomes of working groups involving the Group's key functions and guarantee that the issue is dealt with horizontally in the Group's different functions, a highly innovative medication lifecycle approach was chosen. Moreover, hitherto very few companies have put in place a structured approach for identifying the human rights challenges linked to their activities.

2.2 What were the project's key success factors?

Preparation of the guide in liaison with the Group's different specialities and which speaks to employees. In addition, it constitutes an internal reference document and seeks to make employees reflect on the issue by providing reading keys based on real and experienced situations.

2.3. What were the challenges and how were they overcome?

Challenges met: the exhaustive, complex and horizontal nature of issues linked to human rights.

Response: the lifecycle approach and proposed structure made it possible to cover the exhaustive and horizontal nature of themes linked to human rights and to demystify a subject that is often very difficult to grasp.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

Ask external stakeholders involved.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations



Sanofi is committed to integrating respect for human rights in all its activities and its public positions. One of the key factors for successful promotion of respect for human rights by companies consists in informing and raising the awareness of all stakeholders involved concerning their individual and collective rights as well as their mutual and respective obligations. The guide has been conceived in this spirit and forms part of the progressive initiative that we are deploying to anchor respect of human rights firmly in our activities everywhere in the world.

3. Contact information

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4. Supporting documentation

Guide to human rights in our activities, link to the Download Center:
http://www.sanofi.com/rse/centre_de_ressources/centre_de_ressources.aspx

3.12.2. Rade Koncar – Japanese Ethics Circle

1. Key project information

1.1 Short description of the CSR project.

Human rights project through a study stay in Japan, theoretical and practical introduction to the ethical conduct of Japanese companies (by Japanese ethical circle) and its implementation in the work of our company, the first company to apply this project in the Republic of Macedonia.

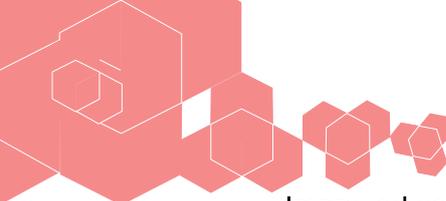
1.2 Objective, desired outcomes and impact of the project

Purpose:

- Promote openness and transparency in our work, and timely two-way communication, including opinions and attitudes of employees.
 - To understand the basis and the promotion of the ethics circle.
 - To understand the success factors in promoting ethical management, through cases in Japanese companies.
 - Apply strategically grounded concept of social responsible operation in our company.
 - To understand and apply the method of practical promotion of ethical management.
 - Responsible way of working by improving the image and reputation of the company.
- 

Desired outcome and impact of the project.

- Affirmation of the Company.

- 
- Improved company image.
 - Improve the ability to solve existing problems, with comprehensive use of various ethical tools.
 - Increase awareness in the company of the fact that the interests do not apply only to the customers, but also to employees involved in our manufacturing processes.
 - Keep and build relationships with all interested parties.
 - Increase understanding of the roles and responsibilities in ethical management activities.
 - Improved capabilities for planning practical action plans for promoting ethical management in the company.
 - Increased level of satisfaction among employees.
 - Realised the company's CSR policy.
 - Increased understanding of the activities of ethical management, new product development, the planning and design as well as manufacturing sector.
 - Transparency and timely information.
 - Achieve company CSR goals.
 - Satisfied members of management.
 - Increased level of responsibility at work.

1.3 Start date and duration of the project

June - December 2012.

1.4 Project team members (functions / departments involved)

- Responsible person for social responsibility.
- Members of the management / administration
- Employees in the company / Sector for production, Commercial department, technical department.

1.5 Project stakeholders (internal and external)

- Management of the company Rade Koncar - TEP.
- Employed persons in the company Rade Koncar - TEP.
- **AOTS** - Association for overseas technical scholarship.
- **HIDA** - Human Resources and Industry Development Association.
- Japanese companies Toyota Motor Corporation – Nagoya, Unipres – Yokohama, KYB – Yokohama, Komatsu – Osaka, Panasonic – Osaka, Tomoe Engineering - Yokohama.
- Legal and physical persons - permanent and potential buyers.
- Legal and physical persons - suppliers and collaborators.

1.6 Geographical scope of the project

- The company Rade Koncar - TEP.
- Skopje.
- Republic of Macedonia.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

- 
- Getting ideas for addressing current ethical problems, using ethical methods.
 - Understanding ethical management from a theoretical perspective.
 - Understanding ethical management from a practical perspective.
 - Ability to formulate measures to eliminate the basic reasons in ethical management, using appropriate activities.
 - It allows the creation of an action plan for promoting ethical management activities in the company.

2.2 What were the project's key success factors?

- Application by the company Rade Koncar - TEP for a study visit to Japan through:
- Accepted application for a study visit to Japan by the AOTS
- Study visit of the representative of the company Rade Konchar - TEP, in the period from 14.06.2012 to 04.07.2012 (22 days), in Yokohama, Japan.
- Obtained theoretical knowledge of ethical management, materials and lectures by eminent Japanese lecturers.
- Practical view of ethical management in Japanese companies by visiting the companies Toyota Motor Corporation – Nagoya, Unipres – Yokohama, KYB – Yokohama, Komatsu – Osaka, Panasonic – Osaka, Tomoe Engineering - Yokohama.
- Translation of teaching materials by Japanese lecturers and translation of materials from Japanese companies that were visited.
- Taking the step to implement this project in the operation of the company Rade Konchar - TEP.
- Making *structural pattern of actions taken in 2012*.

2.3. What were the challenges and how were they overcome?

The challenges were that each member of the ethical circle can:

- Express their opinion,
- Make a proposal,
- Support and respect the suggestion of a colleague
- Bear the responsibility for certain proposals,
- Monitor the management processes in the company,
- Feel transparency in giving suggestions and making decisions.

The challenges have been overcome by:

- Having lectures in the ethics circle, and explaining the structural scheme of the measures to be taken by the person responsible for social work in the company.
- Forming an ethical circle in the department for electrical installation.
- Forming an ethical circle in the department for mechanical processing.
- Forming an ethical circle at management level.
- Giving suggestions from the three ethical circles for ethical improvements in the company.
- Reviewing and analysing the suggestions by top management.
- Accepting the recommendations from top management and giving time for their realisation.
- Making structural schemes of proposed measures for ethical improvements in the company, from the proposals of the three ethical circles, with deadlines for their realisation.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?



We would do as it was done.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Rade Koncar – TEP's CSR strategy contains:

- To remove the risk during our business.
- To keep our employees.
- To attract and organise new jobs.
- To improve our reputation.
- To reduce the negative social impacts.
- To reduce negative impacts on the environment.
- To strengthen our operations.

Everyone expects us to work more and be proud and responsible for the work we do. Everyone expects us to show creativity so we can face the new challenges that lie ahead. **It will lead us to success faster.**

3. Contact information

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3.12.3. Telefónica – Human Rights Impact Assessment

1. Key project information

1.1 Short description of the CSR project

Global analysis of the impact of Telefónica's activity on human rights, in order to prioritise the most significant aspects and define the Company's route map for 2013-2015 in this area.

Taking advantage of the framework of the UN Guiding Principles on Companies and Human Rights, Telefónica carried out an analysis following these steps: preparation and internal evaluation of the policies and tools (71 rights and 15 priority topics were identified); local evaluation with internal and external interest groups; analysis and principal conclusions after evaluating 200 topics and alignment with the key priorities; definition of the Route Map for the company on this topic, with the objectives, the strategies and the recommendations on the next steps.

1.2 Objective, desired outcomes and impact of the project

To increase the organisation's awareness of the importance of human rights and develop knowledge and in-house experience on the basis of multi-disciplinary teams and obtain a



global vision of the repercussions of its activity, identifying the risks and opportunities, on both a corporate and a local level.

1.3 Start date and duration of the project

The analysis was carried out in 2012, but given the very nature of due diligence analyses, it must be repeated periodically, at least on the critical aspects.

1.4 Project team members (functions / departments involved)

Project led by the Directorate for Reputation and Corporate Responsibility.

Other departments involved: General Secretariat, Human Resources, Purchasing, Operations, Brand and Market Research, Audit, Security, Information Security and Fraud Prevention, Fundación Telefónica, Internet Policies and Institutional Relations.

1.5 Project stakeholders (internal and external)

200 people from Telefónica took part in the project. The company also had the cooperation of [Business for Social Responsibility \(BSR\)](#).

1.6 Geographical scope of the project

Local and global

1.7 Overall budget invested

>100,000 Euros

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

In 2012, Telefónica was the first company in the sector to carry out the assessment in all the countries it operates; this was when the reference framework (United Nations Principles) was so recent that there were scarcely any external firms with the knowledge and scope to carry it out. For this reason BSR was chosen, an organisation more oriented towards think-tank processes, without the scale to carry out the whole project directly, but with sufficient background to develop and implement a methodology; then put into practice directly by Telefónica's local and corporate teams, this cooperation model came to be considered a benchmark.

2.2 What were the project's key success factors?

Having an organisation like BSR with the knowledge and expertise in the field of human rights and ICTs, in addition to the commitment and professionalism of Telefónica's local and corporate teams which took part in the project.

2.3. What were the challenges and how were they overcome?

Identifying the organisation which would advise us on this undertaking. Carrying out broad research in this regard and having the transparency of BSR, which at all times stated that they were more oriented towards the methodology than the scale of the work. This led to a mixed cooperation model (BSR knowledge; Telefónica workforce) which made it possible to meet the agreed schedule in both time and form.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?



Adapt the assessment to the maturity of the markets and training of stakeholders in human rights matters. Very often, the external stakeholders contacted were unaware of the guiding principles framework and the duty of companies in this regard. It was only through conversations with Telefónica that they found out about this framework for the first time and the role that companies were required to play.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Respect for human rights forms part of the Business Principles or the Code of Ethics of the Telefónica Group. Furthermore, the principal risks identified have either been incorporated into existing initiatives (e.g. Sustainability in the Supply Chain) or have given rise to new ones (Freedom of Expression and Telefónica joining the Dialogue Group in March 2013).

3. Contact information

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4. Supporting documentation

In addition to what was published in last year's report,

BSR would also like to publish a case study from the work conducted together in 2012.

These case studies are available here: <http://www.bsr.org/en/our-insights/case-studies>

5. Relevant information on your company's mission statement and its core values

At Telefónica we believe that everyone should have the possibilities offered by technology at their disposal. This allows us to live better lives, do more things, and be more.

3.13. Occupational Safety and Health (OSH)

3.13.1. The Coca-Cola Company – Happiness is Movement

1. Key project information

1.1 Short description of the CSR project

The rhythm of contemporary life does not leave enough time for exercise, recreation and spending time outdoors. Physicians recommend people to be more physically active, but long working hours and not having enough free time leaves less and less time for exercise and movement during the day. Coca-Cola is aware of the importance of active and healthy lifestyles and is globally devoted to promoting active living through many projects that inspire and help people to move all over the world.



In 2010, Coca Cola HBC Croatia and EX-ALTO initiated the PARKiranje – Movement for Happiness project, which became part of a wider regional initiative in 2013 and an integrated component of Coca Cola's Vision 2020. PARKiranje is yet another in a series of activities supported by Coca-Cola HBC Croatia in line with social responsibility guidelines and within the framework of activities which support healthy and active lifestyles in urban settings. The project aims to encourage exercise and activities in parks modelled after global metropolises. It raises awareness of the importance and benefits of regular workouts, it encourages people to exercise and be active in urban settings and city parks intended to be used as areas for recreation and life quality improvement, it inspires people to exercise regularly and to create a healthy habit, and it demonstrates innovative and fun ways to exercise which are available and affordable to everyone. The project is supported by the Faculty of Kinesiology at the University of Zagreb, and its overall goal is to encourage and inspire at least 20 percent of the population to move and exercise more often.

The project was announced with a special booklet published in Men's Health magazine which contains advice on how to get into excellent physical shape and examples of exercises suitable for different occasions and settings – at the office, in the gym or at home. In a special section Coca-Cola reminded of the importance of movement and being active in a fun way, by emphasising the amount of calories burned during everyday situations and chores like vacuuming, walking a dog or preparing a meal. Readers were informed about various possibilities to burn calories by changing their everyday habits, like walking instead of driving and taking stairs instead of an elevator. The booklet also included advice on how to plan meals during the day.

PARKiranje was organised within the framework of European Mobility Week, a manifestation which is organised by the European Union's Environmental Bureau with the aim to promote public awareness and activities against environmental pollution caused by increased traffic in urban settings, and to thus also promote public awareness and activities aimed at improving the quality of life of people in European cities. It was organised as a two-day weekend programme at Bundek Park, one of the most popular parks in Zagreb, in order to encourage people to try and continue using parks not just for walks and rest, but also for recreation and exercise.

PARKiranje included numerous activities such as morning gymnastics with stretching exercises, exercises for mothers involving prams, sports workshops for young people, dance workshops, competitions, prize games and much more. During the project's two days, an aerobics convention was held featuring many aerobics instructors who demonstrated different exercises, while many people also joined the Urban Challenge race that took place at different locations all over the city and in Bundek Park.

Professional trainers were hired to demonstrate different exercises, workout programmes and innovative aerobic techniques, and the project was supported by health experts, physicians, active lifestyle promoters, famous TV personalities, singers and actors. People of all ages, male and female, old, young and children enjoyed simple and fun exercises that helped them be active and healthier.

3. Contact information



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4. Supporting documentation

Project Facebook page: <https://www.facebook.com/pages/PARKiranje/153157541383987>

3.13.2. Suramericana – Occupational Health and Wellness

1. Key project information

1.1 Short description of the CSR project

Since 2011, Suramericana S.A's occupational health and wellness model has developed a new programme that aims to improve the work-life quality of employees and their families, contributing to the emergence of a culture with a focus on care and wellness. The model includes comprehensive health and work-life balance initiatives. This model is similar to the World Health Organization *Healthy Workplaces* model and to the *Modelo Empresa Familiarmente Responsable - EFR*.

Integral health initiatives include occupational safety and health programmes, health promotion and prevention, family health, safety and health programmes for suppliers and contractors. These initiatives are built following a risk management approach under the ILO-OSH 2001 and OHSAS 18001:2007 certification.

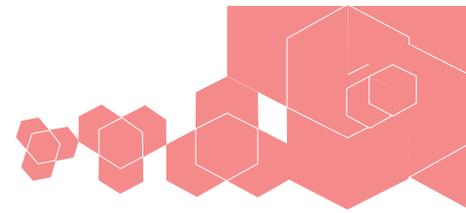
Work-life balance initiatives include flexible labour policies and initiatives that support the employee as life insurance policies that are fully assumed by the company, preferential rates for health insurance and home policies, in addition to study and housing loans.

We also have a programme called *Escuela de Familia* (Family School) that provides guidance on parenting, relationships, sexual and reproductive health and substance consumption through lectures. Employees also can access psychological, legal, and personal finance guidance.

Wellness initiatives include recreational, sports and artistic activities for employees, consultants, retirees and their families.

These different initiatives are monitored through legal, health and safety, welfare and corporate climate assessment indicators.

Finally, our occupational health and wellness model counts on tools such as risk mapping, vulnerability analysis, absenteeism and accident characterisation, sociodemographic studies, corporate climate and psychosocial surveys, medical assessment, among others which maps



potential risks that may affect health, safety and welfare of employees.

1.2 Objective, desired outcomes and impact of the project

- To contribute to the wellness and quality of life of employees and their families.
- To strengthen and promote a culture of care, focused on health and safety, covering employees and their families, suppliers and contractors.
- To promote personal/work-life balance in order to improve wellness and quality of life of employees and their families.

1.3 Start date and duration of the project

The programme started in 2011, and is expected to be long-term. Its first goals are expected to be achieved by 2015.

1.4 Project team members (functions / departments involved)

Chief Administrative Officer: Juan Fernando Uribe
Human Resource's Director: Liliana Espinal
Occupational Health and Wellness Director: Nicolas Duque
Occupational Health and Wellness Analysts

1.5 Project stakeholders (internal and external)

Internal Stakeholders: Suramericana Employees
External stakeholders: Employees' families, suppliers, community and national government

1.6 Geographical scope of the project

Suramericana's subsidiaries in Colombia

1.7 Overall budget invested

The total amount invested for the programme model in 2013 was:

- USD\$ 682,987

The total amount contributed by the company in employee's health and life insurance policies 2013 was:

- USD\$ 5,170,669

The total amount invested for the programme model for 2014 was:

- USD\$ 1,037,974

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

- The model allows the attraction, development and retention of talent, in addition to the improvement of individual skills.
- The model stimulates environments that promote health, wellness, and happiness, thus generating motivation and better employee performance.
- The model strengthens the workplace environment, reducing indicators of absenteeism and promoting physical and mental wellness.

2.2 What were the project's key success factors?



- 
- The commitment and leadership of head managers towards the programme model
 - The knowledge of the work environment
 - Communication strategies to promote employee participation
 - The consistency of the model's processes

2.3. What were the challenges and how were they overcome?

- An increase in coverage: we devised internal strategies through health exhibitions and awareness campaigns for head directors.
- Critical risk factors intervention: we designed and implemented programmes on public risk, ergonomics, driving, psychosocial factors and mental health.
- Strengthened prevention and care practices
- Increased awareness of the environment and improved living conditions of employees and their families.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

We would have constructed documentary evidence of the positive and negative experiences and acknowledgements from the beginning of the programme.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Human talent is Suramericana's competitive advantage and the centre of its strategy, it is through people that we demonstrate our value towards stakeholders.

The occupational health and wellness model contributes to capacity-building, prevention and care, and attracts and retains human talent thus fostering the sustainability and competitiveness of the Company. This initiative also fulfils corporate principles regarding corporate responsibility and equity.

3. Contact information

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4. Supporting Documentation

Model Website

<http://mdeweb3.suranet.com/WebSiteSuranetV2/Contenidos/Comunicaciones/SitioARP/index.html>

Model Guide

<http://issuu.com/guiasaludybienestar/docs/muestra1>



Model figure:

<http://mdeweb3.suranet.com/WebSiteSuranetV2/Contenidos/Comunicaciones/SitioARP/modelo.html>

5. Relevant information on the company's mission statement and core values:

<http://www.gruposuramericana.com/en/Pages/SocialResponsability/SocialResponsability.aspx>

3.13.3. Titan – Partnering with Schools

1. Key project information

1.1 Short description of the CSR project

Our social policy is implemented in areas where we have particular knowledge and experience, a necessary condition for the added value we intend to generate in the areas of education, environment and health & safety. Through its continuous efforts towards ZERO accidents, TITAN and USJE have developed significant expertise, know-how and experience in H&S.

1.2 Objective, desired outcomes and impact of the project

The project is aimed at the continuous improvement of the health & safety and environmental conditions in public schools and kindergartens in the territory of the local municipality where our Company operates, as well as at raising the awareness of children about their own health & safety, thus cultivating the health & safety culture in the early stages of education. The project is also aimed at branching out CSR to our suppliers and contractors, and encourage more businesses that work in our municipality for community development through this CSR project.

Project activities:

The project covers eight primary schools, one school for children with special needs and two kindergartens with four different buildings, all of which are in the municipality of Kisela Voda.

Having identified the priorities for each school, we started making a joint action plan of all activities needed and requested by the schools. Almost all schools needed new fences or some repairs to the existing ones. Civil and electrical works were also requested from almost every school in order to ensure the safety of the children.

Health & Safety of children is the main goal of our project and in five schools and one kindergarten, the old, damaged or completely destroyed fences have been cumulatively replaced with,540 metres of new fence.

Some of the activities were implemented as joint actions, together with the teachers, children and USJE employees.



The outcomes of the first year were instrumental in expanding the project in 2011 and 2012, allowing for the inclusion of another primary school for children with special needs and another kindergarten, thus covering all schools and kindergartens in the territory of Kisela

Introduction into professions

During the project span, more than 150 students from eight grades from the primary schools in our municipality had the opportunity to visit the Department of Finance and the Quality Department and be directly introduced to their operations and processes. The students participating in this project improved their understanding of the occupations and job positions in real life and real companies for easier identification of their potential future professions.

Eco Class

To introduce the youth to the importance of the protection and promotion of the environment, Cementarnica USJE AD Skopje started, within the framework of this project, environmental training in the primary schools of Kisela Voda.

The pupils gladly accepted the idea of drawing on unused paper from cement bags. The drawings and the other creative works designed during the class would be displayed in the school, thus conveying the environmental messages to their schoolmates.

Planting trees and other horticultural arrangements of the school yards

Aiming at raising students' awareness of the importance of environmental protection, as well as improving their environment, we continually donate to and plant trees in the primary schools and kindergartens in the municipality of Kisela Voda.

1.3 Start date and duration of the project

4 years so far

1.4 Overall budget invested

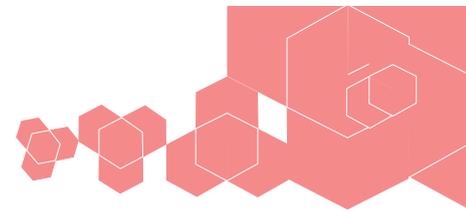
1. **Material** **125,000 euros** in kind and labour
2. **Time spent**
 - i. our management and employees: **more than 3,000 hours**
 - ii. our contractors: **more than 6,500 hours**

Outcomes:

1. Improvements in school buildings of **eight primary schools, one school for children with special needs** and **two kindergartens** with **four different buildings** with total of **6,650 students** and **671 school employees** affected.
2. More than 600 tree planted.
3. **90** school children and **15** kindergarten children visited the company premises.
4. 250 children educated in environmental awareness.
5. Disseminating CSR values to contractors and suppliers

Evidence:

1. **CSR Policy**
2. **Code of Conduct**
3. **CSR & Sustainability Reports 2009-2012**
4. **Photos (before and after)**
5. **Presentations and photos from stakeholder engagement forums**



3.13.4. Repsol – Healthy Heart Plan

1. Key project information

1.1 Short Description of the CSR Project

It is an internal campaign aiming at promoting the health of the employees and their families. It establishes preventive programmes that address health risks related to cardiovascular disease. The main health risks involved in this kind of diseases are obesity, diabetes, smoking, sedentary lifestyle, high blood pressure, etc.

The main stages of the project are detailed below:

2012: Evaluation of the current situation regarding risk factors: smoking, obesity, cholesterol, triglycerides, glucose, blood pressure and sedentary lifestyle.

2013: Calculation of a cardiovascular disease risk index, setting of priorities and global awareness campaign about heart disease risks.

2014: Healthy diet and sports practice.

2015: Hypertension and diabetes.

2016: Healthy lifestyle. Mental equilibrium. Smoking habits.

2017: Health and family.

1.2 Objective, desired outcomes and impact of the project

This project wants to decrease the cardiovascular disease rate in our employees and their families by acting upon their behaviours and lifestyle.

- It monitors the health of our employees in accordance with the identified risks.
- It provides the employees information on cardiovascular disease risks and promotes well-being programmes because it wants them to actively manage their own health.
- It targets long-term lifestyle changes.

1.3 Start date and duration of the project

2012-2017

1.4 Project team members (functions / departments involved)

Human Resources, Institutional Services

1.5 Project stakeholders (internal and external)

Internal: Employees and their families.

External: Fundación Pro CNIC, institution specialized in heart research and our partner in this project. It is led by the cardiologist Valentín Fuster.

1.6 Geographical scope of the project

Its scope is worldwide, but the plans and measures will vary depending on the country. Each unit and country will set priorities according to its current situation and will determine its objectives.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?





This project stands out because of its ambition and wide scope.

- It does not focus on health risks arising from working practices. It goes further and looks for risks associated to lifestyle and behaviours.
- It tries to improve the health of the employees, but it cares about their families' health as well.
- It wants to improve the physical health. However, it works on the mental health also.
- It looks for long-term lifestyle changes, arising from the commitment of the employees to actively manage their own health.
- It aligns a global corporate approach with the diversity within each unit and country.

2.2 What were the project's key success factors?

The employees' interest in the campaign is a key factor for the success of the campaign, given the employees' participation is completely voluntary. Employees who welcome the initiative will get involved and will be willing to learn how to improve their lifestyle.

A wide communication and sensitivity strategy is guaranteeing a high level of awareness and will increase the likelihood of a high level of interest.

The availability and accessibility of the information is also fundamental in this project. It was the starting point, and the tool to establish the priorities and the objectives in each unit and country. Moreover, it will be updated every year, to allow an evaluation of the evolution of situation and the impact of the project.

Most of the information comes from medical examination reports. However, it is supplemented by a physical activity and a diet habits survey.

2.3. What were the challenges and how were they overcome?

Some countries lack their own occupational health area, what compromises the development of measures which are very demanding in terms of time and dedication.

In this situation it is essential the support of other corporate areas (mainly human resources) and external contractors.

Cultural differences across the countries make it difficult for the existence of a single policy and campaign which works in every country.

In addition, health risks are different depending on the country and unit, and the focus will differ.

Both challenges are being overcome thanks to a country/unit by country/unit plan, which takes into account all these differences and adapts the campaign accordingly.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

The project is still at a very early stage to be able to answer this question.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The initiative aligns with the Health, Safety and Environmental Policy and our commitment to integrating health in all our activities and to systematically establish objectives for improvement.

According to our Health, Safety and Environmental Policy, Repsol is committed to conducting



its activities with safety, human health and environmental protection as essential values. Repsol takes health, safety and environmental criteria into account in its strategy, in all of its activities and throughout their life cycle, in order to prevent damage to people and property and minimise the impact on the environment and the effects on climate change.

In addition, it supports the Occupational Health guidelines:

- To establish plans and preventive programmes that address the health of employees, keeping corresponding records.
- To regularly monitor the health of employees in accordance with the identified risks.
- To provide the employees and stakeholders involved with information on health management, promoting well-being programmes.
- To provide all employees with information on possible health risks and proper training if necessary.

3. Contact information

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3.14. Stakeholder Dialogue

3.14.1. Telefónica – Digital Family

1. Key project information

1.1 Short description of the CSR project

Digital Family is been designed for parents and is filled with resources to help children and teenagers learn how to develop better skills with computers, mobiles and the Internet avoiding misuses.

It has been conceived as an interactive and comprehensive platform, which includes the following sections:

- **Monthly theme:** We focus on a different theme each month, bringing you videos, worksheets, games and more for each of three age groups: 5-8, 9-12 and 13-16.

Topics include understanding apps, mobile, social media and games, configurations and controls, passwords and privacy, viruses and spam.

The aim is build digital literacy by supporting great conversations between parents and their children.

- **News/Resources:** This section is dedicated to inform about the latest news about computers, mobiles and the Internet and how they are used by children and young people, it





provides access to the latest news, reports and research findings to inform your digital parenting strategies.

You can access leading educational resources created by experts on the field. Download them and learn together with children and share experiences and opinions with others.

- **Polls/Did you know?:** Digital Family aims to reflect the views of parents and enable debate and discussion about the challenges and opportunities our children face. This section helps to discover statistics, trends and facts about technology and how it is shaping the lives of children. Digital Family aims to help parents navigate the complex issues and challenges so that children and families are enriched by the opportunities that the Internet and communications technologies present.

- **Personal Stories/Questions:** Parents can share their experience, concerns, advice and tips with others to help, find and improve solutions since many parents face similar day-to-day challenges in relation to the digital literacy and skills of their children.

This is open also to get answers about specific situations, look for help on how your children use technologies in their lives. Question will be answered by experts.

- **Key Terms:** The glossary offers a thorough review of the key technical terms that people should be familiar with.

- **Report an abuse/Services:** Digital Family explains the services and technical solutions that are available to help you and your children to get the best from the digital world. The platform also offers a button to report illegal contents to national hotlines.

1.2 Objective, desired outcomes and impact of the project

The Digital Family platform aims to be a reference site where parents, guardians and teachers will find the answers to all those doubts and concerns children have about new technologies and the Internet. In addition, it is a place to share experiences and testimonies so as to help them overcome the challenges and difficulties facing both parents and children due to technological changes and the constant emergence of new applications and services.

1.3 Start date and duration of the project

The project started in 2013 and Telefónica launched Digital Family on 11th February 2014, Safer Internet Day.

1.4 Project team members (functions / departments involved)

Corporate Responsibility of Telefónica S.A., Movistar and O2 teams and Interactive Generations Forum.

1.5 Project stakeholders (internal and external)

The platform has been developed by the [Interactive Generations Forum](#) with the collaboration of the [European Schoolnet](#), [the University of Navarre](#), [INSAFE](#), [EU Kids Online](#), [Childnet International](#), [Protégeles](#) and [PantallasAmigas](#) (Friendly Screens).

1.6 Geographical scope of the project



The website is already available in Spain for the Movistar brand and will be launched for O2 in the United Kingdom in spring, following a pilot test with parents through a flagship project in Leeds. It will later reach other countries where Telefónica is established.

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

The initiative has already been presented to the European Commission within the framework of the commitments achieved at the [CEO Coalition](#) for a Better Internet promoted by the European Commission, where it has been viewed as a benchmark for public-private cooperation and a self-regulation initiative with clear benefits for society, a focus on families and particularly on kids, as the digital future is all theirs.

2.2 What were the project's key success factors?

Contents: the expertise, the possibility that families talk and create a community, highly topical themes, possibility to download the resources for parents.

Technical solution: flexible, scalable, usable and easy to browse. Users are allowed to comment on every item and to share the content on their social network profile.

2.3. What were the challenges and how were they overcome?

The creation of a platform to discuss matters such as new technologies and the Internet, the new media education for kids, digital parental control and all related issues is certainly a big leap forward and a big challenge too. Our objective was to involve those partners with expertise in the field to reach the best quality contents for families.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

The involvement of the grassroots in the developmental process from start to finish it is a good way to avoid disagreements in some areas.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Digital Family forms part of Telefónica's strategy to boost digital confidence and promote a responsible and fruitful use of ICT by interactive generations. To this end, the company has been working for years on four fronts: self-regulation, strategic alliances, products and services, and digital education.

3. Contact information

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4. Supporting documentation



Internal and external communication materials, links to websites
<http://familiadigital.net/>
<http://www.crandsustainability.telefonica.com/en/ict/citizens.php>

- Project plans:

Having launched the CSC service in Spain, and with plans for a short term UK launch, we think it is a good moment to bring together the Digital Family project with a broad digital literacy agenda and new Telefónica markets. This is, in addition to potentially opening the initiative, to include other industry players.

- Testimonials from internal and/or external stakeholders involved:

It is great that we have got this far and have launched this platform. The project was very well received by the EC team on Safer Internet Day. It is now really important that we continue and build momentum for the project, including pushing ahead with plans for new markets with Telefónica and with other potential partners.

5. Relevant information on your company's mission statement and its core values:

At Telefónica we believe that everyone should have at their disposal the possibilities offered by technology. Thus, we can all live better, do more things, be more.

3.14.2. Unilever – Sustainability Committee

1. Key project information

1.1 Short description of the CSR project:

The Sustainability Committee is a multidisciplinary group that meets once a month in which all the divisions of the company are represented and whose members serve as ambassadors for sustainability, in addition to performing a task of "think tank" to design new ideas.

1.2 Objective, desired outcomes and impact of the project

The team discusses projects, shares ideas and develops new projects in which many different departments are involved. It's an opportunity to create new projects that otherwise, if we couldn't count on the representation of all the departments of the company that must make decisions, we wouldn't be able to do it.

1.3 Start date and duration of the project

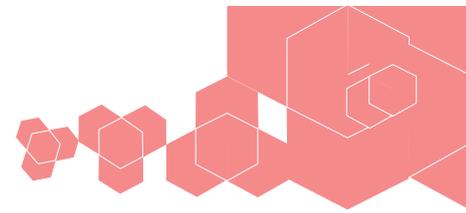
November 2012 and still continues.

1.4 Project team members (functions / departments involved)

All the departments of the company are represented.

1.5 Project stakeholders (internal and external)

All the departments of the company are represented, coordinated by Communications department.



1.6 Geographical scope of the project

Spain, mainly

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

We wanted to give substance to the Unilever Sustainable Living Plan and put it on the hands of our employees. We wanted to make them able to develop actions focused on sustainability and depending on their own departments. We have introduced sustainability in all the departments and we have developed sustainability ambassadors.

The project we are most proud of is the Food Waste Reduction Guide for consumers we all developed together and we presented at a news conference last year. The guide is an adaptation of the Unilever Food Solutions Food Waste Guide for restaurants: we thought that it would be a great idea to adapt it for consumers.

2.2 What were the project's key success factors?

- Defining actions and owners of each one of the actions
- Take action, not just share ideas at the meetings
- All the departments have the same value
- Communicating to the other employees through a sustainable newsletter the actions and projects that the Committee is working on.

2.3. What were the challenges and how were they overcome?

Maintaining the same level of enthusiasm of the members after 2 years. They are being overcome just listening to their needs and ideas and growing all together as a great team.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

We wouldn't do anything different.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The project is aligned with the Unilever Sustainable Living Plan, as all the members work to develop the sustainability through their own functions.

3. Contact information

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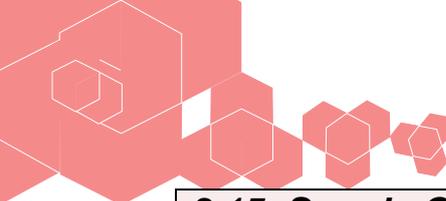
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3.15. Supply Chain

3.15.1. Dharma Bhakti Astra Foundation (YDBA) - Supply Chain Management Development

1. Key project information

1.1 Short description of the CSR project

As a socially responsible and environmentally friendly corporation, PT Astra International Tbk (Astra) conducts its CSR program that revolves around four pillars – education, environment, healthcare, and SMEs/IGAs (Income Generating Activities). To run the CSR program, Astra has established eight foundations including Yayasan Dharma Bhakti Astra/Dharma Bhakti Astra Foundation (YDBA), which focuses on fostering the development of the SMEs/IGAs. YDBA, founded on 2 May 1980, has assisted 8,106 SMEs and created 55,191 jobs.

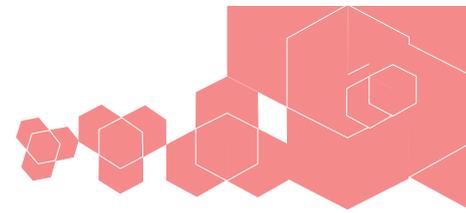
YDBA provides a development programme to SMEs both related and unrelated to Astra's businesses. To those related (subcontractors) as part of Astra Group's value chain, the programme is conducted in collaboration with Affiliated Companies (Affcos). Meanwhile, to those unrelated, it is jointly conducted with external parties such as government ministries, SOEs, and international organisations.

YDBA's development programme, aiming to improve the QCDI (Quality, Cost, Delivery, Innovation) and mentality of the SMEs, takes the forms of: 1) Training & Mentoring, and 2) Marketing & Financing Access. It is hoped that the development programme will help YDBA achieve its main objective, i.e to produce self-reliant SMEs.

YDBA Programmes

One of YDBA's signature programmes is the SME Mentoring Programme that aims at helping the SMEs to achieve self-reliance and thus sustainable business. The aspects of YDBA mentoring in this programme are called 5 pillars as follows:

- Human Resource: to build competences and managerial techniques in HR management, including values and the right mindset
- Production: to improve technical and managerial competencies in production management, including introducing new technologies
- Finance: to enhance HR competencies in understanding and preparing financial statements, including tax compliance
- Markets: to increase sales volume by expanding marketing channels including Astra Group value chain, particularly for manufacturing/subcontractor SMEs, and to broaden market access for those unrelated to Astra Group businesses
- EHS & CSR: to raise SMEs' environmental awareness, including the implementation of Astra Green Company (AGC) concept, and conduct environmental and CSR audit



of the SMEs' performance

This programme targets all YDBA's partner SMEs in Jakarta and the surrounding areas, and until 2013 it had produced 71 self-reliant SMEs. The mentoring comprises 3 phases – Beginner, Intermediate, and Upper Intermediate – with various time frames (usually around 2 to 3 years) according to the initial assessment at the beginning of the programme to determine the right recommendation for improving the SME's QCDI. Upon completion of the 3 phases and meeting the assessment criteria (5 pillars), the SME is declared self-reliant.

The program is conducted by YDBA Team comprising:

- Mohammad Iqbal
- L. Pandu Pamardi
- Edison Monoarfa
- Titik Saryatiningsih
- Aloysius Daniel

The programme also involves internal and external stakeholders. The internal stakeholders are Astra Group companies, while the external stakeholders are the government and international organisations (HIDA and ILO).

The total cost of the programme is IDR 75,000,000, or IDR 15,000,000 per pillar with funding coming from YDBA and the involved SMEs' contributions.

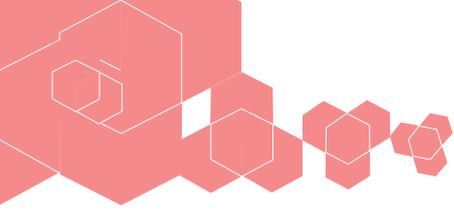
YDBA stays focused and strives to run this programme as best it can, as this programme realises the SMEs' sustained growth. Through trainings and advocacy, YDBA has been able to motivate the SMEs to meet QCD requirement and thus open up the opportunity to join Astra Group's value chain, or even an access to a larger market.

This programme is highly compatible with the Astra Integrated Value Chain programme, forming and strengthening a mutually dependent environment between Astra Group and the SMEs. Additionally, through this program YDBA transfers Astra values to the SMEs such as putting customers first, the spirit of improvement, and the spirit of sharing. Furthermore, with this programme the SME development effort becomes clearer and measurable, to both YDBA and, most importantly, the SMEs concerned.

For YDBA itself, this programme is important because it is related to one of YDBA's missions, "to nurture and develop MSMEs related to Astra Group businesses (subcontractors and automotive workshops) as well as those unrelated." The SME Mentoring Programme is translated into strategies and YDBA's activity plans.

The key success factor of the programme is a shared commitment between Astra Group, YDBA, and the SME's management. Astra Group implements its commitment to provide a development programme in phases, while the SME consistently follows YDBA's guidelines and advises with discipline.





Nonetheless, YDBA faces two challenges in running the programme. First, the low number of SMEs that can afford to participate in the mentoring programme due to their limited budget. Second, the limited number of mentors. For that reason, YDBA selects the participants by prioritising SMEs that are not financially constrained and have the potential to meet the 5 pillars of self-reliance.

In the future, in order to conduct the programme more effectively, YDBA will invite SMEs with the potential for self-reliance and seek financial institutions that are willing to provide funding for the programme. YDBA will also join hands with other parties to provide sufficient number of mentors.

3. Contact information

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3.15.2. Feni Industries – Supplier Contracts

1. Key project information

1.1 Short description of the CSR project

Name of the project: *"Addition of an annex to all contracts that Feni Industries concludes with its contractors and suppliers concerning the mutual obligations on environment, safety and health at work and fire protection in a manner that demonstrates social responsibility and ethical management"*.

Each year about 30 large or small companies, with about 500 workers in average, are present in the technical-technological process of Feni Industries, engaged in different areas: transportation, civil and construction works, assembly, services, maintenance, supervision, etc. The fact that, particularly the smaller companies and their subcontractors do not comply strictly with regulations on environment, safety and health of their workers and fire protection at work during performing their contractual activities and, especially, they do not pay sufficient attention to the personal protection of their workers, made Feni Industries to be concerned with the possible implications. Since Feni Industries has developed policies and procedures covering these areas, it was found that the situation with the contractors should be harmonised with the Feni level of regulation. Also, to develop an operational methodology by which, on a daily basis, even at the entrance of the factory, it will be possible to see if the contractors are fully ready and equipped to join the operations safely and securely for themselves and for the facilities, and to suspend interaction with those breaching human rights principles and universal values through any operation or target.

1.2 Objective, desired outcomes and impact of the project



According to our commitment for safe work and environment and our target for minimising the possible risks for our workers, for workers of our contractors and partners, for visitors and for entire community within which our operations run, our goal was, beside the basic contract for doing works, additionally to oblige our partners and contractors to act in compliance with our policies and procedures on environment, safety and health at work and fire protection, as well as with the universal principles of the UN.

At the same time to teach them to develop effective and safe working practices and skills. It was expected this way of stipulation the contractual obligations to generate domino effect to the smaller companies and to contribute in the process of developing the social responsibility and ethics management in the process of operation, including focusing on the individual rights on safe work and environment.

1.3 Start date and duration of the project

The project was prepared within the period January – May 2011, and its implementation started in May 2011.

1.4 Project team members (functions / departments involved)

This project was proposed and realised by the Human Resources Office, Environment sector, Safety and health Office and Fire Protection Office. On a daily basis the Purchase sector is implementing this project, but Safety and Human Resources Offices carry out checks.

1.5 Project stakeholders (internal and external)

Internal

- Purchase sector as project implementer
- Safety Office, Human Resources Office, Environment sector
- Risk and Safety steering Committee

External

- All our contractors and suppliers

1.6 Geographical scope of the project

This project initially was shaped to balance the situation of our domestic (from the State) contractors' employee status concerning the measures they are taking during the work in terms of safety and environment and fire protection to the level of the Feni workers' status. Also, in case of having engaged contractors from abroad, this Annex is attached to the basic contract and its implementation is followed up too.

1.7 Overall budget invested

There are no direct financial investments, but there is engagement of several departments and sectors in preparation and implementation of the project.

2. Qualitative information on the project



2.1 What qualifies this project as best practice? What are you particularly proud of?

Before this project entered into force, the picture was like this: In more than half of the cases, our contractors, especially the smaller ones, did not completely equip their workers with personal protection equipment before the start of activities, it happened many times that



worker status was not regulated in accordance with labour legislation, when completing the work they did not restore the terrain in environmental terms, which affects the entire safety and environment, they did not conduct training in safety and, also, they were not reporting injuries. With start of this project implementation, the picture has significantly improved – the rules stipulated in the Annex are followed up, workers not in conformity with the law are not allowed to enter the factory location, and our Safety Office trains them in safety procedures. The contractors are improving their business image by working for Feni Industries and their workers have regulated status and a safe working environment.

This project was awarded with a first award by the National body for socially responsibility in the area of ethics governance. In terms of individual workers this means feeling of being safe and wider personal safety and happy families.

2.2 What were the project's key success factors?

Since contractors working with Feni Industries have understood that business relations and doing work for Feni means effectiveness in payment, a reference for getting other contracts and prestige, they have started to invest in equipping their workers in accordance with the Law on safety, Law on Environment, Law on Fire protection and other regulations. There are no any more workers on site without regulation of their working status and they are given training in these fields. In fact, their benefit is double.

2.3. What were the challenges and how were they overcome?

Taking into consideration the fact of different size of the companies, numbers of workers employed, the level of awareness about the need to respect the rules, the level of training, it was a challenge to create controls and checks. They were prepared according to the existing instruments and mechanisms (controls and follow-up controls by the Safety Office, list of the contractor's workers delivered at the main gate with signature of the person in charge guaranteeing that workers are properly equipped fully in line with regulations.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

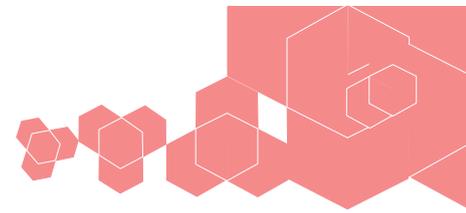
We are making ongoing changes. Since this project has been running, we follow up on compliance with regulations. We already have positive experience and we can say that now is the time to present this project in front of other business entities with the aim of including in their practices a higher ethical dimension and their contracts as well in terms of respecting human rights on a safe working environment.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

The targets of this project are fully integrated in the system of the Company's policies and procedures concerning the area of business ethics, safety and health at work and fire protection.

3. Contact information

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4. Supporting documentation

It can be seen fully the idea and justification of this project from the documentation in attachment (Annex, excerpts from procedures, communication with the concerned parties, excerpt from the Protocol of the meeting of the Risk and Safety steering Committee approving this project, list of the companies contractors, reports from the controls, communication with the contractors that were not complying with the rules, media articles).

3.16. Work/Life Balance

3.16.1. Telefónica - Telecommuting at Telefónica Germany

1. Key project information

1.1 Short description of the CSR project

The project was launched and designed between Innovation Management and Human Resources in 2008 and 2009. The initiative started with a pilot project in three different business units of T. Germany (Networks, Brand, Strategy & Customer Experience and Corporate and Legal Affairs). The pilot project had a length of six months with two feedback rounds for the participants, supervisors and their peers to measure the impact on work-life balance, collaboration and productivity.

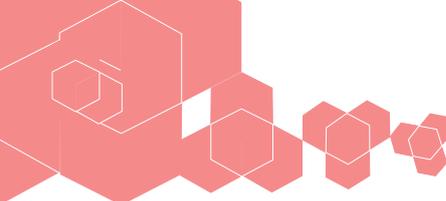
After the successful pilot project telecommuting was implemented for the whole workforce of T. Germany (more than 5,000 employees). The focus of the telecommuting policy was based on simplicity and flexibility for the employees and the company. Human resources designed a flexible policy after an agreement with the worker's council where the employee and his supervisor could individually decide the conditions of telecommuting depending on the needs of the employee, his team and the department.

2. Qualitative information on the project

A corporate culture which has committed itself to the motto "very simple" can only exist if there is trust in the competence and responsibility of every member of staff. In a pilot project in 2009, Telecommuting was tested at Telefónica Germany with great success and high satisfaction. After that telecommuting was introduced group wide in Germany.

Telecommuting exists when work outside of one's personal workplace at the company is performed from home using suitable information and communication technology.

Objective of the project was to considerably improve employees' working conditions, reduce their travel time and costs and achieve a better work-life balance. Telecommuting allows the staff a high degree of freedom and autonomy in the arrangement of their working conditions. At the same time, especially in times of aging workforces and the resulting talent scarcity, it is important for Telefónica to appear more flexible in the market and increase its efficiency and modernity.



Participation in telecommuting is voluntary. An agreement was negotiated with the group works council of Telefónica in Germany in order to introduce Telecommuting on a wider scale and to create the framework conditions for this. The execution of Telecommuting in accordance with this regulation can occur after conclusion of an individual written Supplemental Agreement on Telecommuting between employer and employee.

This regulates in particular the approximate proportion of working time that will be spent telecommuting. The disciplinary supervisor's decision as to whether to enter into a Supplemental Agreement on Telecommuting is at their discretion. Employees who do not have a fixed proportion but wish to telecommute every now and then usually organise this on an informal basis with their line managers. Prerequisite of course is a trusting relationship between line manager and employee.

Telecommuting is also part of the audit "job & family", an external audit that certified Telefónica Germany as a family-friendly employer. Employees as well as line managers have made very positive experiences over the past years. All employees reported that their work life balance improved. The majority even mentioned that it improved significantly. "In the HR department, for example, telecommuting is very common", Susanne Kolbe, responsible project leader for the audit "job & family", states.

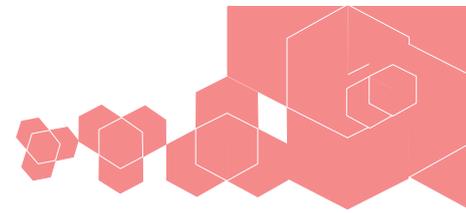
"By telecommuting, employees are much more flexible and private appointments or children's illnesses can be covered much more easily".

The HR department has moved from closed offices into an open space area at the end of 2013. The new office concept no longer provides individual work spaces and no longer has sufficient work spaces for 100% of all employees at the same time. This office concept can only work, if a proportion of employees work from home.

One of the challenges that still exist, is that there are still line managers, although not many, who do not trust their employees sufficiently or fear losing control and therefore refuse telecommuting in their teams. If disciplinary supervisors refuse to allow telecommuting, they must give reasons for their decision, especially if they are refusing because they do not consider the employee suitable for Telecommuting. In this case the employee has the right to involve the next-higher supervisor or the works council. However, insufficient justification has no legal effect. Hence, it is important to continuously communicate that we not only support but live telecommuting at Telefónica.

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3.16.2. Repsol – Teleworking

1. Key project information

1.1 Short description of the CSR project

The White Paper on Teleworking summarises Repsol's approach and its different programmes in relation to diversity and balance, and goes into depth about the development of the Telework Programme from its inception to present day. It is complemented by a wide internal and external communication programme (corporate intranet, internal newsletters and bulletin boards, site at Repsol.com, a blog, press releases, etc.).

1.2 Objective, desired outcomes and impact of the project

It disseminates a message of Diversity and Balance and the success of the Telework Programme, and drives the necessary cultural change within the company. It also improves the company's image (internal and external reputation) and makes the Repsol experience available to any organisation that may be interested in it.

1.3 Start date and duration of the project

2011 - 2013

1.4 Project team members (functions / departments involved)

Diversity and Balance, Labour Relations, Risk Prevention, Communication and Information Systems

1.5 Project stakeholders (internal and external)

Employees, potential employees, other companies, society

1.6 Geographical scope of the project

Its scope is worldwide regarding to the cultural change, the company's image and being an example for other organisations.

However, the Telework Programme is being gradually expanded. At the moment, it has been made available in Spain, Portugal, Peru, Ecuador, Trinidad and Tobago and Bolivia.

1.7 Overall budget invested

White Paper on Teleworking: 50,000 €

White Paper Presentation: 40,000 €

2. Qualitative information on the project

2.1 What qualifies this project as best practice? What are you particularly proud of?

Its ambition to go further regarding the expansion of the Telework Programme, making sure it is a reality within the reach of everyone and it has become normal in terms of processes and culture. And its determination to help other companies to follow the same path thanks to our experience and learned lessons.



We are proud of the cultural change we are seeing in the company, of how it is expanding the benefits of the programme to more and more employees who obtain a better balance between their personal, family and working lives.



Moreover, we are proud of this cultural change having as ultimate goal the benefits for the employee and not for the company.

Besides, it has exceeded our expectations. In addition to achieving this, the Programme maintains and even increases productivity thanks to the fact that the peace and quiet of the home allows greater concentration on tasks, and co-workers of teleworkers also benefit from the improved organisation of teamwork and the planning of meetings.

In the case of managers, performance has been maintained and, in some cases, increased. It is notable that their relations with their co-workers have become closer, that they feel better supported, and that the foundations have been laid to promote autonomy and independence in the worker, speeding up the resolution of incidents.

Finally, we are proud of the awards and recognitions conferred by renowned associations and institutions.

- Award given by the Fundación ARHOE (Association for the Rationalisation of Spanish Working Hours) for the “most outstanding company in implementing actions that lead to more rational working hours” (5 Nov 2013).
- "Equality in the workplace" emblem awarded by the Ministry of Health, Social Policy and Equality in recognition of the outstanding equal treatment and opportunities policy the company implements with its employees. The emblem was awarded on 24 May 2011, and is valid for three years.

2.2 What were the project's key success factors?

A key success factor of the project is the credibility, transparency and proximity shown of the White Paper, site and blog. It has been achieved thanks to the experiences and opinions provided by employees which telework and/or are involved in the Telework Programme and thanks to interactive and participative nature of the blog.

Therefore, research has been one of the foundations supporting the success of this project. A benchmarking study allowed us to learn the best practices in other companies and satisfaction studies allowed us to detect our areas of improvement.

The strong and decisive support it has received from senior management was one the keys as well.

2.3. What were the challenges and how were they overcome?

The main challenge was the existence of a culture that values physical presence over other aspects. A change of mentality and a break from the culture of presence is being undergone thanks to support from senior management, an extensive communication programme and training in managing diverse and dispersed teams, as well as in working online.

2.4 If you had to repeat this initiative/project, what – if anything – would you do differently?

The implementation would have been easier if we had focused more on the cultural change from the beginning. For that reason, we would emphasise the communication and the training aspects of the project.

2.5 Describe how this CSR initiative/project aligns with your overall company strategy and how it is embedded into business operations

Repsol's cultural values are: integrity, responsibility, transparency, flexibility and innovation. They represent and define the style and the company's “ways of working”, based on



“foresight” and “respect”, which ultimately seek to generate trust.

This initiative has a direct connection with the values of responsibility, flexibility and innovation.

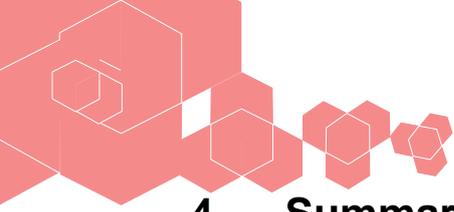
In addition, it supports Repsol’s vision of work-life balance. Repsol wants to be a company that values, promotes and facilitates a balance between the professional and personal lives of its employees. Therefore, it has established the following as strategic goals:

- Incorporate the promotion of work-life balance into the company's management style.
- Managers must promote this balance and set an example.
- Switch from a presence-based culture to a culture of efficiency.
- Guarantee a range of measures that enable employees to achieve balance in their day-to-day work and in special situations.
- Offer support tools aimed at improving individuals' time management.

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4 Summary of observations and success factors

The examples showcased clearly demonstrate that CSR can be addressed in many different ways and often, it is an opportunity or the idea of a few employees that triggers the action. CSR is independent of the company's size and there are good examples of initiatives in SMEs as well as in big multinational companies.

For many companies, the best approach has been to start in their immediate environment and create initiatives which help their local community. CSR creates passion, employee engagement, and company pride and this is the best basis on which to continue.

Most of the examples submitted are focused on “development”. As CSR guidelines evolve, it will be important to expand beyond this and move beyond philanthropic projects or charity and closer to the company's core processes and supply chain by conducting a thorough due diligence on how the company can integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with all stakeholders with the aim of maximising the creation of shared value and identifying, preventing and mitigating their possible adverse impacts (in line with the EU definition of CSR). Many of the best practice examples listed on Human Rights, Organisational Safety and Health, Environmental Protection and similar topics are in line with this most recent understanding of CSR. A deeper reflection of how CSR initiatives align with company strategy as well as a systematic approach using some of the global frameworks such as the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ISO 26000 Guidance Standard of Social Responsibility or the ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy will help companies wanting to do even more in CSR.

Success factors highlighted by companies submitting their best practices included **communication and stakeholder involvement, sponsorship of senior management, a link to the company's core business as well as due diligence and expertise.**

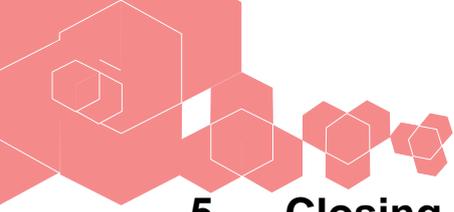
Having **stakeholder involvement and a communication plan** seem to be important at all stages of a project. They represent a success factor when managed well and a challenge as well as risk of failure if mismanaged.

Sponsorship of senior management makes the success of a CSR initiative more likely, but equally important is the involvement and engagement of employees around the CSR agenda of a company. CSR and employee engagement are closely linked and CSR drives employee engagement. Projects involving the employees also contributed to good team cohesion amongst employees.

A proper understanding of the issues addressed by CSR, due diligence and expertise are often rated as success factor. Many companies showcasing their best practices engaged in projects closely linked with their industry (e.g. health education as a CSR initiative in the nutrition sector), which is also in line and desired by the CSR guidelines that require companies to look at their own operations first. Undertaking thorough due diligence helped

the companies understand their possible negative impacts on society, the environment and the consumer and to identify the right CSR programmes.





5 Closing comments

In closing, we wish to thank all the companies and employer organisations who contributed to this compilation of best practices and were willing to showcase their projects and initiatives. Clearly, a lot of companies engage in CSR and have a passion to contribute to society and to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy.

Hopefully, these examples will motivate companies reluctant to start efforts in the same direction reflect on the best ways to integrate CSR into their operations. Best practices will evolve as guidelines on CSR evolve, and it is important to share these best practices, to challenge and reflect in order to develop the best long-term CSR strategic approach, and to explore opportunities for developing innovative products, services and business models that contribute to societal well-being.