



Introduction

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

The European project Road-CSR funded by the INTERREG Europe Programme aims to help EU member states to apply Corporate Social Responsibility principles to SMEs to help them become more competitive, sustainable, innovative and accomplish long term profitability with social justice and environmental protection.

Therefore, it is necessary to unite and share best practices and innovative initiatives on CSR, through the development of this guide, which is primarily intended to familiarize the relevant public policies with the concept of Corporate Social Responsibility, by informing, sensitizing, and providing tools and methodologies to incorporate Corporate Social Responsibility into their policy Programmes and legislation. Also, to sensitive and inform SMEs about the concept of Corporate Social Responsibility in order to increase the number of enterprises that adopt CSR principles in their day to day business.



Best CSR practices from Cyprus

Lead Partner: Larnaca and Famagusta Districts Development Agency (Anetel)

The Larnaca District Development Agency was established according to the standards of development structures and mechanisms operating in the European Union and its activities are focused mainly in Larnaca and Famagusta Districts. ANETEL is governed by the Law of Companies. It is a non-profit organization and has been accredited as a public equivalent government body.

ANETEL was founded on the 16 October 2003 and its stakeholders are the Local Authorities of Larnaca and Famagusta Regions, the Chamber of Larnaca the Women's Association of Rural Larnaka, Cyprus Association of Professional Fishermen and a Commercial Bank.

Larnaca and Famagusta Districts Development Agency is an active partner and supporter to the public and private sector and operates in a rational combination for community service, entrepreneurship and management of high-level requirements of integrated development with transparency and efficiency.

The Company meets the following needs of its stakeholders:

- Giving information and learning about matters of the European Union
- Support to the Local Self-Government Organizations in their development role and planning
- Development planning of the broader area of Larnaca and Famagusta
- Exploitation of the available National and Communal funds, through the participation and management of different programs
- Technical support to the public and the authorities of the area, in the fields of education and preparation, improving the quality of life and generally the social-economic development
- Undertaking initiatives in subjects of protection of the environment, preservation of the cultural inheritance and development of its internal cohesion
- Development of the relations between the Local Self-Government of Cyprus and the Member-states of the European Union, the Mediterranean, the Middle East and the Balkan Countries
- Promotion of the possible collaboration of the Local Self-Government with the Public and Semi-Public authorities and the Private sector, trying for the collaboration and the difference of each member
- Management and Implementation of E.U. Programmes

1. General information	
Title of the practice	Social Responsible Investment Tool (SRI)

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>SRI is an investment tool that considers environmental, social and corporate governance (ESG) criteria. The purpose of the tool is to enable asset owners/ investment managers to undertake a basic assessment of company's environmental, social and governance (ESG) practices, and to thereby enable them to consider these extra-financial factors as part of investment decisions to generate long-term competitive financial returns and positive societal impacts.</p> <p>The SRI Tool analyses companies ESG management approaches and performance across 6 different domains that is Governance and Transparency, Environment, Sector Sustainability, Human, Health and Safety Management, Supply Chain Management and Community Engagement. The tool is entirely interview-based. The final score indicates the level of the company's sustainability performance.</p>
Evidence of success (results achieved)	<p>The SRI tool has been piloting tested to 5 companies. After that 42 companies started to use the tool. The benefits from using the SRI tool are the following:</p> <ol style="list-style-type: none"> 1. Companies with weak corporate governance, or poor social and environmental track records, can experience regulatory fines, negative reputation and low financial performance. 2. Companies with sound social and environmental policies can reduce costs from reducing energy consumption, reduced turnover of employees, greater access to international markets. 3. There is increasing evidence that socially and environmentally responsible companies perform better in the long-term.
Difficulties encountered/ lessons learned	The tool is easy to apply by non-sustainability experts but training and discussion on the questions is needed for ensuring maximum accuracy.
Potential for learning or transfer	The tool can be considered as a part of the objectives that shape the European Union's CSR policy, encouraging investors and businesses to contribute to sustainable development through socially responsible investment decision. Socially conscious investors have a more holistic view of a company when making investment decisions, looking at how it serves its stakeholders but also creditors, management, employees, the community, customers and suppliers. Within this context, socially responsible investment seeks to maximize welfare while earning a return on one's investment that is consistent with the investor's goals.
Further information	http://www.csr-ccci.org.cy/
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1. General information	
Title of the practice	Vassiliko Cement Company

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	Corporate Social Responsibility constitutes one of Vassiliko Cement Works corporate principles; it is embedded in the company's mindset governing its business activity through initiatives aiming at upgrading the living standards, the cultural level and at protecting the environment. Their activities adhering to the code of ethics and in a socially responsible way, minimizing any impact. Having incorporated the Sustainable Development Goals into their Strategy, they take bold and transformational steps ahead towards a sustainable and resistant path. Their aim is to be a successful company with an increasing value, operating always under full transparency and showing respect to people.
Evidence of success (results achieved)	By implementing CSR in to the company's strategy the following benefits occurred for the company: <ul style="list-style-type: none"> - Reduce emissions and become more environmental friendly - Positive business reputation - Increased sales and customer loyalty - Develop and enhance relationships with customers, suppliers and networks - Attract, retain and maintain a happy, safe and healthy workforce - Save money on energy and operating costs and manage risk - Differentiate themselves from their competitors - Better financial performance - Organisational growth
Difficulties encountered/ lessons learned	First, it was needed to understand the company's values and corporate culture which was found at the core of a company's actions, reputation and employees. It was also needing to develop a strategy that works for the business and its stakeholders. Then it was needed to keep employees and all the relevant stakeholders up-to-date, motivated and engaged.
Potential for learning or transfer	The practise is interesting for other companies as well since it is a company that for many years is implementing CSR in a holist approach. The implementation of CSR gave lot of benefits to the company.
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1. General information	
Title of the practice	Climate Charter for Climate Change

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>To prevent climate change the Charter of Cyprus Businesses for Climate Change has been drafted. The objectives were to sensitize and inform all Cypriot businesses about the issue of climate change, to contribute to the achievement of Cyprus' national targets for reducing greenhouse gas emissions by 2020 and to help businesses with simple, practical and understandable measures to adopt functions of environmental and general responsibility.</p> <p>The companies have committed themselves and take responsibility to limit the impact of their business on climate change, to contribute to the achievement of Cyprus' national target of a 15% reduction in carbon dioxide (CO2) emissions by 2020, to support the promotion of state actions and programs to tackle climate change and to help inform our staff, customers, suppliers and partners about climate change.</p>
Evidence of success (results achieved)	<p>The practice gives simple, costless and practical measures and actions that each business can implement to reduce its carbon footprint as well as measures that can support a more comprehensive enterprise-specific adaptation strategy to the challenge of climate change.</p> <p>With the implementation of this practice there was a 10 % reduction in the emissions of the participating companies.</p> <p>This best practice was later followed by the Covenant of Mayors for implementing measures and actions in for fighting climate change. 24 municipalities have signed the Covenant and developed an action plan for fighting climate change that it is expected to reduce CO2 emissions by 598,815 tons and reducing energy consumption by 1,838,974 MWh by 2020 from their implementation.</p>
Difficulties encountered/ lessons learned	<p>There were not any specific difficulties since the measures to be adopted for reducing emissions are rather simple, costless and easy to be implemented by a company.</p>
Potential for learning or transfer	<p>This practice is simple, costless and easy to implement. Most of the measures that are described in the practical guide are easily been adopted by a company and the benefits to our planet as well as to corporate budgets of the companies are high compared to the relevant cost for implementing this best practice.</p>
Further information	<p>http://www.csr-ccci.org.cy/</p>
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1. General information	
Title of the practice	Corporate Governance Code

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>The Council of the Cyprus Stock Exchange (CSE) in 2002 issued the Code of Corporate Governance for the Cyprus Stock Exchange. The aim of the Code is to strengthen the monitoring role of the Board of Directors, to protect small shareholders, to adopt greater transparency and to provide timely information, as well as to sufficiently safeguard the independence of the Board of Directors in its decision - making. Furthermore, the Code aims to achieve conformity of listed companies with internationally accepted rules of corporate governance as they are widely applied by both individual and institutional investors in the selection of listed securities and the creation of investment portfolios internationally, and therefore establishes regulatory indicators of compliance with desirable rules of corporate governance.</p> <p>The Code is voluntary for the listed companies. Listed Companies have an obligation to include in their Board of Directors' annual report to shareholders, a report on corporate governance.</p> <p>The primary bodies responsible for the Code and its enforcement are the CSE and the Cyprus Securities and Exchange Commission (CYSEC).</p>
Evidence of success (results achieved)	A corporate governance program can boost the company's reputation. Also, corporate governance includes instituting policies that require the company to take specific steps to stay compliant with local, state and federal rules, regulations and laws. Also, it limits the potential for bad behaviour of employees by instituting rules to reduce potential fraud and conflict of interest.
Difficulties encountered/ lessons learned	To achieve excellence in Corporate Governance it needs to permanently meet the mix of strict legal regulations, regulatory requirements, and softer best practice guidelines. Also, global applicability versus compliance with local jurisdiction and conflicting rules in a trans-border environment. It also needs timely implementation, consistency in internal rules and regulation, internal controls and documentation and education and training
Potential for learning or transfer	It protects small shareholders, to adopt greater transparency and to provide timely information, as well as to sufficiently safeguard the independence of the Board of Directors in its decision – making.
Further information	http://www.cse.com.cy/en-GB/regulated-market/listing/corporate-governance/
Contact details	
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1. General information	
Title of the practice	Green Public Procurement

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>In the technical specifications, award criteria or conditions execution of the contract, require a specific mark as evidence conformity of works, goods or services with the requirements characteristics. With this way they have the possibility to use environmental criteria or execution conditions contracts covering every aspect and stage of their life cycle from the extraction of raw materials for the product up to the stage of its disposal.</p> <p>Also, the Green Public Procurement National Action Plan of Cyprus adopted in 2012 sets several specific measures to promote environmental criteria in public authorities' public procurement.</p> <p>The Green Public Procurement Action Plan is mandatory for all Contracting Authorities, so the Authorities should provide for incorporating environmental criteria into their technical specifications, as they are included as an aid to Annex C of the Action Plan for GPP.</p>
Evidence of success (results achieved)	<p>Green Public Procurement and Action Plan is mandatory for all Contracting Authorities, so they should incorporate environmental criteria into their technical specifications, as they are included as an aid to Annex C of the Action Plan for GPP. There is no specific action to promote SMEs in public procurement but recently efforts have been made to add this in business as well. There is the possibility to conclude separate contracts by lots and the free e-procurement solution are likely to increase their participation in tenders. In fact, they already represent a large part of the contracts awarded. In average, they have won 70% of the above-threshold contracts between 20014 and 2016.</p>
Difficulties encountered/ lessons learned	<p>An issue faced by Cypriot contracting authorities when including environmental criteria is the small size of the internal market, which limits the variety of green products available. That is why a market research is needed to identify green products on the Cyprus market to be promoted within public procurement. It results in green products and eco-labelled catalogues available for contracting authorities.</p>
Potential for learning or transfer	<p>Green Public Procurement is a voluntary instrument, but it has a key role to play in the EU's efforts to become a more resource-efficient economy. It can help stimulate a critical mass of demand for more sustainable goods and services. GPP is therefore a strong stimulus for eco-innovation. To be effective, GPP requires the inclusion of clear and verifiable environmental criteria for products and services in the public procurement process.</p>
Further information	<p>http://www.moa.gov.cy/</p>
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1. General information	
Title of the practice	Gift Vouchers & Paradisiotis Products at Special Prices

Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>Paradisiotis company is one of the largest and companies in the field of chicken farming in Cyprus. Paradisiotis has a CSR strategy that train and develop their staff, contribute to society and respect the environment.</p> <p>The key objective is to ensure the best working conditions for the staff by continuously investing in facilities to provide a safe working environment, and through the implementation of recognised health and safety measures. In early 2010 OHSAS procedures were approved and certified by TUV CYPRUS LTD and TUV NORD.</p> <p>They recognise that their social responsibilities are an integral part of their values and they demonstrate this through a series of sponsorship programmes.</p> <p>They strive to limit the environmental impact of their business operations by minimising waste, effectively treating wastewater, utilising recyclable products whenever possible, and using the eco-friendliest technology available.</p> <p>One of their best practises is the gift vouchers and products at special prices. With this way they supply chicken and chicken products to the family table of non-wealthy and non-financially comfortable citizens. Due to financial difficulty, many individuals, various organized groups, institutes, organizations and ordinary citizens communicate with them and ask for their products. Paradisiotis Ltd within the framework of its CSR, responds either by offering its products or vouchers at reduced prices, which can be exchanged at their retail shops in Limassol and Nicosia.</p>
Evidence of success (results achieved)	By providing such vouchers, not only as everybody and helped satisfied on a high level but also our less fortunate are not made to feel under dignified. In addition, they can redeem their vouchers with products of their own choice and taste.
Difficulties encountered/ lessons learned	We have not encountered any serious problem in applying this practice.
Potential for learning or transfer	This practise is extremely beneficiary not only to our fellow citizens but also at the same time to the company itself. One, may think that the company, by offering its products at discounted rates, may not be viable. In fact, we believe this practise goes on long way as self- advertisement and in the long run the benefit is returned.
Further information	N/A
Contact details	
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1. General information		
Title of the practice	A CSR Collaboration Project: Nutrition and Fitness	
Location of the practice	Country	Cyprus
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Child obesity which is rapidly growing worldwide. The first years of human's life, his diet is on his parent's hands. We usually keep it in the same way as soon as it becomes our responsibility. Keeping that in mind, Christina Papadopoulou Fessa (Dietitian-Clinical Nutritionist) decided to show children the right way their parents was ignoring. Thus, she prepared a theatrical experiential performance and after she took all the necessary licenses from Ministry of Education and Culture, she begun to present it to the children of Pre-school and Primary Schools Pancyprian. Those parents who wanted to, they could watch the 40-minutes workshop at the same time with their kids.</p> <p>The stakeholders involves where the following companies, Paradisiotis, Alpha Mega, Alambra, Livadiotis, Weetabix, Blue Island, Agros, ENA, Sistema KLIPIT.</p>	
Evidence of success (results achieved)	<p>After the workshop the children know:</p> <ul style="list-style-type: none"> - the importance of breakfast -the important role of fruit and vegetables -the importance of calcium in the proper development of teeth and bones - the use of the "plate" for proper food selection -what foods are nutritious, what are unhealthy and how to distinguish them -to read food labels and protecting against media outlets -to make daily physical exercise through entertaining games -to care and love their bodies, whatever their size and stature, and to discover that each body is different, and that diversity is something very important. <p>And all of the above with the follow ways:</p> <ul style="list-style-type: none"> - Education in theatrical style - Songs and music - Interactive games and experiential exercises - Magic tricks - Demonstration with basketball balls - Physical exercises <p>The workshop was presented in most of the schools in Cyprus and it will continue to be presented in the following educational year.</p>	
Difficulties encountered/ lessons learned	No difficulties	
Potential for learning or transfer	A workshop that can be implemented in other countries to make children aware of a healthy life style (nutrition and fitness).	
Further information	N/A	
Contact details		
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1. General information	
Title of the practice	360° Report software

Location of the practice	Country	Cyprus (best practice from Germany)
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>3600 report offers software-as-a-service solutions to organizations. They developed the first intelligent software solution that enables medium-sized companies to create sustainability, environmental and energy reports. The reporting software won prestigious award Innovation IT Initiative Mittelstand in 2015 in the category of Green IT. In 2014, 3600 report was nominated for the CSR Award of the German Government.</p> <p>With 3600 report you can create your sustainability report in accordance with the Global Reporting Initiative (GRI G4), UN Global Compact and ISO 26000 and other international standards.</p>
Evidence of success (results achieved)	The software has been used by many big companies for their reporting (an example is Lufthansa).
Difficulties encountered/ lessons learned	Easy and simple to implement. It needs a person to learn the software
Potential for learning or transfer	<p>With the software you can save time for preparing the report. By presenting complex reporting standards and norms as a series of intuitive screens requesting the necessary data, 360report greatly reduces the time spent on manual data processing. Data in electronic form can be imported directly, further reducing the time needed for data collection.</p> <p>Also, you can save money. When 360report has collected all the data it automatically creates a report that complies with a required standard. Reports can be generated to all current standards. The reports are certifiable and can be formatted and customized at will. The report highlights opportunities for improvement that can assist with the control of the business.</p> <p>Furthermore, you can retain flexibility since 360report can show any number of reporting standards, locations and suppliers in a report. You can define company-internal or industry standards as a standard report format. Plug-ins and extensions are available to increase work efficiency and enhance the impact of your reports.</p> <p>Finally, you will increase your reporting efficiency and your supply chain control.</p>
Further information	http://www.360report.org/en/
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Best CSR practices from Crete

Project partner: Region of Crete

The Region of Crete (www.crete.gov.gr) is a Public Law Entity, a second-grade local self government authority of Greece offering services for the benefit of its citizens. It is organized and operating according to the Greek Law 3852/10 (FEK 87/07-06-2010) "Kallikratis Program" consisted by 6 General Directorates and 36 Directorates. It plans and implements policies at regional level for the Economic, Social and Cultural Development of the island of Crete in accordance with the principles of sustainable development and social cohesion, taking into account National and European policies. The Development Planning Directorate is implementing the current project.

Project team:

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1. General information		
Title of the practice	Creta Maris Beach Resort	
Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture - Hersonissos Municipality
2. Detailed description		
Detailed information on the practice	<p>Creta Maris Beach resort is located 24 km from Heraklion in Hersonissos, which is one of the most famous tourist destinations in Crete. During its 40 years of operation, the main goal of the management team is the development of the hotel services, always with respect to the environment in which the company grows. The company contributes to the protection of the environment by reducing energy consumption, recycling and using environment friendly cleaning detergents. Society is a significant pillar of Creta Maris CSR practices. 93 % of the employees are Cretans, establishment of volunteer blood donor band and yearly blood donations, "Open School Days" where the local schools visit the organic field of the hotel, donations and cooperation with local producers are some of practices implemented for the benefit of society. Employees are considered as valuable asset of the company; They get equal opportunities, participate in training seminars, while also have private health and safety programme. The market pillar completes the company's holistic CSR approach. Its purpose is to provide excellent facilities to its customers. Restaurants always offer the best services and organic products to the hotel's guests with many of them to originate from hotel's own production. The main beneficiaries of the CSR practices implemented by Creta Maris, are: employees, local community and environment and visitors.</p>	
Evidence of success (results achieved)	<p>The results of company's CSR actions are measurable and are as follows:</p> <ul style="list-style-type: none">- Creta Maris Beach Resort energy consumption is considered very good to excellent, as with its large public areas, it showed 0,50 litres of average gas consumption per guest and 20 kWh of average electricity consumption per guest for the year 2016.- In 2016, the results of recycling were: 18.000 kilos of paper, 120 kilos of lamps, 12.910 kilos of glass, 17 kilos of batteries, 2.120 kilos of cooking oils.- 43 % of hotel's purchases for the year 2016 were for Cretan products and the 30.9 % for Greek products.- During 2016, the Injury Rate was 0,01 %, the Absentee Rate & Lost Day Rate was 1,03 % and The Occupational Disease Rate was 0 %.- The hotel's organic production consists of 0.5 acre outdoor, open to visitors' vegetable garden, 9.5-acre arable crops [with local varieties of legumes and cereals], 1.0 acre of citrus [orange, tangerine and lemon], 9,5 acres of local wines' varieties.	
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.	
Potential for learning or transfer	The approach of Creta Maris towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them. As, Creta Maris has compiled four sustainability reports until 2017, the results of the implementation of CSR action are measurable and they could be easily transferred or learnt.	
Further information	https://www.cretamaris.gr/media/1685/annual_report_2016_en.pdf	
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1. General information		
Title of the practice	Avra Hotels Collection	
Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Lasithi Prefecture
2. Detailed description		
Detailed information on the practice	<p>Avra Hotels Collection is a group of three hotels which are located in the region of Lasithi, Crete in the city of Agios Nikolaos. Corporate Social Responsibility is fully integrated into the hotels' operations and the strategic management to achieve the proper entrepreneurship that will be in full harmony with the Cretan biodiversity, the society, the human resources (employees) and the marketplace. The protection of the environment is one of the main goals of Avra Hotels Collection CSR actions. Both management and staff follow the environmental policy of the hotels and attend annual training programs about the efficient use of energy, the recycling procedure and the waste production also. Some actions implemented under the CSR society pillar, are: purchasing products from local suppliers, most employees have Cretan origins or live permanently in Crete, donations, environmental actions in cooperation with local schools etc. In addition, employees enjoy equal opportunities, can request blood for them and their relatives from the volunteer blood donor bank that is established and can leave their children to the collaborating kindergarten during the working hours. Avra Hotels have a commitment to providing excellent & customized services to each single customer. By this way the managing directors and the employees achieve the main goal that Avra Hotels Collection has set, which is to maximize the benefits and value of the business and to offer the hotel guests an exceptional, indulging experience. The main beneficiaries of the CSR practices implemented by Avra Hotels Collection are: employees, local community, the environment and visitors.</p>	
Evidence of success (results achieved)	<p>Avra Hotels Collection, provides measurable results regarding its CSR actions. More specific:</p> <ul style="list-style-type: none">- During the 2017 summer season, the total production of glass, metal, paper, plastic and cooked oil was reduced by 16.9 % (2 967 Kg).- During the 2017 summer season the total consumptions of chemical products was 0.07 kg per guest night.- Environmental awards (Blue Flag, Green key, ISO 14001)- "Greek Breakfast" award for offering Greek specialties for breakfast.- 302 of the 314 employees of the company in 2017, have Cretan origin or live permanently in Crete.- 95% of hotels' suppliers are locals and they keep the same cooperation's each year.	
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.	
Potential for learning or transfer	The approach of Avra Hotels Collection towards CSR is holistic. In addition, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them. The experience that has been acquired of the implemented actions, could be transferred and disseminated. Avra Hotels Collection is going to publish an annual sustainability report where all the results of the implementation of CSR actions will be mentioned.	
Further information	http://www.avrahotelscollection.gr	
Contact details		
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1. General information		
Title of the practice	Emm. Kouvidis S.A	
Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture
2. Detailed description		
Detailed information on the practice	<p>Emm. Kouvidis S.A, which is active in the electrical equipment industry, presents a holistic approach to how it addresses Corporate Social Responsibility by developing actions across all 4 axes of CSR. The company, aiming to contribute to environmental protection, has adopted a series of principals such as energy saving in the production process, the application of a collective waste management system resulting from product packaging and, finally, the development of environmentally friendly products. The product packaging is produced of 100 % recycling paper. In addition, the company and its suppliers comply with the REACH 1907/2006 regulation of the European Union for the correct use of chemical products. All the above is certified by quality management systems that the company has (e.g. ISO 14001). Kouvidis is closely tied to the society in which it does business and recognizes the responsible role it has to play, so it applies CSR actions in the society axis. Such actions are the establishment of its own blood bank, the continuous financial support of NGOs and the priority of hiring from the local society. Human resources are of paramount importance to the Kouvidis industry, which believes the employees are building the company's future. Thus, it provides training seminars for all employees as well as health care and group insurance programs. The implementation of Occupational health & safety management system OHSAS 1801 approves these activities. The company is certified with the ISO 9001: 2008 quality management system and aims to produce high quality, safe products that meet the expectations of its consumers and modern market trends following the principles of total quality. The main beneficiaries of the CSR practices implemented by Emm. Kouvidis S.A. are: employees, society and environment.</p>	
Evidence of success (results achieved)	<p>Through the CSR actions the company has achieved:</p> <ul style="list-style-type: none">- Zero use of primary raw materials- Reduction in the weight of carton materials by 5 tons per year- 80 % reduction in ink usage- National recognition of business excellence in 2008 by the Ministry of Development- To receive the European Certification for Business Excellence and Quality award, "Committed to excellence in Europe" from EFQM (European foundation of Quality Management)- To receive the Best Workplaces award as one of the best-performing companies in the best workplace in Greece for 2017	
Difficulties encountered/ lessons learned	<p>The biggest difficulty is to incorporate corporate social responsibility practices into the core of the company's operations. However, this has been achieved by adopting and implementing management systems across the company's range of operations. Another difficulty may be the high cost required for some actions that will not have a direct effect on the performance of the company. The high cost has been addressed by the proper assessment and selection of actions that the company can successfully implement. Finally, especially for a small and medium-sized company, the implementation of CSR practices requires human resources, as proper implementation takes time. At this point, the company has allocated the necessary actions required for the correct application of CSR to the responsibilities of different employees from different departments, thus dispersing the time required for their implementation and incorporation into the operations of the company.</p>	
Potential for learning or transfer	<p>The approach of the Kouvidis Industry towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them. There is the possibility of transferring and spreading the company's CSR practices on condition that each company adapts itself to the values of CSR and designs a model that fits its philosophy, its management model and the sector in which it operates.</p>	
Further information	https://www.kouvidis.gr	
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1. General information		
Title of the practice	Chalkiadakis S.A.	
Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture
2. Detailed description		
Detailed information on the practice	<p>Chalkiadakis S.A. operates in the trade industry with 39 retail shops (Super Markets) and 1 home items shop, being one of the largest companies on Crete, employing over 1,200 employees. Corporate Social Responsibility for the company is philosophy, strategy and innovation and is fully integrated into the operations of the company. The company, wishes to contribute to the protection of the environment while it respects Cretan biodiversity, so it has adopted a range of measures that are applied by management and employees. Additionally, the company motivates its customers to implement these measures. Most of these measures consist of recycling actions such as oil recycling, which includes collection of used cooking fat and customers are rewarded with a free bottle of water for each bottle of used oil recycled. The company uses paper press and special bins for paper recycling and works with an authorized battery recycling organization. Recycling is also done on electrical appliances, lamps and lubricating vehicle oils. An additional measure adopted by Chalkiadakis SA aims to improve the image of waste disposal sites in the company's stores. The company, through its cooperation with local producers and suppliers, supports the local community in which it operates and develops. In addition, it provides solidarity to those who need it by supporting them. For example, it aids vulnerable groups, social grocery stores and charities, while providing discounts to the majority and the disabled. In addition, the company provides donations to school and medical equipment as well as supports cultural and athletic events that take place in Crete. Characterizing the manpower as its largest asset, Chalkiadakis S.A. implements Corporate Social Responsibility actions to the pillar of human resources. The most important of these actions, is the establishment of the Chalkiadakis Academy, which started in 2010 and aims to the specialized training of all human resources in matters related to the subject of its employee's work. In this way, the company invests in its employees. In addition, there is training on the provision of first aid from the Red Cross as well as competitions and excursions for workers. The company's vision is to offer to its customers quality products, supporting the local community and capitalizing on its human resources, always respecting the principles and values it has set. The control system it applies to all the agricultural products of Crete, which it supplies and provides to the customer, is a means by which it strengthens this effort. Consumers have the opportunity to learn about every Cretan agricultural product they buy, through the e-cert platform provided by the company and which includes details such as the place of production, the producer and the date when the product was picked. The main beneficiaries of the CSR practices implemented by Chalkiadakis SA are: employees, society, environment, local producers and clients.</p>	
Evidence of success (results achieved)	<p>Through the CSR actions the company has achieved to:</p> <ul style="list-style-type: none"> - Recycle 25 000 litres of used oil in 2016 - Recycle 1 200 tons of paper and plastic in 2016 - Recycle 3 280 kg of mixed batteries from 2007 to today - Recycle of Electrical Appliances (3 470 kilos in 2016) <p>Data collected by xtra card (figures 2017):</p> <p>Cretan products</p> <ul style="list-style-type: none"> - 400 Cretan suppliers - 800 000 € discount to customers' bills for buying Cretan products <p>Chalkiadakis' Solidarity Offer (figures 2017): 303 000 € in gift vouchers, money and donations in kind</p>	
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.	
Potential for learning or transfer	The Chalkiadakis SA Approach towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is lasting and its results are measurable and accessible, thus acquiring the ability of those who are interested in updating and adopting relevant practices. There is the possibility to transfer and disseminate the CSR practices of the company that are listed in detail on its website.	
Further information	https://www.xalkiadakis.gr/el/home	
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1. General information	
Title of the practice	TCF FUTOURIS Project on Crete: "A case study of SMEs Sustainability practices including CSR roadmaps in the Region of Crete"

Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture

2. Detailed description	
Detailed information on the practice	<p>The "TUI Cares for Crete – Sustainable Food" project is being implemented with the Futouris eV sustainability network and TUI Care Foundation, in cooperation with blueContec sustainable tourism management experts and Crete-based social cooperative Local Food Experts. Olive oil and wine - both are foods that are indispensable to Greek culture and play an important role in Crete's economy. At the same time, the conventional cultivation methods create a variety of sustainability challenges. Environmental pollution, loss of profits and the closure of many small farms are the result.</p> <p>In addition to agriculture, tourism is the main source of income for the island. A sustainable food and beverage offer is becoming increasingly important to the holidaymakers, in particular the offer of typical regional dishes. Why not connect the two industries and take advantages for the destination as well as the holidaymakers?</p> <p>This is where the joint project "Crete - first steps towards a sustainable food destination" is set by the TUI Care Foundation and Futouris. Together with the local partners Local Food Experts and the environmental consultants BlueContec, local farmers are brought to a better understanding of sustainable management methods and relate to local tourism professionals. The link will be used to identify and exploit synergies between food producers and holiday makers. Sustainable food production and sustainable tourism services are the pillars of a sustainable regional development of the island. In the long term, an improvement in food quality and quantity is to be achieved, the negative environmental impacts of agriculture are reduced as well as the local economy is strengthened. In addition to the sustainable production of wine and olive oil, sustainable agricultural products are to be added in the long term.</p> <p>The holidaymakers also benefit from a larger regional food offer and more intense taste. In order to enable guests to visit local production sites and exchange with wine and olive growers, an innovative and interactive excursion program is being developed. Awareness and communication measures accompany the project.</p> <p>As part of the project, 5 chain hotels, 7 hotel units, 3 food companies, 1 cooperative, 1 monastery, 192 producers and 3050 acres with wineries, olive groves and grain participate in a complex and promising project that completes its 1st Phase on 31.12.2019.</p>
Evidence of success (results achieved)	Each action carried out, has its own results which are difficult to present extensively at this stage. The large number of participants and members of the Project is an evidence of success.
Difficulties encountered/ lessons learned	The deep understanding in practice of Sustainable Development in Society, the Environment and the Economy. The importance of viability through processes of self-assessment of food production processes.
Potential for learning or transfer	This project deserves to be presented as a good practice, as it is a practice that is not exclusively applied by an individual enterprise, but its actions are implemented in a collaborative way as it involves many members. In this way, the knowledge and experience on specific issues is shifted from the more to the less experienced. As a result, a constant improvement in social responsibility arises.
Further information	http://www.futouris.org/en/projects/crete-first-steps-towards-a-sustainable-food-destination/
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1. General information	
Title of the practice	Lyrarakis Wines – GEA S.A.

Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture

2. Detailed description	
Detailed information on the practice	<p>The company "GEA S.A." which has the distinctive title Lyrarakis Wines and is based in Crete, is a family vineyard, a winery, a standardization/bottling plant and a visitable Cellar. According to the company's sustainability report, its goal since its inception in 1966 is the ethical relationship with society, which continues to be enriched to date, along with the other principles of corporate social responsibility by developing actions in the field of the environment, the market and human resources. The integration of Sustainable management principles is one of the main objectives of the Lyrarakis Wines actions. As the activity of the company is directly related to the cultivation and exploitation of the soil, the goal of the corporate social responsibility is the respect for the Cretan land, the biodiversity and the carrying capacity so there is land for the future generations. In the primary sector, there are being made efforts to enhance soil, compost production is planned, that will be incorporated into the vineyard lands every autumn for soil health and reinforcement. Furthermore, GEA SA, recycles packing materials, implements methods for limiting energy and water consumption during the production process and take all the necessary measurements to reduce waste production. The company is working to create a platform to ensure fair prices, decent working conditions and investments in the local community. GEA SA has designed and organized a visitable cellar that is used to highlight the importance of the society that produces its own food and to promote local products through the establishment of the winery as a tourist destination. In addition, participates in the "Connecting Sustainable Winegrowing with the Hospitality Sector" project, which aims to link sustainable wine growing with the hospitality industry on the island of Crete. GEA SA participates TCF FUTOURIS "Crete - first steps towards a sustainable food destination" project and has established GEA SA blood bank. The company has made serious efforts to provide a fair, safe and decent working environment. As a result, a series of practices have been designed which enrich the employees. Lyrarakis Wines aims, among other things, to the production of high-quality wine and has developed a range of activities to achieve this goal. These activities relate to the protection of soil and arable land, with the aim of protecting the environment and, on the other hand, they aim to the production of high quality products. Vinification is done through strict procedures that are continuously supervised and improved by specialized staff and a modern bottling procedure consisting of 6 individual stages is also followed. Through these actions, the aim is to create a strong brand name in the wine industry. The main beneficiaries of the CSR practices implemented by GEA SA are: employees, society, environment and clients.</p>
Evidence of success (results achieved)	The results are not measurable at this point.
Difficulties encountered/ lessons learned	Difficulties encountered were to integrate the Principles of Sustainable Development into the field of vineyards, as well as, the understanding of Sustainable Vine Growing by Several Producers of the company's group.
Potential for learning or transfer	Lyrarakis Wines' approach to Corporate Social Responsibility is holistic. Also, the effort to implement responsible entrepreneurship continues and its results are available through the sustainability report. Thus, those who are interested in getting informed and adopt relevant practices can access them. The experience gained from the actions implemented could be transferred and disseminated. Lyrarakis Wines has already issued its 1st sustainability report, which lists the practices adopted in the context of CSR.
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1. General information		
Title of the practice	Cosmos Sport S.A.	
Location of the practice	Country	Greece
	NUTS 1	EL4 Aegean Islands - Crete
	NUTS 2	Region of Crete
	NUTS 3	Heraklion Prefecture
2. Detailed description		
Detailed information on the practice	<p>Cosmos Sport SA, is a leader in the Greek retail market of sportswear. Nowadays, the company occupies 309 people, in 27 retail points (23 stores and 4 e-shops). Since, 1982 CSR is the core of the business.</p> <ul style="list-style-type: none">- During the past 5 years 200 job opportunities have been created and held successful charity events such as "Heraklion Cosmos Sport Run" in cooperation with the Municipality of Heraklion and the support of Adidas. The action has managed to bring together and donate to the organization "Together we beat cancer" the sum of 10,000 € in total. In addition, "Cosmos We Care" team has been created and it implements actions such as blood supply, the distribution of toys to hospitalized children, the creation of a "wall of kindness" at the company's premises. Moreover our new "Cosmos Running Team" is made to support the 4th Race for the Children's Heart, a special Run with great importance and at the same time the team participated in "Kifisia Run", a run fully dedicated to strengthening the hellenic Nephropathic Association.- Employees is the most valuable asset of the company. More specifically, they enjoy equal opportunities during the Recruitment and Selection process, career development and fair compensation/benefits. In addition, parent employees are encouraged to take the "Parent's Day off" in order to accompany their children at the 1st day at school and all employees have the opportunity to use the company's gym.- The company is very active in recycling paper, batteries and electrical devices. Reduction of energy consumption is achieved by replacement of lamps with LED lights, replacement of air condition devices with inverter etc. Cosmos Sport through a wide range of campaigns and events try to return the value to the society. The main beneficiaries of the CSR practices implemented by Cosmos Sport SA are: employees, society and environment.	
Evidence of success (results achieved)	<p><u>Some measurable results in environment pillar:</u></p> <ul style="list-style-type: none">- Recycling paper and packaging cartons (36 tons per year).- Recycling of electrical appliances (1.200 kilos per year) and- Recycling of batteries (120 kilograms per year). <p><u>Some measurable results in society pillar:</u></p> <ul style="list-style-type: none">- Organization of "Heraklion Cosmos Sport Run" in cooperation with the Municipality of Heraklion and the support of Adidas. The action has managed to bring together and donate to the organization "Together we beat cancer" the sum of 10.000€ in total. The money was used in order to buy a special medical machine for cancer patients.- Established annual partnership with TOMS, a multinational company that operates the "One For One" corporate social responsibility action worldwide. The company through this action, every time that someone buys a new pair of TOMS shoes offers a new pair of shoes to children in need. Cosmos Sports, acts as the main supporter of this action, covering all the costs incurred for the distribution of footwear in all the prefectures of Crete, distributing more than 1.000 pairs of shoes each year.- Creation of 200 job opportunities during the past 5 years	
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.	
Potential for learning or transfer	The approach of Cosmos Sport towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them. The experience that has been acquired of the implemented actions, could be transferred and disseminated.	
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Best CSR practices from Spain

Project partner: General Directorate of Labor, Regional ministry of Education and employment of the Government of Extremadura

Directorate General of Labor manage the responsibility for employment relationship, individual and collective, working conditions, labor risk prevention, as well as the development of actions for promotion and encouragement of safety and health at work

Policies and responsibilities in corporate social responsibility of the directorate general of labor:

The region of Extremadura has been working for several years in the promotion and dissemination of Corporate Social Responsibility to achieve its consolidation as an integrated strategy in all the areas of Extremadura economy. We can say that Extremadura is a pioneer in promoting CSR. It is the first Region in Spain that has provided a CSR legal framework, implemented in 2010 with the law 15/2010, December, 9th of Corporate Social Responsibility in Extremadura. Through Decree 110/2013, July 2nd which developed the law it is created the Regional Council for the promotion of Social Responsibility, the Office of Corporate Social Responsibility and the Register for socially responsible organizations of Extremadura. This Decree has been modified by Decree 68/2014, May 5th.

The law 15/2010, December 9th, of CSR in Extremadura establishes two main concepts:

- Applying the sustainability concept to the very CSR strategy itself
- Exemplariness, launching CSR practices in the regional administration and annually publishing the CSR Report of the Government of Extremadura. At present there are six CSR reports published

Some of the projects being developed in the framework of the CSR Estrategy of Extremadura are:

- CSR Observatory of Extremadura
- RSE tool for the self-assessment of corporate social responsibility
- Official qualification process as auditors of socially responsible organisations

1. General information		
Title of the practice	Social action of COOPRADO: Shepherd school	
Location of the practice	Country	Spain
	NUTS 1	Centro (ES)
	NUTS 2	Extremadura
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Cooprado Cooperative carries out the Shepherd School to alleviate the need for these professionals in our region and in this way, to train new professionals to ensure the continuity of sheep farming in the area.</p> <p>One of the basic objectives of this Shepherd School is to increase the production of sheep's milk, in order to guarantee the availability of enough milk throughout the year to produce the "Torta del Casar" cheese, whose Protected Origin Denomination continues to demand milk for the production of this cheese. The idea is to promote the development of the primary sector with the peculiarity of doing it around the "Torta del Casar".</p> <p><u>Specific objectives:</u></p> <p>Economic objective: increase the milk production.</p> <p>Farmer objective: to promote the generational change to guarantee the continuity of this activity.</p> <p>Cultural objective: to raise the social recognition of the shepherd profession.</p> <p>Social objective: to offer a job opportunity that reduces unemployment.</p> <p>Environmental objective: to carry out an important environmental work for the natural firewall that supposes sheepherding.</p>	
Evidence of success (results achieved)	<p>The first edition of this project was a success, since 50% of the students trained are currently working in this sector.</p> <p>Cooprado is organizing the second edition with some changes:</p> <ul style="list-style-type: none">- Training is opened to others livestock sectors- Increase in the number of practical hours that students perform in livestock farms.- Introduction of the latest technological advances in the sector through the increased presence of innovative content.- Incorporation of a specific module for livestock women with the aim of analyzing the gender perspective and co-ownership of farms.	
Difficulties encountered/ lessons learned	<p>The main barrier posed by the students is that this is a very difficult sector to work in because there are no many farms, so the demand for work is very small. However, this sector can be essential for creating jobs in certain rural zones</p>	
Potential for learning or transfer	<p>In this sense, the Initiative carried out by Cooprado could be adapted to other sectors with the aim of training professionals in order to facilitate the generational change.</p>	
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1. General information		
Title of the practice	CSR report of the government of Extremadura	
Location of the practice	Country	Spain
	NUTS 1	Centro (ES)
	NUTS 2	Extremadura
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>The government of Extremadura considers there is no better discourse of persuasion and conviction than the example. Because of its public nature, it must assume concrete obligations on consumption, responsible investment, as a fair and inclusive employer and as contractor, which prioritizes socially responsible enterprises. All this with the aim of achieving, labor, social and ecological excellence.</p> <p>Law 15/2010 of Corporate Social Responsibility of Extremadura establishes the obligation of an annual report of the Government of Extremadura. It must include all the activities made by public administration on CSR and sustainability issues.</p> <p>The CSR Office of the Government of Extremadura, in charge of the publication of this report, has tried to involve all departments and entities conforming the Regional Government, by designating a representative of each of them to collect all the information belonging to this department/area and send it to the CSR Office, which will agglutinate all the information received in order to elaborate the CSR report.</p>	
Evidence of success (results achieved)	We start in 2011 and since then we have already published six annual reports, so we consider it a success in the sense that every year we try to involve more and more staff and try to be more accurate and transparent in the content of the report.	
Difficulties encountered/ lessons learned	The greatest difficulty was found in the elaboration of the first report, because the staff did not have a clear concept of what was the information needed for this kind of reports. The solution we found was the training of the staff on CSR and how to make a CSR report in order all the selected staff for collecting information were able to have a clear concept about what kind of information was relevant for this report.	
Potential for learning or transfer	<p>It is undeniable the upward trend that Corporate Social Responsibility has presented in recent years. So much so, that the number of annual sustainability reports published has increased significantly.</p> <p>This interest in integrating Social responsibility criteria has not come only for the private sector, but also a series of governmental impulses have been given both at European level and at the state level in the case of Spain.</p> <p>Responding to the current problems presented by the Administration is beginning to be complex through the classical criteria. Therefore, integrating CSR criteria based on increasing transparency, promoting public ethics and managing social, environmental and economic impacts would be a first step towards good governance in public sector.</p>	
Further information	http://rsextremadura.juntaex.es	
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1. General information		
Title of the practice	DIRSE mentor program	
Location of the practice	Country	Spain
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>It is the first professional group of Social Responsibility in Spain. It brings together almost 200 CSR professionals. DIRSE Mentor Plan 2016-2017 is a program of mentoring and accompanying five CSR professionals, by five managers of reference in this area. This program also has complementary elements of training in skills and competences, as well as boosting the external and internal visibility of the beneficiaries.</p> <p>This plan arises from a double need. On the one hand, the function of social responsibility in an enterprise is a young and little consolidated function, which needs support to become strategic in the company. On the other hand, current training through CSR master's degree is focused on technical aspects only.</p> <p>This plan aims to train the future managers of social responsibility and to boost the CSR jobs in the organizations. There will also be a mentoring process based on the individual relationship between mentor and mentee.</p> <p>The program is aimed at junior managers in the role of CSR who have an innovative project with an impact on the role of CSR and in the society:</p> <p>https://www.youtube.com/watch?v=GATmECJTWwY</p>	
Evidence of success (results achieved)	<p>The results of the management of the pilot plan performed have been:</p> <p>Mentees:</p> <ul style="list-style-type: none">- 100 % would recommend to follow with the program- 60 % rate it as excellent and 40% as good. <p>Mentors:</p> <ul style="list-style-type: none">- 80 % would recommend to participate in the program- 60 % rate it as excellent and 40% as good. <p>Finally, the high number of applications submitted to the 2017-2018 program, could be a good indicator for the success of the project, but we do not have data yet.</p>	
Difficulties encountered/ lessons learned	<p>The main difficulties encountered came from the fact that the pilot program started without having anticipated the dates of the training sessions, the materials and the conductors of the training sessions. This caused delays and problems to ensure the attendance of all participants, and that the time set for the sessions was not always enough. This issue has been solved in the first edition of the program.</p>	
Potential for learning or transfer	<p>It is a project easily replicable and adaptable to the reality of other countries, as far as allies linked to CSR professionals in the style of DIRSE association can be found.</p> <p>In this sense DIRSE Association has identified some similar entities in the UK, (ICRS) Germany (VNU) and Italy (CSR Manager Network) which are part of the EASP, European Association of Sustainability Professionals, and that they are working to spread to new European countries.</p> <p>It would also be necessary the translation of materials and the identification of trainers and mentors in every country.</p> <p>Finally, DIRSE Association considers that some of the elements of this practice could be incorporated to other existing training programs.</p>	
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1. General information	
Title of the practice	EFR INITIATIVE

Location of the practice	Country	Spain
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>The EFR Initiative is an international movement that, as part of the CSR, is responsible for advancing and responding to issues of responsibility and respect for the conciliation of family, personal and work life.</p> <p>Likewise, it also encourages support for equal opportunities and inclusion of the most disadvantaged, based on current and binding legislation and collective bargaining, so that EFR enterprises perform a voluntary self-regulation in that matter.</p> <p>Nowadays, Fundación Masfamilia is the owner of the private certification standard efr, unique in conciliation. A unique management tool in the world that provides a simple and effective methodology to enable conciliation processes in companies.</p> <p>It is a third-party management model, based on continuous improvement.</p>
Evidence of success (results achieved)	<p>Nowadays, there are already 560 entities, which have implemented this efr management model in more than 20 countries, and they have undergone a rigorous and exhaustive certification process to achieve this quality hallmark in conciliation. It affects a group of more than 350 000 employees of efr entities and their families.</p> <p>This initiative has been recognized by the UNO as a Good Practice and by COFACE (Compagnie Française d'Assurance pour le Commerce Extérieur). Moreover, it is supported by the Ministry of Sanity, Social Services and Equality of Spain.</p>
Difficulties encountered/ lessons learned	<p>The main barriers found by companies and institutions when dealing with a transformational change like the one carried out with the EFR Initiative is a lack of leadership in favour of conciliation and the lack of promotion of the work by objectives versus presentism.</p>
Potential for learning or transfer	<p>When you bet on a transformational project, results are very important and, is for this reason that efr Initiative measures more than 50 conciliation management indicators to be able to see the direction of such management in organizations. Therefore, learning from the results and the continuous improvement is key in the efr initiative.</p>
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1. General information		
Title of the practice	The solution of recycling based on sustainability	
Location of the practice	Country	Spain
	NUTS 1	Centro (ES)
	NUTS 2	Extremadura
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Movilex is an international company that carries out the integral management of hazardous and non-hazardous waste, through different lines of business. Based on models of reverse production, it develops its activities under an innovative system of collection, decontamination and recovery of waste focused on controlled traceability from the waste supplier to the final customer.</p> <p>Movilex considers that society and the business sector have to go hand in hand in the need to consolidate the presence of waste as a main resource, in order to give them back a use that brings a new value to their environment.</p> <p>This company has several business lines:</p> <ul style="list-style-type: none">- VFU: Devoted to decontamination and recycling of all kind of vehicles.- RAEE: oriented to the integral management of waste electric and electronic devices.- METAL: devoted to the integral management of metallic waste for recycling and the valorization of metals, ferrous and non-ferrous scrap.- PLASTIC: it is responsible for segregating and classifying, in an appropriate manner, all the fractions of plastics by type and specification. <p>Movilex has presence in six countries in Europe and Latin America.</p>	
Evidence of success (results achieved)	<p>Movilex was born in 2009 through the business line MOVILEX CARD, devoted to the decontamination, dismantling, reuse, treatment and recycling and recovery of vehicles out of use.</p> <p>In 2010 is launched the first specific plant for the treatment, recycling and recovery of waste electrical and electronic devices in Extremadura.</p> <p>In 2012, the business lines MOVILEX METAL and MOVILEX PLASTIC are activated.</p> <p>In 2013, a new integrated industrial waste management plant was opened in Valencia.</p> <p>In 2014, the international expansion of the company began. MOVILEX PANAMA is created.</p> <p>In 2015, MOVILEX IB PORTUGAL is created.</p> <p>In 2016, there is a growth of the company in Latin America with a presence in Colombia and Brazil.</p>	
Difficulties encountered/ lessons learned	<p>One of the main difficulties encountered has to do with the bureaucratization and slowness of public administrations in terms of the management of licenses and authorizations that do not adapt to market dynamics and may lead to the loss of business opportunities and job creation.</p>	
Potential for learning or transfer	<p>The transference of the business model of Movilex to other territories is more than evident, since it is the company itself that is being commissioned, with its opening in other territories, to transfer the value of waste and materials at the end of its useful life, giving them a new use that allows a boost of the circular economy.</p>	
Further information	https://www.movilex.es/	
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1. General information		
Title of the practice	Network of socially responsible territories – “RETOS NETWORK”	
Location of the practice	Country	Spain
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>It is a national network led by the Ministry of Employment and Social Security of the Government of Spain</p> <p>RETOS was formally constituted on April 15, 2008, as a result of the eQual Initiative, with the aim of becoming a reference in territorial social responsibility and since then has constantly developed its activity being already a national and international reference in the promotion of social responsibility principles and values.</p> <p>Integrated by local territories (municipalities and provinces), its mission is to integrate and implement strategies for the development of Socially Responsible Territories (SRT) that:</p> <ul style="list-style-type: none">- Contribute to improve and protect environment- Contribute to territorial cohesion and the development of a model of territorial organization- Improve the performance of the social capital of a territory- Generate social cohesion and manage diversity- Strengthen democracy and legitimacy of their institutions and organizations- Improve the quality of life and the wellness of the community <p>At present, it is made up by 28 local and provincial entities and 4 collaborating entities among which is the Government of Extremadura.</p>	
Evidence of success (results achieved)	We consider RETOS network a good practice because it has been able to collect, currently 177 good practices belonging to the territories participant in RETOS, which can be transferred to all kind of territories.	
Difficulties encountered/ lessons learned	The main difficulty encountered is the fact that this network has not any funds to operate, so it supposes an over-effort assumed by the staff of the participant members. However, the main lesson learned is that the participants belong to the network simply because they believe in the principles and values on which the network is based, not by the funding they can got.	
Potential for learning or transfer	<p>It is a network made up by many municipalities of Spain, whose main challenge is to adopt CSR values and principles by the exchange of experience among them.</p> <p>RETOS network has an ethical code to which all the participant entities are adhered, an annual report of the activities developed and a guide for the evaluation of socially responsible activities in the territories besides a manual for developing reports of territorial social responsibility.</p> <p>In its website, we can find a great number of good practices in CSR activities identified by the participant territories.</p> <p>It is a good example of how public organizations can exchange knowledge on CSR activities and how with no funding a network can last in time with the effort of their participants.</p>	
Further information	http://www.empleo.gob.es/redretos/es/index.htm	
Contact details		
Name	Miguel Crespo	
Organisation	RED RETOS - MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY	
Email	red.retos@meyss.es	

1. General information		
Title of the practice	Extremadura framework for the promotion of green and circular economy	
Location of the practice	Country	Spain
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>The Government of Extremadura has decided to undertake the transition towards a green and circular economy, which configures a new regional productive model, capable of generating wealth and employment. For this purpose, a regional framework has been designed to promote the green and circular economy.</p> <p><u>Specific objectives:</u></p> <ul style="list-style-type: none">- To promote a new education based on new competences.- To produce a new culture based on sustainability and social justice.- To produce a new economy, aligning public incentives and channeling private savings to green economy projects.- To take advantage of new employment opportunities, identifying trends and green jobs, which are going to have a broad development in the future.- Green services, green tourism, green health.- To produce a new green agriculture.- To produce a new green industry. <p>The regional framework for promoting a green and circular economy has designed 4 programs and 30 guide projects, which make possible the development of the actions raised from the initiatives, which are being developed by the Government of Extremadura for the next four years related to the sustainable development of the region.</p> <p><u>Some guide projects designed are:</u></p> <ul style="list-style-type: none">- Design and development of a new sustainable transport model in Extremadura.- Design and development of a Water Pact in Extremadura.- Development of a new waste policy in the region.	
	Evidence of success (results achieved)	<p>A training system is created, accessible to all the Extremadura citizens who wish to undertake in green, who want to have leadership training and that allows them to undertake with competences and generic skills any project that can generate wealth and employment in Extremadura.</p> <p>Development of networks that link institutions, entities and groups working for the green economy.</p> <p>Publish a guide of good practices and experiences in green entrepreneurship in Extremadura.</p>
Difficulties encountered/ lessons learned	<p>No difficulties have been encountered since this is a Framework in which all public institutions are involved, from regional to local entities.</p>	
Potential for learning or transfer	<p>This document pretends to guide towards the future an important part of the demands of the society as the demographic challenge and climate change. These two problems are issues to be addressed not only by Extremadura but also by many Spanish and European regions. Therefore, this regional framework for the promotion of a green and circular economy in Extremadura can be considered not only a best practice but also a need for the majority of the European countries to address.</p>	
Further information	http://extremadura2030.com/presentacion/	
Contact details		
Name	Regional Ministry of Environment and Rural, Agricultural Policies and Territory	
Organisation	Government of Extremadura	
Email	Extremadura2030@juntaex.es	

1. General information		
Title of the practice	Promotion of corporate social responsibility among the WORLDCOB members	
Location of the practice	Country	Spain (best practice from USA)
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>World Confederation of Businesses, WORLDCOB, is adhered to the United Nations Global Compact many years ago. It participated in the World Summit of the Global Compact celebrated in New York.</p> <p>The members of WORLDCOB are mainly SMEs. More than 3300 companies in 120 countries are members of WORLDCOB.</p> <p>Some of their <u>activities are</u>:</p> <ol style="list-style-type: none">1. To design a private certifiable standard for their members to implement a management system that integrates Corporate Social Responsibility. This standard is inspired in the 10 principles of the Global Compact.2. To design an online audit process to reach a dispersed network of companies.3. To organize free CSR seminars in several countries to promote CSR. From 2016, these seminars are organized together with the best universities to promote a responsible education and link the academic world with that of the businesses. <p>Some experts from organizations such as UNICEF, governments, etc. participate in these seminars.</p> <ol style="list-style-type: none">4. To promote the CSR culture with current and potential members of the association. WORLDCOB offers free advice in this item.5. Active participation in alliances to promote CSR (Government of Extremadura, WOCCU, Corresponsables, etc.)6. Promote the reporting (GRI, COP). Participation in GRI as Gold community. <p>The main beneficiaries are the companies which are advised and get the CSR certification and through them their stakeholders</p>	
Evidence of success (results achieved)	<ul style="list-style-type: none">- More than 4000 companies informed and advised- More than 300 companies certified or in process of certification- 38 CSR workshops carried out in more than 10 countries with more than 5000 entrepreneurs attending.- Collaboration with 10 Universities for the promotion of CSR (UNAM Mexico, University. of Rosario, Colombia, etc.)- Alliances performed (e.g: Government of Extremadura, World Council of Credit Unions. etc.)- Alliances with media (e.g. Corresponsables)	
Difficulties encountered/ lessons learned	<p>The lack of benefits by governments to reward socially responsible companies.</p> <p>There is still a lack of commitment on the part of consumers to buy responsibly</p> <p>Limited resources of the organization to achieve a greater scope (e.g. more events in more countries).</p>	
Potential for learning or transfer	<p>The WORLDCOB standard is made available free of charge to all European SMEs.</p> <p>The certification could have a subsidized expense and companies could receive a free membership with access to the world database and other kind of benefits.</p> <p>The concrete experiences of 300 certified companies on corporate social responsibility could be shared.</p>	
Further information	www.worldcob.org www.worldcob-csr.com	
Contact details		
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Best CSR practices from Norway

Project partner: Norwegian University of Science and Technology (NTNU)

At NTNU, the Norwegian University of Science and Technology, we create knowledge for a better world and solutions that can change everyday life.

NTNU is a university with an international focus, with headquarters in Trondheim and campuses in Ålesund and Gjøvik. NTNU has a main profile in science and technology, a variety of programs of professional study, and great academic breadth that also includes the humanities, social sciences, economics, medicine, health sciences, educational science, architecture, entrepreneurship, art disciplines and artistic activities. NTNU has eight faculties, the University Museum and University Library, more than 40,000 students and 7,100 full-time equivalent employees. NTNU is committed to innovative education, especially increased use of learning methods with active student involvement and digitization. NTNU has four strategic areas of research in 2014–2023: Sustainability, Energy, Oceans, and Health. The university is also the host or partner for 35 large research centers.

The Road-CSR Project is rooted in the Department of Industrial Economics and Technology Management (IØT) in the Faculty of Economics. IØT has a strong tradition of multidisciplinary research, including Operations Management, Managerial Economics, Finance and Operations Research, Health, Safety and Environment Management, and Strategy and Business Development. IØT encourages a close link between research and teaching. Professor Annik Magerholm Fet and Researcher Haley Knudson work with corporate sustainability and environmental management and contribute to the project. The implementation of CSR in public-private partnerships has been an important research area at IØT, especially within public procurement and how it should be addressed in procurement regulations. Further, research has also encouraged the uptake of the Norwegian Accounting Act in corporate reporting, which requires companies to report on social and environmental aspects in their annual reports.

1. General information		
Title of the practice		Municipalities working together for household recycling and waste reduction
Location of the practice	Country	Norway
	NUTS 1	Vestlandet
	NUTS 2	Møre og Romsdal
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>12 municipalities in and around Aalesund, Norway co-own the company ÅRIM, an environmental competence center. The main objective of the company is to implement statutory obligations for household waste and sludge in the region, as well as to raise the awareness and increased knowledge of the environment, recycling and waste handling among all the inhabitants in the region.</p> <p>Because of new demands from the Environmental Directorate, a major up scaling of household recycling, with focus on food-waste, has begun. The implementation of the new recycling initiative for all 12 municipalities is scheduled to take about 2 years and started the Fall of 2017. This process will continue successively in one or two municipalities at a time until all municipalities have the new waste-solution in place in spring 2019.</p>	
Evidence of success (results achieved)	<p>Although the initiative began last Fall, ÅRIM has already experienced a waste reduction of 4,6 kg pr. inhabitant and collected 37 tons of food waste in 2017. This indicates a yearly recycling rate of 54 kg food waste pr. inhabitant, 18 kg less than the Norwegian yearly average of 72 kr. pr. inhabitant. Being the first month of food waste recycling, the results are promising as the household recycling rate is expected to increase with learning over time. It is a clear (and ambitious) goal to reduce household waste by 50% by 2020 and increase material recycling to 55% by 2025 (Norwegian average 37%).</p>	
Difficulties encountered/ lessons learned	<p>In the initiation of this project, it has been challenging to get political agreement and commitment towards the new goals. In the further implementation of the project, the success of the project is clearly dependent on the commitment and attitude among the users in the region. Communication and information are as such vital for user involvement.</p>	
Potential for learning or transfer	<p>There is no competition among waste handling services in Norway. Services are user financed, making it important that all initiatives meet both government and consumer needs and concerns, while working efficiently. If operation costs go up, so too does the subscription cost of customers, and vice versa. Among the different waste handling companies across Norway, there is a large degree of collaboration and transparency and they learn from each other. This strengthens the competence overall within this industry. Although a monopolistic system may not be applicable to all countries, the collaboration between companies is a good example of the knowledge and ingenuity that can be developed by cooperating to meet regulations while also improving consumer understanding of environmental issues.</p>	
Further information	http://arim.no/	
Contact details		
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Organisation	Aarim	
Email	oystein@arim.no	

1. General information		
Title of the practice	Investment guidelines and exclusions for the Norwegian Government Pension Fund Global	
Location of the practice	Country	Norway
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	Ethical guidelines for the management of the Government Pension Fund Global (GPFG) have been in place since 2004. The Ministry of Finance considers sound financial return over time to be conditional upon sustainable economic, environmental and social development, as well as well-functioning, legitimate and efficient markets. Norges Bank decides whether to exclude individual companies from the GPFG, or place companies under observation. The decisions are based on recommendations provided by the Council on Ethics, appointed by the Norwegian Ministry of Finance. Companies may be put under observation or be excluded if there is an unacceptable risk that the company contributes to or is responsible for: a) serious or systematic human rights violations, such as murder, torture, deprivation of liberty, forced labor and the worst forms of child labor, b) serious violations of the rights of individuals in situations of war or conflict, c) severe environmental damage, d) acts or omissions that on an aggregate company level lead to unacceptable greenhouse gas emissions, e) gross corruption, f) other particularly serious violations of fundamental ethical norms.	
Evidence of success (results achieved)	Companies with questionable activities have been banned from the investment portfolio since 2004. This successfully keeps Norwegian Citizens' GPFG money out of irresponsible companies.	
Difficulties encountered/ lessons learned	Although GPFG investments are monitored for their responsibility, the fund is made from Norway's oil wealth.	
Potential for learning or transfer	By monitoring and excluding companies based on their products and/ or conduct, the Norwegian Government sends a message to its people that financial gain is not the only criteria valuable in their future investment and society. The fund's clear guidelines on what makes an investment irresponsible allow for transparent decision making and show that corporate responsibility is integrated into both Norwegian public and private sector. Clear guidelines for other state investment agencies can be adapted from the Norwegian guidelines. The guidelines are formed against: a) serious or systematic human rights violations b) serious violations of the rights of individuals in situations of war or conflict c) severe environmental damage d) acts or omissions that on an company level lead to unacceptable greenhouse gas emissions e) gross corruption f) other serious violations of fundamental ethical norms.	
Further information	https://www.regjeringen.no/en/topics/the-economy/the-government-pension-fund/id1441/ https://www.nbim.no/en/responsibility/exclusion-of-companies/ https://www.regjeringen.no/globalassets/upload/fin/statens-pensjonsfond/formelt-grunnlag/guidelines-for-observation-and-exclusion-from-the-gpfg---17.2.2017.pdf	
Contact details		
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Organisation	Norwegian Ministry of Finance	
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1. General information	
Title of the practice	Implementing Organizational LCA (O-LCA) for activities in the Norwegian Defense sector

Location of the practice	Country	Norway
	NUTS 1	Trøndelag
	NUTS 2	Sør-trøndelag
	NUTS 3	

2. Detailed description	
Detailed information on the practice	Over the past several years, The Defense Research Institute (FFI) has prepared annual environmental reports of the activities in the Norwegian Defense sector, for tracking environmental performances. As a continuous step towards this work, the Norwegian Defense sector expressed the need for conducting an organizational life cycle assessment (O-LCA). An O-LCA includes the indirect greenhouse gas emissions across the life cycle for which the environmental report does not, yielding the total carbon footprint of the organization. This allows the organization to take all into account when making decisions about public procurement. Stakeholders that benefit include the Norwegian Defense Sector, outside contractors and Norwegian society, as areas for reduced emissions are identified, and both public and private organizations can be held to higher environmental standards.
Evidence of success (results achieved)	When the indirect GHG emissions are included in this type of assessment, the results show a much more holistic picture. The results of the initial O-LCA indicates that indirect emissions correspond to roughly 70% of the total emissions, which was not originally included in any reporting.
Difficulties encountered/ lessons learned	The O-LCA was performed using a hybrid LCA, with both process data and economic data used as input data. The streamlining of the data from different sources could impose a challenge.
Potential for learning or transfer	This practice shows how important the holistic view is when changes for improvement are implemented. The O-LCA identifies the main hotspots of GHG emissions, helping effective policies to be implemented, and avoiding problem shifting.
Further information	None
Contact details	
Name	Magnus Sparrevik
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1. General information		
Title of the practice	Sustainability program at Scandic Hotels	
Location of the practice	Country	Norway and the Nordic Countries
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	The Scandic Hotel Chain is the largest hotel operator in the Nordic region, with 280 hotels in six countries. Scandic began its environmental work in 1993, but it was due to economic reasons and the need to lower costs. There was a clear pattern that environmental activities, such as reducing energy and resource use, also lowered costs. The company then invented the 'hang your towel' campaign where guests can choose to reuse their towels, saving water and detergent. This campaign is now used in hotels around the world. Other sustainability initiatives include: Renewable energy; Nordic Swan eco-label certified; reduction in single use plastic packages; Refillable, glass water bottles; water reducing appliances; food waste reduction programs; eco-friendly cleaning products	
Evidence of success (results achieved)	<ul style="list-style-type: none">- 86% renewable energy used across hotels- CO2 emissions reduced by over 60% since 1996- "Hang your towel" policy reduced water consumption and saves more than 3 tonnes of cleaning powder each year- Use as few single plastic packages as possible – saves over 50 million packages per year- Reusable glass bottles used throughout hotel – reducing plastic bottle use and stopping the transport 3,6 million plastic water bottles per year- Water reducing tools have lowered water consumption by 13% since 1996- Scandic has increased the use of ecolabelled chemicals. In 2016, 78% of all chemicals used were ecolabelled	
Difficulties encountered/ lessons learned	Working in the hospitality industry, it is essential that guests that visit the hotel are happy. This has been important for Scandic, as certain initiatives may not always be supported by their guests at first. By raising awareness and explaining the changes, e.g. no single-use plastics, guests understand why they receive environmentally friendly options and may even be a bit proud of their contribution to sustainability, even if it is a bit less convenient for them in some areas.	
Potential for learning or transfer	Scandic's sustainability initiatives have enormous potential for inspiring similar uptake in hotels in other regions. The 'Hang up your towel' campaign has already been adopted by hotels all over the world, and has begun to pave the way for customer contribution to sustainability when they stay away from home. Additionally, the fact that the original initiative of the 'hang up your towel' campaign was to reduce costs, demonstrates the business case related to reducing energy and resource use. By analysing the full business model of their operations, Scandic made adjustments in their energy use, transport emissions, plastic and chemical consumption and food waste. By following the same approach of mapping their value chain and relations with suppliers and other actors, and their internal operations and customer needs, Scandic improved their sustainability while also making guests happy and proud to stay at their hotels.	
Further information	https://www.scandichotelsgroup.com/en/sustainability/	
Contact details		
Name	Line Vikrem-Rosmæl	
Organisation	Scandic Lerkendal, Trondheim, Norway	
Email	Line.Vikrem@scandichotels.com	

1. General information	
Title of the practice	SISVI - Sustainable Innovation and Shared Value Creation in Norwegian Industry

Location of the practice	Country	Norway
	NUTS 1	Trøndelag
	NUTS 2	Sør-Trøndelag
	NUTS 3	

2. Detailed description	
Detailed information on the practice	SISVI is a four-year competence project funded by industry partners and the Research Council of Norway. Grounded in the concept of sustainability, it aims to provide Norwegian industrial firms with crucial building blocks they can use when developing their own unique competitive strategy. The purpose is to develop knowledge that strengthens industry's long-term competitive capabilities in a way that meets economic, environmental and social needs. Environmental aspects as drivers for innovation are emphasized. An important part of the project is implementation and integration of new knowledge, which secures alignment between the needs of industry actors and theoretical concepts. In this context, concrete tools and standards for improved performance are emphasized, and guidelines, key performance indicators, and roadmaps for corporate governance models developed.
Evidence of success (results achieved)	So far, measurable outputs include increased networking and collaboration between companies, along with expanded R&D developments in their business models.
Difficulties encountered/ lessons learned	Difficulties include maintaining that small SMEs continue to contribute financially to the project. This can be difficult for them, and the challenge of wanting to do more sustainable R&D, but not having the resources is highlighted.
Potential for learning or transfer	The potential for knowledge transfer is high in this project as it demonstrates the benefits and how to conduct direct action-oriented research between academia and local SMEs.
Further information	https://sisvi.no/
Contact details	
Name	Jon Halfdanarson
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1. General information		
Title of the practice	SUSPRO – Decision support for sustainable ship production in global fluctuating markets	
Location of the practice	Country	Norway
	NUTS 1	Vestlandet
	NUTS 2	Møre og Romsdal
	NUTS 3	
2. Detailed description		
Detailed information on the practice	SUSPRO is a 4-year competence-building research project with the objective to achieve sustainable and life cycle oriented ship production. Knowledge, best practice processes and decision support tools have been developed to: Monitor and analyze market trends and fluctuations and their impact on design, manufacturing, the supply chain and networks; Realize next generation, sustainable ship production that ensures both high environmental and economic performance; Analyze and guide the route to sustainable shipbuilding by applying analytical tools and life-cycle management practices. NTNU is project manager. Research activities have been carried out in collaboration with industrial partners Ulstein International, Fiskerstrand Holding, and PON POWER. The project is funded by the Research Council of Norway, with financial support from the industrial partners.	
Evidence of success (results achieved)	As a knowledge-building project, the main outputs are new processes and practices within the maritime supply chains in utilizing research to better support decision-making. The project outputs encompass: <ul style="list-style-type: none">- The ability among partners to produce their products in a sustainable manner- Increased sales through better market awareness and world-leading sustainable solutions- Reduced operational costs through more effective production, reduced lead-times and better coordination in the supply chain	
Difficulties encountered/ lessons learned	As the Norwegian maritime cluster operates in a highly competitive market, it is challenging to devote time and resources to long-term research projects and activities. Working on concurrent competitive and sustainability issues proved useful to ensure a successful collaboration.	
Potential for learning or transfer	Academia collaboration with industry clusters is beneficial as supply chain actors meet to share information, knowledge and experience that otherwise is difficult to communicate. By establishing a platform of trust and collaboration, new insights have been gained about sustainability issues and the competitive edge they can bring to Norwegian industry. A regional approach was necessary to summon industry actors with common issues and problems, and to strengthen beneficial cluster-oriented thinking and cooperation. The insurance of confidentiality between industry and academic partners has been another key factor. Finally, the use of contemporary issues in case study explorations has made it promising for industry to commit to support research activities because of their need for knowledge on developments in the market, technological and environmental systems.	
Further information	https://www.ntnu.no/suspro/	
Contact details		
Name	Annik Magerholm Fet	
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1. General information		
Title of the practice	Developing a Circular Business Model in the production of plastic parts	
Location of the practice	Country	Norway
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	The company Plasto produces plastic components in the business-to-business (B2B) market, and decided in 2014 to investigate the strategic advantages of what the company calls 'circular material streams'. As of June 2017, it established the long-term goal of using 50 % recycled materials in one of their product groups, plastic components for the aquaculture industry. They focus on using recycled plastic materials and the implications for their supply chain. This is a circular business model (CBM) development process that aims to create value from waste by means of recycling. The main stakeholders and beneficiaries are the collaborating actors in the value chain.	
Evidence of success (results achieved)	Although the practice is still not fully implemented, the potential benefits are numerous. Environmental burden from producing virgin plastic will be significantly reduced, along with cost and environmental burden of transportation. The strength of the recycled plastic is currently being tested to assess where its best use will be. The greatest success in the formulation of an academia-industry nexus through research projects, networking and sustainable business model development.	
Difficulties encountered/ lessons learned	The challenges of Plasto's CBM relates to product quality. The substitution of recycled from virgin materials increases the production complexity and creates potential skepticism among customers and internal stakeholders such as engineers. The case also shows the importance of technical testing in trust-based collaboration with the customer.	
Potential for learning or transfer	Implementing this practice requires extensive external, interaction and collaboration with stakeholders and actors in the supply chain – a very innovative way of thinking. The potential for learning and transfer of knowledge from this practice is high, because it exemplifies the power of networking to develop innovative and more efficient solutions to production. Collaboration within supply chains is often limited in terms of outreach and communication, but in this case, cooperation with academia and supply chain partners has supported its development. These networking experiences can be transferred between different fields of industry.	
Further information	https://plasto.no/en/	
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Best CSR practices from Slovenia

Project partner: E-Institute (E-Zavod)

The mission of the E-institute (E-zavod) is to improve the citizen's quality of life implementing sustainable development projects. Therefore institute is focusing on environmental protection, sustainable energy, innovative economy, social welfare and moral values. Its mission is to follow major European and global trends that are transformed into the applied projects performed on international and national level. E-institute's goal is to introduce new trends and technologies in Slovenia and contribute to the openness of the country and its inhabitants.

In the last ten years E-institute has gained valuable experiences and deepened the knowledge in the fields of sustainable development, social innovation, corporate social responsibility, new forms of innovation and technology transfer and in providing support for improvement of entrepreneurial environment. E-institute is also manager of the Smart City Maribor cluster implementing the first comprehensive initiative to create smart cities in Slovenia. With CREATIVEMED project E-zavod has actively participated in the preparation of smart specialization strategy in Slovenia. Latest expertise were built in the fields of circular economy and bioeconomy, where E-zavod is member of European Commission's bioeconomy stakeholder forum.

The future work will be dedicated to the recognition and support of new innovative trends, continuing the work of an open and multidisciplinary innovation and inclusion of quadruple helix stakeholders in the decision making. The development of smart cities and smart communities will be one of the major focuses due to major improvement in the quality of life with the help of modern urban technologies. Circular economy, especially in the scope of Urban agenda will be heavily supported in the future, as well as innovative social innovation and capacity building for better utilization of crowdfunding.

1. General information		
Title of the practice	Certificate Family Friendly Enterprise	
Location of the practice	Country	Slovenia
	NUTS 1	-
	NUTS 2	Both macro regions
	NUTS 3	All statistical regions
2. Detailed description		
Detailed information on the practice	<p>Certificate Family Friendly Enterprise (FFE) is a consulting-audit process developed as one of the tools for effective and quality human resources management within companies in the context of balancing professional and private lives of employees. The certificate was introduced in an environment in which Slovenian managers did not regard balancing of work and life as an issue for the workplace. The goal of introducing the certificate FFE was:</p> <ul style="list-style-type: none">- To sensitize businesses about negative business impact of discriminating (potential) parents in the workplace and in the labour market.- To provide businesses with tools for implementation of such HR policies that enable better balancing of work and family for their employees.- To publicly recognize those organisations. <p>The Certificate is intended for private and public companies, institutions, NGOs and other entities with more than 10 employees.</p>	
Evidence of success (results achieved)	<p>There are more than 200 companies-holders of FFE certificate with jointly more than 70 000 employees with access to the measures. Increasing number of managers publicly speak of satisfied employees as the most important aspect of a good company. Results of a survey conducted among around 6 300 employees of 62 companies between 2012 and 2015 show that 55,5 % of the employees believe that their work-life balance improved through the certification process. In 2017 published survey results also show increased satisfaction and motivation of employees.</p>	
Difficulties encountered/ lessons learned	<p>For the development of the certificate it turned out crucial to involve all social partners, to develop of a communication strategy, allocate funds for PR, make individual and regional certificate presentations, high-level state engagement in the award ceremony and the EU funding at early stages was invaluable. Company motivation to enter the process is also a fact that a certificate is awarded already at the beginning of the process. Measures are concrete and tailor-made for individual company.</p>	
Potential for learning or transfer	<p>The "Family Friendly Certificate" methodology implemented in Slovenia is based on the system "European work & family audit", developed by the German organization "Berufundfamilie". The Slovenian certificate adopted the German methodology to the specifics of the Slovenian economic and legislative framework. Furthermore, the Slovenian certificate practice has been previously transferred to Estonia (holder: Civitta) and recently transferred to Serbia (holder: TMS CEE doo). Apart from transferring of the know-how and the brand, Ekvilib Institute assisted in the adaptation of the certificate to the Serbian environment.</p>	
Further information	http://www.certifikatdpp.si/ & http://ekvilib.org/	
Contact details		
Name	Aleš Kranjc Kušlan	
Organisation	Ekvilib Institute	
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1. General information	
Title of the practice	Volunteering Programs at Erste bank a.d Novi Sad

Location of the practice	Country	Slovenia (best practice from Serbia)
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>Comprehensive corporate volunteering programmes aim to improve the quality of life and help solving everyday problems in the local communities. The joint actions started, per preference of the employees, in the field of environment protection and gradually moved also in the fields of social inclusion, youth education, entrepreneurship development, financial literacy and EU integration.</p> <p>One of the activities the Bank promotes is also "promotional development through volunteering". The employees donate their time to provide individual, expert support to students, civil society organisations (CSOs), social enterprises and their users. In 2015, they joined the Business Skills Academy with aim to enable CSOs access to knowledge in order to strengthen their capacities for their engagement in social issues.</p> <p>Another project within the volunteer programme is donation platform Superstep. Superstep is an educational-financing program for empowerment of young. Its goal is to enable loan financing of the best projects and to contribute to reducing unemployment by promoting self-employment and development of entrepreneurship.</p>
Evidence of success (results achieved)	<p>Corporate volunteering is gaining popularity in SSE Europe. Apart from umbrella strategic document covering bank's CSR work, they have also separate strategic documents such as Corporate volunteering Policy and Corporate Volunteering Procedure. In 2015, 200 employees volunteered over 1100 hours in 7 separate volunteer actions across Serbia and within Superstep programme.</p> <p>Awards: in 2011 – VIRTUS Awards for corporate philanthropy; in 2013 – Corporate volunteering Award by Forum of Business Leaders of Serbia; in 2015 - Corporate Volunteering Award from Smart Kolektiv and Forum for responsible business in the category of skills-based volunteering for Superstep programme.</p>
Difficulties encountered/ lessons learned	<p>Erste Bank started the programme in 2007, when concept of corporate volunteering was mostly unknown to the public, so it was challenging to find appropriate partners. Another challenge was how to communicate the concept of volunteering to the employees and to motivate them to join the activities. The support from the top management participation and also early employee participation is important. It is the Bank's experience that for a successful action good internal and external communication is needed.</p>
Potential for learning or transfer	<p>Employees also volunteer in actions organised by other organisations. In addition, Bank's volunteering activities get media attention for specific social issues and encourage other organisations and institutions to engage in solving them. As well as to provide an example of corporate volunteering to other companies.</p>
Further information	<p>https://www.erstebank.rs/sr/o-nama/drustveno-odgovorno-poslovanje</p>
Contact details	
Name	Note: Good Practice provided by Forum for Social Responsibility Serbia (www.odgovornoposlovanje.rs) Ana Devetak
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1. General information	
Title of the practice	HORUS – Slovenian Awards for Social Responsibility

Location of the practice	Country	Slovenia
	NUTS 1	-
	NUTS 2	Both
	NUTS 3	N/A

2. Detailed description	
Detailed information on the practice	<p>The Award encourages stakeholder engagement and approach to introducing corporate social responsibility strategy in an integrated manner while recognising its interdependence. Since 2009, Slovenian award for social responsibility Horus helps businesses and organisations analyse the state of CSR and sustainable development. It promotes an organised approach to SR within the organisation and the involvement of different stakeholders in the preparation of CSR strategy. It helps to raise awareness of the importance of CSR at the national level and encourages companies to benchmarking of their best practices with others, including foreign good practices. There are three kinds of awards for legal entities Award for strategic integrity of the legal entity (for a strategic approach to SR by companies and institutions), Project Award (for economy, education and youth cooperation) and Press Recognition (award for the publications on CSR in the media). In addition, each year Horus publishes another three calls for proposals: Special acknowledgment to an organisation or individual working in social responsibility context, Special journalist award and Special award for Slovenes Abroad.</p>
Evidence of success (results achieved)	<p>In eight years, more than 100 legal entities and individuals participated in the process, including more than 30 independent evaluators every year.</p> <p>The Slovenian award for social responsibility – Horus initiative, organised by IRDO and PRSS received the highest national recognition within the European Awards for the promotion of entrepreneurship project in the category Responsible and Inclusive Entrepreneurship awarded by the public agency SPIRIT in 2014.</p>
Difficulties encountered/ lessons learned	<p>Slovenia still has no national strategy of (corporate) social responsibility, which would allow also for regulation of and adequate support to such initiatives at the state level. We believe that the CSR Award Horus should become a regular practice co-financed by the competent ministries, which would allow for a more intensive promotion of the initiative and increased participation of the business and public sectors.</p>
Potential for learning or transfer	<p>The project is already operating at the national level. The success of the project demonstrates the increasing number of applications by enterprises and other organizations, the number of partners supporting the project (more than 20), introduced CSR strategies in the companies and organizations and many positive effects reported by, mostly, companies. These effects are greater employee work motivation, employee innovations, business savings, increased media presence and increased company's reputation among the general public and other stakeholders. These effects were reported by the Horus winners (2009 to 2016) and some opinion leaders in the field of social responsibility in a 2016 survey, conducted by IRDO - Institute for the Development of Social Responsibility.</p>
Further information	www.horus.si
Contact details	
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1. General information		
Title of the practice		Iskraemeco and Fair Meter
Location of the practice	Country	Slovenia for the Netherlands
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Iskraemeco, d.d. is one of the leading smart metering solution providers. The four main issues of electronic industry are labour standards, use of conflict material (3TG), material scarcity and e-waste. Iskraemeco has decided to implement various proactive and development processes to tackle all the above issues in parallel with the development of a new Smart Meter family. Besides developing a meter that is modular, lighter, smaller in size and more energy efficient, Iskraemeco has also entered a project (Fair Meter) with two like-minded customers, utilities from the Netherlands in 2015. We are tackling these issues by introducing the circular model via our sustainable development practices that include three parallel processes:</p> <ol style="list-style-type: none">1. Sustainable development at Iskraemeco (circularity: waste management and material innovations, energy and water consumption, lean and lead free production etc.).2. Sustainable development within our supply chain (achieving supply chain transparency on all materials, material origin and labour issues).3. Sustainable development with our partners and the entire electronic industry (educating and spreading the awareness among our customers, suppliers, local society and other stakeholders) by sharing the accumulated knowledge. <p>Identified stakeholders: customers, suppliers, employees, distributors, transparency tool providers, NGOs, other companies in the industry, economy in Slovenia, metering and electronic industry.</p>	
Evidence of success (results achieved)	We are honoured to be recognized as front-runners in this matter by our partners and stakeholders. Our aim is to exploit the different communication methods to educate the industry and consequently bring these issues under the industry's attention.	
Difficulties encountered/ lessons learned	The tender, with which Iskraemeco entered the project, had a strong sustainability dimension – 10 % of the offer's assessment. If the company did not put enough importance to the sustainability aspect, they might not have been chosen as providers.	
Potential for learning or transfer	<p>Economy in Slovenia – in 2016 we were invited to three different international conferences taking place in Slovenia where we were presenting our practice of circular and sustainable approaches in economy to companies, governmental representatives and NGO representatives. We presented different aspects: environmental, social, risk management, business case.</p> <p>Metering and electronic industry – we were invited to have a more comprehensive presentation at European Utility Week (Barcelona, November 2016). EUW is the largest event in the industry bringing together utilities, suppliers, manufacturers, solution providers, governmental representatives, experts, start-ups etc. We will be participating in two sessions, together with our partners in the Fair Meter project.</p>	
Further information	http://fairsmartmeter.com/	
Contact details		
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1. General information	
Title of the practice	Network for Social Responsibility of Slovenia and Open Source of Sustainable Innovations 2014 Challenge

Location of the practice	Country	Slovenia
	NUTS 1	-
	NUTS 2	Both
	NUTS 3	All

2. Detailed description	
Detailed information on the practice	<p>Network's main objectives are to provide space, where organisations exchange knowledge, innovation and good practice in the field of CSR, to promote SR between organisations and to raise awareness of the benefits of socially responsible conduct, at individual level, organisational level and in society as a whole.</p> <p>In 2014, the Network partnered with Zavod Viva and UN Global Compact Slovenia in organising a pioneering event "Open Source of Sustainable Innovations". The event was envisioned as a brainstorming platform where participants would contribute to solving three business challenges in the field of sustainable development:</p> <ul style="list-style-type: none"> - How to effectively market a sustainable product and a project with positive effects on employment of vulnerable groups? – The case of Post of Slovenia and Slovenian Philanthropy and the project "House of Fruits of Society" (Fruits of Society is a project that promotes volunteering in the intergenerational cooperation and strengthen ties between young people in the elderly). - How to gain support and secure partnerships at the beginning of a sustainable business project? – Sustainability Park Istra. - How, where and with whom to start the development of SR strategy? – Company Iskraemeco.
Evidence of success (results achieved)	The network has currently 25 members. In 2017, the Network and partners organised the 5 th annual conference on CSR Trends with international participation. The Networks monthly newsletter has over 500 addressees. All three challenges addressed at the "Open Source of Sustainable Innovations" are successful: Slovenian Philanthropy's House of Fruits of Society is now operating in 6 cities across Slovenia and Iskraemeco implemented Fair Meter project and developed a new electro meter to reduce the impact of energy and material consumption on the environment.
Difficulties encountered/ lessons learned	The ongoing challenge the network is facing is low engagement and lack of proactive approach of its members. Lack of time is usually the most important reason companies give for not participating more. One of the reasons for that can also be that the representatives of companies are mostly HR personnel and have a limited view on CSR as they mostly engage on employee aspect of CSR.
Potential for learning or transfer	An active CSR networks which are led by NGOs and contributed to by private sector are essential driving force especially in regions where the state is not actively promoting CSR. "Open Source of Sustainable Innovations" is good ways to engage members and wider interested public in actively solving specific challenges faced by companies and organisations and further promote CSR through successful implementation of solutions.
Further information	http://mdos.si/
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1. General information		
Title of the practice	Pipistrel's 100% eco-friendly Research & Development building	
Location of the practice	Country	Slovenia - export
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Pipistrel's institute building with an area of 2 400 m2 has built-in the cutting-edge technology in the field of energy efficiency and energy production from renewable sources. The building is completely energy self-sufficient, achieved by:</p> <ul style="list-style-type: none">- The location of the object in space and roof shape is arranged for the best efficiency of solar rays and to minimize the impact of local strong winds.- Big glass areas are facing north, to let in the light but not also the direct sun rays (and heat). At the same time, a roof that allows the direct sunlight in only in the winter covers the windows on the south side.- Above-standard insulation to reduce heat loss.- Heating and cooling are carried out with the system of floor radiation.- A geothermal well, geothermal reservoir box, a heat pump and a co-generational power ensure energy for heating and cooling.- The lights are automatically regulated.- Ventilation is carried out by means of recovery units, which remove heat from the dirty air and use it to heat the clean, cold air.- Solar power covers all the electricity needs; the excess is sold to the grid.- Cogeneration power plant is available if there is a need for additional energy, while at the same time produces technical heat for the production process.	
Evidence of success (results achieved)	<p>Besides savings of the new building, the solar power plant alone is expected to reduce the carbon footprint for 65 000 kg of CO2 every year. Also the savings from replacing the oil based heaters amount to 37 295 kg of CO2. Replacing the earth-gas heaters means additional saving of 49,990 kg of CO2, and savings from using energy co-generation: 33 350 kg of CO2 per year. A rough estimate for yearly savings of energy is 95 000 kWh. The total CO2 savings from all the systems combined are 180 635 kg of CO2 annually.</p>	
Difficulties encountered/ lessons learned	<p>The major obstacle was a very strong wind which can exceed 200 km/h. To withstanding the wind and still have an optimum efficiency of the solar power plant, the building location, orientation and shape of the roof needed to be adjusted. As a result of Pipistrel's wind tunnel aerodynamic study of the building it is now oriented at an azimuth of 170°, so solar panels can withstand wind better. The roof is inclined at a 30 % bank, which provides optimal efficiency to the solar power plant.</p>	
Potential for learning or transfer	<p>Pipistrel continues its philosophy depicted in energy efficient aircrafts by investing into environmentally friendly premises, researching new energy sources and innovative propulsion systems. Regardless of the higher costs of construction and planning of such buildings, Pipistrel believes that it will soon become evident that such energetically self-sufficient constructions are indeed more cost effective over longer periods of time. Furthermore, we are convinced that other businesses will need to follow this vision shortly due to the sheer need for energy preservation as well as for the upcoming environment fees which governments will impose sooner or later.</p>	
Further information	http://www.pipistrel.si/top-quality/ecolution-our-philosophy	
Contact details		
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1. General information		
Title of the practice	Socially Responsible Business Conduct by Saubermacher – Komunala Murska Sobota LLC	
Location of the practice	Country	Slovenia
	NUTS 1	-
	NUTS 2	SI03 - East Slovenia
	NUTS 3	SI031 Mura Statistical Region
2. Detailed description		
Detailed information on the practice	<p>Company's main activity is economical waste management and its integration in the environment, thus socially responsible conduct in itself is expected and required. Important is a positive attitude towards customers employees, owners, state, local environment, core and wider community. The company invests its efforts in raising awareness, working with young people, employee satisfaction and striving for a clean natural environment. This also reflects our mission statement: "creating a healthy environment" and key corporate values, which are customer orientation, employee care, business excellence, economy, social responsibility. The practice is part of an integrated quality management system in the company and is carried out according to documented procedures, making it possible to monitor specific activities and to ensure their traceability. The practice is intertwined in all other systems of the company (Quality management in accordance with ISO 9001 and environmental management ISO 14001, reconciliation of work and family commitments - Family Friendly Enterprise Certificate, work health and safety system OHSAS 18001). We try to transfer good practice to the local environment, other companies in the industry, in the group Saubermacher, companies that are interested in this field and are involved in activities of IRDO Institute, the Club of Horus and Ekvilib Institute.</p>	
Evidence of success (results achieved)	<p>Winning the tender for Slovenian award for social responsibility Horus in the category of small enterprises in 2013, 2014, 2015, 2016. Awarded the Socially Responsible Company Certificate, level C, by Ekvilib Institute (as one of the first companies, involved in the pilot project in 2016). Numerous other awards and achievements in specific areas (e.g. for the best measure of promotion of health in the workplace in the category of small businesses selected in the competition for employers, Gold excellence rating AAA certificate, certificate Excellent SME Slovenia etc.).</p>	
Difficulties encountered/ lessons learned	<p>We had no major problems, since the social responsibility is included in all aspects of our business, it is ingrained in the activities that are continuously conducted and systematically monitored. There is a need for a systemic approach, planning, analysis, deviation monitoring, risk detection and identification of opportunities and continuous collection of suggestions for improvements and system upgrades according to the principles of PDCA circle in the CSR field.</p>	
Potential for learning or transfer	<p>It is a simple practice as part of other systems running in the company. It is constantly connected and intertwined with and in no way implemented separately from other processes implemented as part of the core activities taking place in the company. The practice is carried out according to the quality management system, which makes it straightforward, documented, traceable, controlled and easily managed. It includes all company's stakeholders and is carried out on a daily basis through ongoing activities.</p>	
Further information	https://www.saubermacher-komunala.si/si/o-podjetju/druzbeno-odgovornost	
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1. General information		
Title of the practice	Simbioza Genesis, social enterprise	
Location of the practice	Country	Slovenia
	NUTS 1	
	NUTS 2	
	NUTS 3	
2. Detailed description		
Detailed information on the practice	<p>Simbioza Genesis, social enterprise, with its activities and programmes addresses the lack of digital literacy among elderly people, development of sense of responsibility in young and promotion of a trust-based society, intergenerational cooperation and social inclusion for all generations. Simbioza, social enterprise was founded in 2014 as a way to ensure long term sustainability of an organic growth of a project 'Simbioz@ e-literate Slovenia', which started in 2011.</p> <p><u>Currently they are implementing following projects:</u></p> <ul style="list-style-type: none">- Simbioza School (transferring the e-literacy model in local environments).- Simbioza Moves (nationwide action by doing intergenerational sports).- Simbioza Masters (280-hour training for youth with less opportunity).- e-Simbioz@ - Digital Academy (advanced computer workshops for youth aged 15 to 30 years, job seekers and employed people).- Intergenerational Center (daily activities for seniors, job seekers and youth).- Simbioza International (transfer the Simbioza model abroad).- Simbioza with Roma Youth (pilot workshops in Roma communities with children aged 6 to 12 years and mothers, aged 13 to 24 years).	
Evidence of success (results achieved)	<p>The practice connected more than 9000 volunteers and 15.860 elderly people at 500 locations in Slovenia. In 2012-2013 they helped increase the number of elderly internet users in Slovenia for 25 %. Awards: Citizen of Europe by European Parliament (2012), nomination by Slovenian government for UN Population Awards as an innovative solution in the field of demographics and intergenerational cooperation (2013), final selection of Erste Foundation Award for Social Integration in SSE Europe (2013), the project partnered with Microsoft, got into the final selection of the 2nd Award for socially responsible business practices (2014), the social enterprise was awarded for one of its projects the National recognition for work in the field of volunteering by the President of Republic of Slovenia (2015), social enterprise and its project Simbioza School was named one of 3 top finalists for "Best of Best Practice" of AmCham Slovenia in the category Motivation (2016) and ranked first by the audience and the jury of experts.</p>	
Difficulties encountered/ lessons learned	<p>Promotion, awareness raising and the need to change the mind set when it comes to choosing a social enterprise as a service/product provider. Financing of new product/service development and access to public funds. The state should be purchasing more products/services from social enterprises. Operational issues due to missing or not enforced acts and regulations, (e.g. late updating of suitable accounting standards).</p>	
Potential for learning or transfer	<p>Simbioza grew rapidly as a project and it continues to develop as a social enterprise. Its activities and programmes are implemented at more than 500 locations across Slovenia and it's already gaining international attention. In 2013, Simbioza implemented its intergenerational workshop on the use of computer in Shanghai China. They have also had a pilot workshop in Zagreb, Croatia.</p>	
Further information	http://www.simbioza.eu/	
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Best CSR practices from the Czech Republic

Project partner: South Bohemian Agency for Support to Innovative Enterprising (JAIP)

JAIP is a non-profit enterprise founded by the South-Bohemian Chamber of Commerce in 2005. Its purpose is support and development of innovation in the South-Bohemian Region, i.e. application of research and development results in practice and support of interested entrepreneurial subjects. We support companies in all stages – from the first sparks of an idea to fully-fledged organisations. For students and non-commercial entities we organise educational activities to help them to start businesses. We help with startup development; help R&D organisations to cooperate with commercial sector and help local businesses with innovation and access to technologies.

Main focus of our activity is:

- consultancy, technology assistance, information services
- property management of the first stage of Science and Technology Park in České Budějovice
- creation, implementation and coordination of regional innovation policy
- Gate2biotech portal - portal unites biotechnological community in Central Europe

Our clients are:

- state administration and self-government bodies
- scientific and research institutions and universities
- business subjects
- non-profit organizations

1. General information			
Title of the practice	ČEVAK a.s.		
Location of the practice	Country	Czech Republic	
	NUTS 1	CR	
	NUTS 2	South-West	
	NUTS 3	South-Bohemian Region	
2. Detailed description			
Detailed information on the practice	<p>ČEVAK a.s. is the company operating the water industry infrastructure, particularly potable water treatment plant infrastructure, water industry and sewerage net and waste water treatment plants. Provides services for more than 1/2 mil. inhabitants of the South Bohemian Region and parts of Plzeň and Vysočina regions.</p> <p><u>Responsible company activities in the social field:</u></p> <ul style="list-style-type: none">- Revitalization of the historical Water tower and its surroundings - for environmental education and other events, for schools and public.- Excursions in waterworks, WWTPs – education for schools and public.- Interactive educational program (+ competition) for basic and secondary schools focused on waste water treatment.- Water drops - humanitarian project for water resources in the African Congo. In the last year also opened for disabled people in the region.- Contributions to culture, sport and community life in the region. <p><u>Responsible activities in human resources management:</u></p> <ul style="list-style-type: none">- Employees advantages (Collective Contract).- Support of collective activities of employees (sports, social events).- Company visions and values were defined, employees involved in the process.- Education of employees – systematic co-operation with company psychologist, direct application of programs for the development of individual employees.- Company journal - sharing information, supporting company culture.- Fair, friendly and stable work environment with space for the creative and meaningful co-operation. <p><u>Responsible activities in the environmental field:</u></p> <ul style="list-style-type: none">- Integrated management system (quality, environmental and occupational safety management) – contributes to a high standard of provided services while assuring the consequent environment protection, safety and health protection.- Biological waste water treatment, chemical only if necessary.- Support for the renewal of water industry infrastructure – more effective treatment of potable water sources, effective waste water treatment. <p><u>Responsible activities in the economic field:</u></p> <ul style="list-style-type: none">- User friendly customer web app, still possible personal contact with an expert.- Opened relationships with business partners, professional and honest service.- Co-operation with the business partners also above the scope of the subject of contracts– support of the community life in the towns and municipalities.		
	Evidence of success (results achieved)	<p>This is the example of the responsible behaviour of the business company towards its environment, without particular measurable results. Generally, the results of the responsible behaviour of the company may be characterized by the following facts:</p> <ul style="list-style-type: none">- Gradual growth of the number of the partner towns /municipalities (also the number of customers),- Stable supplier- customer relationships,- Low extent of fluctuation of company's employees, particularly in the professional positions.	
	Difficulties encountered / lessons learned	<p>Low unemployment, lack of qualified labour forces, particularly in the technical branches, lack of the labour forces for the work positions with the low qualifications.</p> <p>Solution: Stable, professional and fair work environment (see above).</p>	
	Potential for learning or transfer	<p>The stated principles of responsibility towards surroundings may be used also in other companies, not only in the region of activity, but also in the wider territorial context.</p>	
Further information	www.cevak.cz		
Contact details			
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1. General information			
Title of the practice	ČEZ group – company applying principles of the sustainable development		
Location of the practice	Country	Czech Republic	
	NUTS 1	CR	
	NUTS 2		
	NUTS 3		
2. Detailed description			
Detailed information on the practice	<p>The ČEZ is an integrated energy group being active in a number of the countries of the Central and South-East Europe and Turkey with the headquarters in the Czech Rep. The main scope of business is the production, distribution, trade and sale of the electricity and heat, natural gas and coal mining. Since 2016 ČEZ-Group adopted its Strategy of the sustainable development called "Energy for future". Strategic priorities: to assure sustainable operation, to be a good partner, to bring useful solutions to customers, to enable the transformation of power engineering and to start the motor of innovations. The company targets on: to be a safe and healthy company, to be a good employer and partner for innovation and investors. The intention is also to increase the positive impact on the company and to bring the value for the customers. And also to be a sustainable creator of the new energy system. All priorities react on the expectations of stakeholders.</p> <p><u>Examples of responsible activities in the social field:</u></p> <ul style="list-style-type: none">- Program "We support the ČEZ-foundation" (www.nadacecez.cz) provided more than 8 600 contributions amounting CZK 2.36 mld. In 15 years of existence.- Program "We support the donation partnership " Financial donation" – support of the regional development, contribute to the social, cultural, sport, educational projects or projects improving the environment.- Program "We involve the employees"- Company volunteering – employees help non-profit organisation.- Project "We fulfill the wishes" – the amount collected by employees doubled by ČEZ.- Markets of sheltered workshops – employees purchase products.- Employees grants – financial support for NGOs, in which ČEZ employees are engaged. <p><u>Examples of responsible activities in HR:</u></p> <ul style="list-style-type: none">- "We are a responsible employer"- Company kindergarten- The co-operation with educational institutions, support of the technical education.- Portal kdejinde.jobs.cz - employment offers <p><u>Examples of environmentally responsible activities:</u></p> <p>Politics of the safety and environment protection, Energy politics, programs for decreasing the environmental load, following the parameters for air protection, publishing obligatory information under the Energy Act, energy audit, ecological evaluation (TZL, SO₂, NO_x, CO), targets of safety, quality, and environment protection create a mutually connected total, within ČEZ, they are connected by the integrated management.</p> <p><u>Examples of responsible activities in the economic field:</u></p> <ul style="list-style-type: none">- publishing non-financial information (voluntarily global methodology GRI)- ethical codex – internal principles of acting, behaviour and anticorruption- independent Ombudsman of ČEZ –for customers, who are not satisfied with arranging the complaint raised against a company in the ČEZ group		
	Evidence of success (results achieved)	Integration of the Sustainable Development Strategy into the ČEZ Group's overall strategy. Reports on CSR since 2008. Awards: TOP Responsible Company (2 x Golden Annual Certificate). ČEZ Group individual projects are also appreciated, the most successful is the mobile application – Help by movement. Socially responsible activities of ČEZ thus appreciate not only the beneficiaries but also the experts.	
	Difficulties encountered / lessons learned	Planning of human resources with a long-term prospects shows a considerable lack of labour force in the future years. Solution: Acquiring the graduates (co-operation with educational institutions - scholarships, professional competitions), orientation on 50+ generation, support of work at (maternity / parent leave), stable work environment.	
	Potential for learning or transfer	The character and philosophy of sustainable principles in ČEZ are, however it is a big company, applicable also in regional SMEs; ČEZ shares its experience actively into the inter-companies and in co-operation with professional associations.	
	Further information	www.cez.cz	
	Contact details		
Name	JUDr. Michaela Chaloupková, MBA, member of the Management Board of ČEZ, a. s., Director of administration division and Leader of ČEZ Group sustainable development		
Organisation	ČEZ, a. s.		
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1. General information		
Title of the practice	DFK Group a.s.	
Location of the practice	Country	Czech Republic
	NUTS 1	CR
	NUTS 2	South-West
	NUTS 3	South-Bohemian Region
2. Detailed description		
Detailed information on the practice	<p>DFK Group a.s. (DFK) is a group of companies dealing with trade, beneficial activities and development of community. The key activity is the senior care, others are related to gastronomy, tourism, HR development and regional development. Individual activities seem to be unrelated, but they all blend and complement each other, bringing maximum effect and synergy. The whole DFK Group is about people, atmosphere, cooperation, work with heart and with the greatest care.</p> <p><u>Responsible activities of the company in the social field:</u></p> <ul style="list-style-type: none">- Foundation fund AVA – financed from the personal means of DfK owners, single financial aid for families in a difficult situation (DFK employees or public - mostly on employees incentives); fund for culture, sport, community life sponsorships.- Non-financial performance – providing services free of charge to the non-profit organizations (events organization, marketing services, project applications...).- Volunteering program – for DfK employees, it is prepared also for the public – help for persons in social services, in charitably projects of DfK, organization of the food and material bank, but also with other projects outside DfK.- Mission of several companies in the DfK group is socially responsible (Ledax – care for seniors, long-term ill and handicapped persons, South-Bohemian Development Company (Jihočeská rozvojová) – consulting free of charge in all the areas of the civil law and legislation, moreover the trading companies focused on the regional development and life-long education). <p><u>Responsible activities in human resources management:</u></p> <ul style="list-style-type: none">- Emphasis on the individuality of employees, their professional development, company's culture, internal communication and external presentation.- HR marketing – employees' benefits.- Support of harmonizing personal (family) and professional life – part-time job, home office (depends on job character and experience).- Junior program – kindergarten for children from 6 months up to 3 years or individual babysitting, for the minimum fee, management is free of charge.- Gender audit – equal opportunity principles standards, evaluation, certification.- Preferential employee fees for using DfK services (accommodation, catering).- High quality employee educational programs and plans, cooperation with renowned educating institutions, focus on 55+generation (education, retraining).- Employing people with disabilities (various invalidity degrees).- Flexible attitude in case of changes of the terms of maternity / parent leave.- Non-paid free time when taking care of relatives/close persons (esp. parents).- Journals for employees – information about activities in the group. <p><u>Responsible activities in the environmental field:</u></p> <ul style="list-style-type: none">- Consequent sorting of waste in all the operations.- Responsible activities in the economic field:- Observing the ethical codices.- Maintaining the long-term and stabile partnership relationships.	
	Evidence of success (results achieved)	<p>This is the example of the responsible behaviour of trade company towards its surroundings, without particular measurable results. Generally, the results of responsible behaviour may be defined by the stabile supplier-customer and labour-law relations.</p>
Difficulties encountered/ lessons learned	<p>Low unemployment, lack of employees in all the branches and professions. Solution: HR marketing and responsible activities in human resources mng. (see above).</p>	
Potential for learning or transfer	<p>The mentioned principles of responsibility to the surroundings are usable also in other companies not only in the region of activity, but also in the wider territorial context.</p>	
Further information	www.dfkgroup.cz	
Contact details		
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1. General information	
Title of the practice	TKP geo s.r.o.

Location of the practice	Country	Czech Republic
	NUTS 1	CR
	NUTS 2	South-West
	NUTS 3	South-Bohemian Region

2. Detailed description	
Detailed information on the practice	<p>TKP geo s.r.o. is a hived-off part of company GEFOS a.s. which was founded in 1995. However, the history began eleven years earlier, in close connection with the construction of the Temelin nuclear power plant. Over the years, TKP geo have carried out many large, technologically demanding geodesy and geo-informatic orders.</p> <p>Good example of CSR principles is focus on city environment improvement. TKP geo developed the application which can be uploaded into the smartphones and enable to improve the daily city environment from bad conditions of some city property to some activities which are not good to environment or to other citizens (burning mess on gardens etc.). Pilot project was started in the town of České Budejovice. The city paid for the application www.dejtip.eu and provide it free to anyone interested through city websites. The application runs on a smartphones and is connected to city management systems. For example, anyone with the mobile phone can take a picture of a mess in the city, a broken street, a malfunctioning lighting, etc. And the application sends this message to a particular official who has the competence to solve the issue. The application is of great interest and other cities in the Czech Republic are beginning to use this application as well.</p>
Evidence of success (results achieved)	The daily city management is not able to find out and identify all the issues connected with public property and other issues that make daily city life not so pleasant. After this application usage there is an increasing interest of citizens to be involved in city improvement via this application. And there is increasing amount of issues which were solved thanks to his application.
Difficulties encountered/ lessons learned	Lack of information about CR and how it could be used for company growth with the synergy of stakeholders and the local/national environment. But this is general overview about CSR status in the Czech rep. and it is not connected with dejtip project
Potential for learning or transfer	Good example which can be used also in other cities or companies.
Further information	www.tkpgeo.cz
Contact details	
Name	Ing. Robert Sinkner, MBA, Owner, Director
Organisation	TKP geo s.r.o.
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1. General information	
Title of the practice	Technické služby Tábor s.r.o.

Location of the practice	Country	Czech Republic
	NUTS 1	CR
	NUTS 2	South-West
	NUTS 3	South-Bohemian Region

2. Detailed description	
Detailed information on the practice	<p>Technické služby Tábor s.r.o., is the company formed for the purpose of executing these activities for the Town of Tábor:</p> <ul style="list-style-type: none"> - Providing repairs and implementation of the town facilities (children playground, sports-ground, small architecture, parks, fountain, cemeteries etc.) - Administration of the public lighting, festive lighting, light signalization equipment - Repairs and construction of sidewalk, local roads and traffic signs - Assuring the repairs and investment construction up to the amount of 5 mil. CZK - Usual town maintenance (green area, cleaning of the town, winter maintenance, traffic) - operating cemeteries, dog shelter, parking system, waste dump (including the recycling operation and composting facility, waste disposal - without dangerous waste) - Providing the technical background for the events organised by the town <p><u>Responsible activities in the human resources management:</u></p> <ul style="list-style-type: none"> - Accent on observing the labour law, accent on employee's rights - Flexible working hours (depending on the work character), which enables to reconcile professional and family duties - The aim is to achieve the employees satisfaction and qualification development, to increase work productivity and quality of provided services <p><u>Responsible activities in the environmental field:</u></p> <ul style="list-style-type: none"> - Renewal of the system of the public lighting in Tábor – with purpose of decreasing the energy demands (effective quality lights, LED lights, possibility of the regulation of shining in late night hours), limiting the light pollution, accent on safety and health of inhabitants - Renewal of the vehicle fleet of the company – in appropriate cases (purpose and frequency of use) – transition to CNG vehicles - Politics of the integrated management system (system of quality, environmental and occupational safety management) <p><u>Responsible activities in the economic field:</u></p> <ul style="list-style-type: none"> - Widening and increasing the quality of provided services portfolio - Orientation on the customer satisfaction - Responsible procurement – legal frame observing, accent on the performance quality, using the local sources (if possible) and social impact - Transparent relationships to suppliers and customers, observing contracted conditions <p>The certificate Reliable Company was awarded, moreover the appraisal for CSR We do business in a reliable way – 3rd place in the category the small and middle-sized enterprise.</p>
Evidence of success (results achieved)	This is the example of the responsible behaviour of the MSP (small and middle-sized enterprises) representative towards its employees and business partners. The result is increasing the quality and scope of the offered services, stabile supplier-customer relationships, stabile labour-law relations.
Difficulties encountered/ lessons learned	Lack of the qualified labour force in the technical branches, lack of labour forces for the work positions with a low qualification. Answer: Stable work environment, social security for employees, fair acting.
Potential for learning or transfer	CSR can't be enforced and ordered. If connected with additional obligatory administration, it loses its effect and benefit. CSR, among others, means to find out all the necessary information, to evaluate the technical parameters, return of individual investments and to have courage to assure precisely what I need – to use all the possibilities (e.g. all the possibilities when placing public orders unlike the competition for acquiring the lower price bid). The stated principles of the responsibility to the surroundings are usable also in other companies not only in the region of activity, but also in the wider territorial context.
Further information	http://www.ts.tabor.cz/
Contact details	
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1. General information	
Title of the practice	FCC Česká republika, s.r.o.

Location of the practice	Country	Czech Republic
	NUTS 1	CR
	NUTS 2	South-West
	NUTS 3	South-Bohemian Region

2. Detailed description	
Detailed information on the practice	<p>FCC was founded in 1988 in Austria, and in a relatively short period of time it has become one of Europe's leading waste management and communal services businesses. At present, the FCC Group in the Czech Republic consists of 20 individual economic entities.</p> <p>One of the socially responsible actions of the society is the education of children in the field of environmental protection in a unique fun form and competitions in the collection of paper for elementary schools "Competition with Mr. Popella" is an ecological competition for schools that should accompany the current youth both at school and beyond, and give it an opportunity to reflect on the current unharmed state of the environment. Compete in the category of paper quantity per pupil and in the category by the total amount of paper. Motto of the competition:</p> <p>We are based on the belief that education for ecological feeling has the greatest effect in the youngest generation, which then adopts the acquired habits to households. The aim of the "Competition with Mr. Popel" is to introduce a permanent system of separate collection of paper and possibly other components of waste in schools.</p>
Evidence of success (results achieved)	This is an example of the responsible behavior of the business community towards its environment in a very effective way of confronting the meaningfulness of recycling unnecessary raw materials to the generation of children who, at an early age, gain awareness of the meaningfulness of waste management and a practical interaction with that environment that can lead to habits emerging generations that will benefit the environment.
Difficulties encountered/ lessons learned	Due to the form of the competition and its concept, no problems are identified here.
Potential for learning or transfer	This concept of working with a young generation in the field of environmental protection in a fun and meaningful way is also applicable to other companies dealing with the treatment and disposal of waste or collection raw materials.
Further information	www.fcc-group.cz
Contact details	
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1. General information	
Title of the practice	VISCOFAN CZ s.r.o.

Location of the practice	Country	International (in cooperation with manufacturing site in the Czech Republic, České Budějovice)
	NUTS 1	
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>Founded in 1975, Viscofan Group is the world leader in manufacturing and distribution of casings for the meat industry. The only one in the industry with the main technologies available: cellulose, collagen, fibrous and plastics. Technical innovation, product quality and customer service are our main drivers.</p> <p>For more than 5 years Viscofan has formally introduced the principles of Corporate Responsibility, which has been implemented over the last few years through corporate regulations and standards into all corporate governance structures with overlapping to a local level. This set the basic rules and principles that all corporations must follow.</p> <p>In practice, this initially meant, to a large extent, an administrative burden. Some rules were new, until then sometimes taken for granted or their importance was not understood in context. Everything new wants its time.</p> <p>Corporate Responsibility has touched upon all areas, activities and employees. I will recall, for example, a code of conduct both inside and outside the company, trade rules and elimination of corruption, product safety, protection of employees' rights, environmental protection, transparency in financial flows.</p> <p>One of the last activities in Czech Republic that falls within the Corporate Responsibility system and that is the achievement of integrated certification according to ISO 9001 (quality management), ISO 14.001 (environmental protection and ISO 18.001) environment) to which we have met the corporate goal that all plants in the Viscofan Group will have established and certified a management system that we will continually maintain and improve our products and activities while eliminating negative environmental impacts.</p> <p>In conclusion, the establishment of the Corporate Responsibility system has led to greater transparency and increased governance to meet company commitments to all stakeholders.</p> <p>More detailed information about Corporate Responsibility in Viscofan: http://www.viscofan.com/corporate-responsibility.</p>
Evidence of success (results achieved)	Viscofan understands Corporate Responsibility as the way it relates to its stakeholders: shareholders, the market (from suppliers to customers), employees and society. Commitment that is born in the mission of the company: "to meet the needs of the global food industry, using artificial casings, that create value for our stakeholders," and is performed through specific initiatives and tasks tracking.
Difficulties encountered / lessons learned	Significant administrative burden in the beginning of implementation CSR principles.
Potential for learning or transfer	This is an international best practice example which could be adapted to the appropriate extent at a national / regional level.
Further information	www.viscofan.com
Contact details	
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Best CSR practices from Italy

Project partner: Association of Chambers of Commerce of Veneto Region - Unioncamere del Veneto

Unioncamere del Veneto is the association of the 5 Chambers of Commerce, Industry, Crafts and Agriculture of the Veneto Region.

Unioncamere supports and promotes the regional economic system by facilitating the relationships among the Veneto Regional Government and the other Local Authorities.

Its strategic function has become even more significant since the transfer of the political, regulatory and administrative powers to the Regions.

Unioncamere supports the simplification of relationships among enterprises and Public Administrations, creates opportunities in the fields of Research and Education and promotes initiatives supporting the economic development of the Veneto Region and the internationalization process of SMEs.

1. General information	
Title of the practice	Enabling policies: the platform of indicators of Corporate Social Responsibility

Location of the practice	Country	Italy
	NUTS 1	The practice is nationwide
	NUTS 2	
	NUTS 3	

2. Detailed description	
Detailed information on the practice	<p>The Platform of Indicators is aimed at offering a unique framework of reference for a standardised concept of CSR and is designed for improving the skills and knowledge of Italian companies in the field of responsible business conduct.</p> <p>The tool derives from the interregional project "Creation of a network for the diffusion of CSR", launched in 2012 by the Veneto Region in collaboration with the Liguria region.</p> <p>The assessment questionnaire is made of 7 components: organisation; work environment; customers; suppliers; environment, local community and relations with Public Administrations; innovation and competitiveness. For companies with more than 10 employees, the tool foresees also a section "G" called "Management of the relevant risk".</p>
Evidence of success (results achieved)	<p>The practice is currently in use in 16 Regional administrations.</p> <p>Back in 2015, already 3 000 SMEs had tested the tool as stated in the OECD National Contact Point Peer Reviews.</p> <p>The OECD partners stated that:</p> <ul style="list-style-type: none"> - it fosters a holistic vision of the CSR within industrial policies; - it has been created thanks to the involvement of institutions and stakeholders - with particular emphasis to the Regions; - it is largely adopted by companies and SMEs in particular.
Difficulties encountered/ lessons learned	<p>The list of indicators is quite large, and the assessment process does require a significant amount of time to be performed. Moreover, the model focuses on actions performed by the companies and it does not consider the generated impacts.</p>
Potential for learning or transfer	<p>This practice has been already transferred within the national borders demonstrating its usefulness throughout the Italian territory. It can be easily transferred in other EU Member State as it does not create any additional assessment model: the considered standards are well acknowledged ISO norms and the general framework is provided by the OECD guidelines for the dissemination of CSR.</p> <p>The web-tool only costed 18 150 € and it is ready for a scale up. The self-administration of the questionnaire reduces dramatically the costs for its dissemination.</p>
Further information	<p>http://rsi.mise.gov.it/</p> <p>http://csrlnrete.it/</p>
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1. General information	
Title of the practice	Eco-innovation: Alisea – Recycled & Reused Objects Design

Location of the practice	Country	Italy
	NUTS 1	North-East (ITH)
	NUTS 2	Veneto (ITH3)
	NUTS 3	Vicenza (ITH32)

2. Detailed description	
Detailed information on the practice	<p>Alisea is small creative Italian company that has found a peculiar market niche, becoming the only Promotional Item producer that has made of Reuse and Recycling a form of corporate identity since 1994.</p> <p>All the materials used in the production are treated with innovative processes of transformation, which guarantee quality standards identical to those of virgin materials.</p> <p>Alisea acts as a driving force of value chains that bridges those who have materials but do not know how to use them with those who have ideas.</p> <p>Perpetua is the Alisea most iconic product. It is an unbreakable pencil made with Zantech, an innovative patented material whose chemical composition is 80 % recycled graphite powder.</p>
Evidence of success (results achieved)	Alisea is today the European leader in eco-innovation of promotional items. Perpetua is distributed in 14 Countries in Europe, Asia and Oceania. With the sale of over 885 thousand units, Perpetua achieved a total turnover of over € 4.4 million. Due to its embedded value, Perpetua has been chosen by the delegation of Italian Ministry of the Environment Land Protection of the Sea to the 21st Climate World Conference in Paris (COP 21).
Difficulties encountered/ lessons learned	The Alisea product development is always challenging and requires a significant amount of research and development actions. Thus, networking results to be an enforced strategy for the management of the value chain. Cooperation and sharing are the powerful drivers of the initiative.
Potential for learning or transfer	<p>The cornerstone technologies at the heart of Alisea products are patented and may not be reproduced but the underlying business model is open, duly described and certified in its main components.</p> <p>The case is surely inspiring for business all over Europe and its success is a flagship for every visionary entrepreneur willing to combine ethical, environmental and technological insights in a unique innovative experience design.</p> <p>The international acknowledgments that Alisea has collected and the significant exports trends the company has registered ever since show the global value of its insights and vision.</p> <p>Many territories in Europe host large manufacturing sites that produce the industrial waste that may be reused and recycled in similar fashion.</p>
Further information	http://www.alisea.it/en/perpetua-english/ https://www.perpetua.it/en
Contact details	
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1. General information		
Title of the practice		Responsible and ethical banking: Banca Popolare Etica sc
Location of the practice	Country	Italy (IT)
	NUTS 1	Nord Est (ITH)
	NUTS 2	Veneto (ITH3)
	NUTS 3	Padua (ITH36)
2. Detailed description		
Detailed information on the practice	<p>The inspiring vision of Banca Popolare Etica consists in creating a place where savers, driven by the common desire of a more transparent and responsible management of financial resources, may meet socio-economic initiatives.</p> <p>The bank manages savings raised from private citizens, companies and institutions in general, and invests them in initiatives pursuing both social and economic objectives, operating in full respect of human dignity and the environment.</p> <p>While doing so, the Bank promotes financial education to both savers and borrowers by enhancing the awareness of the formers about their saving's destination, and encouraging the latter to develop their management and entrepreneurial abilities.</p>	
Evidence of success (results achieved)	<p>At the end of 2017, the Share capital of the Bank totalled over € 65 million owned by 41.539 members. Total savings were € 1,3 billion and loans come to € 1,1 billion. The rate of net bad debts decreased compared to last year to 0.89%, against an average of the Italian banking system which - albeit declining - is at 3.74%.</p> <p>Banca Etica has been able to allocate a total of 2.55 million euros in 2017: 2.45 million to underwrite microfinance projects, and 100,000 for crowdfunding initiatives.</p>	
Difficulties encountered/ lessons learned	<p>Banca Etica was born from the first experience of ethically oriented finance In Italy, represented by the MAG co-operative societies (self-management mutual associations) that raise savings among their members and to finance "socially oriented projects".</p>	
Potential for learning or transfer	<p>European institutions have shown interested in Banca Etica's experience in Italy: the Bank was asked from the Council of Europe to contribute to the writing of the "European Chart to support ethical and joint initiatives", presented in 2004.</p> <p>Banca Etica is one of the founders of FEBEA, the European Federation of Ethical and Alternative Banks, whose task is to provide the tools necessary for existing organisations, to incorporate, develop and sustain new socially and environmentally oriented banks or financial structures.</p> <p>In 2002 FEBEA has given way to the incorporation of SEFEA, European Company for Alternative Ethical Finance, created in order to strengthen and increase ethical and social finance organisations throughout Europe.</p>	
Further information	<p>https://www.bancaetica.it/idea-and-principles</p> <p>https://www.eticasgr.it/en/</p>	
Contact details		
Name	Adriano Pallaro	
Organisation	Banca Popolare Etica sc	
Email	apallaro@bancaetica.com	

1. General information	
Title of the practice	Community Foundations for local development: Fondazione Con il Sud

Location of the practice	Country	Italy (IT)
	NUTS 1	Centro (ITI)
	NUTS 2	Lazio (ITI4)
	NUTS 3	Rome (ITI43)

2. Detailed description	
Detailed information on the practice	<p>Fondazione Con il Sud was launched in 2012, as a result of the alliance between bank foundations and Italian third sector and volunteer organisations. It was created to foster social infrastructure in Southern Italy, focusing on building up and qualifying the intangible structures to promote development.</p> <p>In particular, the Foundation encourages social cohesion programs in the South to foster their development. It does not intervene directly, but promotes initiatives of civil economy, the culture of donation, active participation in community welfare, enhancing local social and cultural resources, so that they are increasingly the driving force behind a development that starts from the territory.</p>
Evidence of success (results achieved)	<p>In 11 years, collecting the efforts of over 100 financing institutions, Fondazione Con il Sud has supported more than 1.000 initiatives, involving 6.000 different organizations, both non-profit, public institutions and individuals, more than 283.000 citizens, above all youths (40% minors), allocating 176 million euros.</p> <p>The interventions focused on several aspects as: fight against school drop-out; development, qualification and innovation of health and social services; welfare community.</p>
Difficulties encountered/ lessons learned	<p>Southern Italian communities proved to be lively, enterprising and responsible. The area has all it takes to try out and pursue independent paths of growth and redemption.</p> <p>Accustomed to requesting money from elsewhere, for Southern Italy this is an extraordinary cultural shift.</p>
Potential for learning or transfer	<p>Over the past two decades, community foundations have become a global phenomenon with Europe playing a full part. Some 27 of the 50 European countries have community foundations. Distribution between countries is uneven with Germany accounting for 57 per cent of all European community foundations. Only 10 countries have 10 or more community foundations, which means that there is much scope for further growth.</p> <p>In Italy, there are now 37 CFs. Only Germany and United Kingdom have more CFs. The model developed by Fondazione Per il Sud can be adopted to boost the dissemination of such a financial instrument in other European territory much less active in this field.</p>
Further information	<p>https://www.fondazioneconilsud.it/en/</p> <p>https://www.communityfoundations.eu/fileadmin/ecfi/knowledge-centre/ECFI-A-Guide-To-Community-Foundations-in-Italy-2018.pdf</p>
Contact details	
Name	Fabrizio Minnella
Organisation	Fondazione Con il Sud
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1. General information	
Title of the practice	The Benefit Corporation Model: Fratelli Carli S.p.A.

Location of the practice	Country	Italy (IT)
	NUTS 1	Nord Ovest (ITC)
	NUTS 2	Liguria (ITC3).
	NUTS 3	Imperia (ITC31)

2. Detailed description	
Detailed information on the practice	<p>Fratelli Carli is a historical olive oil company founded in 1911; since then, it has been selling goods directly to its customers, by mail order and delivery, right to the door and over the world. Starting from the 2000s, the company also gave life to a retail chain presently including 5 Empori, namely in Imperia, Turin, Milan, Padua and Cuneo. The company produces and sells olive oil, gastronomy-products having olive oil as the basic ingredient and a range of wines and cosmetic products.</p> <p>Fratelli Carli has embarked, with great conviction, on a personal path towards sustainable innovation in the respect of the environment. In 2014, Fratelli Carli became the first Italian manufacturing company recognized as B Corp (Benefit Corporation).</p>
Evidence of success (results achieved)	<p>Fratelli Carli has obtained the recognition of the best B Corp in the world in the category of companies with more than 250 employees, in terms of environmental protection activities.</p> <p>In 2016, Fratelli Carli scored 97 in the B Lab's B Impact Assessment, +7.7 % higher than in 2014. Most significant improvements have been registered in the Community and Governance axis of the model.</p>
Difficulties encountered/ lessons learned	<p>Fratelli Carli is proudly a family business. That means that the decision making system and the management structure is controlled by the owner's family. The actions in place and the impacts generated over 100 years show that the managing board did not lack of vision in embracing a multiple stakeholder perspective.</p>
Potential for learning or transfer	<p>B Corps are for-profit companies certified by the non-profit B Lab (US) to meet rigorous standards of social and environmental performance, accountability, and transparency.</p> <p>Today, there is a growing community of more than 2,100 Certified B Corps from 50 countries and over 130 industries working together toward one unifying goal: to redefine success in business.</p> <p>Collectively, B Corps lead a growing global movement of people using business with a purpose that goes beyond monetary values. Enterprises can be powerful drivers for social and environmental change if managed accordingly.</p>
Further information	<p>https://www.oliocarli.us/oliocarli/default.aspx</p> <p>https://www.bcorporation.net/blog/better-know-a-b-fratelli-carli-and-the-european-b-corps</p>
Contact details	
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Email	info@oliocarli.it

1. General information		
Title of the practice	Public-Private Venture becoming Benefit Companies: Azienda Farmaceutica Municipalizzata A.F.A.M. S.p.A. SB	
Location of the practice	Country	Italy (IT)
	NUTS 1	Centro (ITI)
	NUTS 2	Tuscany (IT11).
	NUTS 3	Florence (IT114)
2. Detailed description		
Detailed information on the practice	<p>In 1952 the Municipality of Florence started the A.F.A.M. Municipal Pharmaceutical Company. In 2016 the majority shareholding is acquired by Apoteca Natura S.p.A., a network of pharmacies specialised in self-medication, prevention and natural products, belonging to the Aboca Group, an important company in Tuscany. In addition to dealing with the management of municipal pharmacies and dispensing drugs, the company is active in the promotion, participation and collaboration in preventive medicine.</p> <p>On 20th of March 2018 A.F.A.M. became the first public-private joint-venture company in Europe, and the first pharmacy network in the world, to become formally a Società Benefit (Benefit Corporation), according to a recent legislation (Italian Law n. 208/2015).</p>	
Evidence of success (results achieved)	<p>Even if the practice is too recent to be properly assessed there are already some evidences of a potential positive impact. The A.F.A.M.'s Article of Association includes the commitment to pursue several collective impacts, such as:</p> <ul style="list-style-type: none">- the opening 24/7 of three pharmacies to offer complete coverage of the territory;- the ongoing integration with universities, hospitals and other institutions to foster research;- the support for disadvantaged groups for the free dispensation of medicines.	
Difficulties encountered/ lessons learned	<p>Actually, the new legal tool creates a solid foundation for long term mission alignment and value creation. It protects mission through capital raises and leadership changes, creates more flexibility when evaluating potential sale and liquidity options. That is even more urgent for public-private ventures.</p>	
Potential for learning or transfer	<p>On 28th December 2015, Italy became the first European state creating a new legal status for companies, called "Società Benefit" (in the US, Benefit Corporation). A Società Benefit is a company which combines the goal of profit with the purpose of creating a positive impact for society and the environment and which operates in a transparent, responsible and sustainable way.</p> <p>Today, only 34 States in the US, Colombia and Italy have made a legal status out of the Benefit Corporation concept. At European Level there are political movements trying to create a common Statute for Social and Solidarity-based enterprises. Similar floor should be given for a joint legislation over the Benefit Corporations.</p>	
Further information	<p>http://www.farmaciecomunalfirenze.it/it/notizie/le-farmacie-comunali-firenze-diventano-societ%C3%A0-benefit-una-visione-di-bene-comune-che-va-oltre-il-profitto/</p> <p>http://www.vita.it/it/article/2018/03/21/afam-diventa-societa-benefit/146316/</p> <p>http://www.societabenefit.net/english-information/</p>	
Contact details		
Name	Massimo Mercati	
Organisation	Azienda Farmaceutica Municipalizzata A.F.A.M. S.p.A. SB	
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1. General information		
Title of the practice	Ethical tourism promoted by the Mafia-free movement: AddioPizzo Travel s.c.a.r.l.	
Location of the practice	Country	Italy (IT)
	NUTS 1	Isole (ITG)
	NUTS 2	Sicily (ITG1)
	NUTS 3	Palermo (ITG12)
2. Detailed description		
Detailed information on the practice	<p>Addiopizzo, is an Anti-Mafia movement founded in 2004 by a group of young people with an innovative strategy: ethical consumerism against the pizzo (mafia protection money). People's selective purchases support businesses which do not give in to the extortionate demands of the Mafia and openly side against them. In 2009 was founded Addiopizzo Travel and in 2016, Addiopizzo Travel becomes a Social cooperative with legal authorisations to operate as a travel agency and tour operator.</p> <p>The agency organises holidays in which every hotel, car rental, restaurant, etc is part of the network and is certified mafia-free. It also offers the opportunity to join one or more specific tours which present Sicily through the lenses of the anti-mafia.</p>	
Evidence of success (results achieved)	<p>In less than 10 years a group of youngsters with neither capital nor experience built up an organisation that in 2017 obtained over half million euros in annual revenues and that gives work to around 10 people.</p> <p>Considering the whole Addiopizzo movement: 826 are the entrepreneurs publicly acknowledged as pizzo-free; 10.450 are the consumers explicitly supporting Addiopizzo and pizzo-free entrepreneurs; 37 local institutions and 176 schools have been involved in the project.</p>	
Difficulties encountered/ lessons learned	<p>Only a few Addiopizzo businesses had experienced retaliation. The most notable incident was in 2007 when the Mafia set fire to a paint and hardware warehouse called Guajana Company. Addiopizzo's members put pressure on the State to relocate the company immediately, and two men were convicted.</p>	
Potential for learning or transfer	<p>In an European-wide perspective, the practice proves that: responsible tourism can be a main engine for economic, social and cultural development in South of Europe - Touristic flows are increasing every year in South of Italy, Spain, Portugal and Greece. New opportunities for small entrepreneurial initiatives are waiting for talented and motivated people; social change is possible also through bottom up and multi-stakeholder initiatives - Ethics to boost social and economic changes. Some entrepreneurs can be driven by ethical motivations and an increasing number of consumers is driven by ethical motivations. It is possible to educate consumers to reward ethically oriented initiatives.</p>	
Further information	<p>http://www.addiopizzotravel.it/default.asp?p=chisiamo</p> <p>https://www.nonviolent-conflict.org/wp-content/uploads/2017/10/Curtailing-Corruption-Ch-6.pdf</p>	
Contact details		
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