



DESUR

DEVELOPING SUSTAINABLE REGIONS
THROUGH RESPONSIBLE SMEs

Corporate Social Responsibility: Good Practices & Recommendations

DESUR: Developing Sustainable regions through responsible SMEs



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INTRODUCTION

The European Union is a pioneer in its willingness to promote CSR as it is the only supranational body that has addressed it so far, however, this is a complex and progressive work given the disparity in CSR actions that currently coexist in different countries and the significant differences in the degree of implementation of public policies at local level.

The european project **DESUR** (Developing sustainable regions through responsible SMEs) belonging to the Interregional Cooperation Programme INTERREG IVC (www.interreg4c.eu), is a project aimed at improving regional policies, instruments and methodologies to promote responsible innovation in SMEs through the exchange of experiences among all the participating partner institutions from Ireland, Italy, Lithuania, Hungary, Slovenia, Greece and Spain, basing innovation on the triple helix: **PEOPLE-PROFIT-PLANET**.



This purpose meets directly with the objectives that the EU sets in 2020 Strategy, to create a sustainable and inclusive economy through activities at local or regional level.

The project DESUR specifically aims to identify the difficulties that SMEs find when they have to incorporate social responsibility actions in their business models, such as lack of information, resources, means or work tools, in order to make progress on its path towards sustainability.

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 SMEs with the concept of Social Responsibility, informing, sensitizing them and providing tools and methodologies to incorporate CSR into their management.

In conclusion, this guide aims to highlight the benefits of the CSR, offering to the SMEs tools that allow its application easily adapted to their size and circumstances.

1. WHY BE SOCIALLY RESPONSIBLE?

1.1. What is Corporate Social Responsibility?

Corporate Social Responsibility (hereinafter CSR) refers to good corporate administration, managing in an ethical and sustainable way, and carrying out a set of voluntary commitments, in order to manage their impact in social, environmental and economic fields, and to obtain the maximum benefits for the whole society.

Corporate responsibility means to take steps and integrate social and environmental considerations in the objectives of the company.

There are many definitions of CSR developed by the main international bodies, both public and private. Below we include those that we consider to be some of the most comprehensive definitions:

• Definition of the European Commission

The European Commission in its Green Paper “Promoting a European framework for corporate social responsibility”, 18 July 2001, defined CSR as a concept through which the company voluntarily includes the social and environmental dimensions in their business operations and in their relationships with the stakeholders.

Social responsibility of business is essentially a concept under which companies decide voluntarily to contribute to a better society and a cleaner environment.

• Definition of the World Business Council for Sustainable Development (WBCSD)

Corporate social responsibility is the continuing commitment to be taken by companies to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.

• Definition of Kofi Annan Secretary-General of the United Nations 1999

A new view of the implication and importance of the work of the company in the globalized world in which we live.

Generally, CSR is often a concept linked to large companies, but can also be considered a strategic tool to enhance the competitiveness of SMEs.

It is important to understand that CSR should not be considered an altruistic behavior carried out by the company, nor an advertising tool to improve its image, but as a way of management that involves collaboration with society, incorporating its concerns as part of its strategy, and making a commitment to.

However, despite being an essentially voluntary commitment, CSR involves compliance with national and international law, as well as any other voluntary action that the company wants to take to improve the quality of life of its employees, the environment in which it operates and society as a whole, that is, it is a concept which is inclusive of all stakeholders with whom the business interacts.

CSR can not be considered a universal and unique strategy, since it varies depending on many parameters such as its sector, size or geographic location. Thus, rather than concrete actions carried out, CSR is manifested in the integration of the interests of stakeholders who may be affected by its activities, in the management of the company.

The growing interest in CSR has resulted in the establishment of new awards and recognitions, the proposal of measurement indicators, the study of the perceptions of stakeholders (Leadership and Management staff, shareholders, employees, customers, etc..) or the inclusion of social and environmental criteria in the awarding of public contracts, to mention just a few facts, so that CSR is not a passing fad, but a new way of understanding the role of the company in the society.

IN SUMMARY, CSR IS CHARACTERIZED BY:

- **A responsible corporate practice.**
- The **commitment to voluntary initiatives** that go beyond what is required by law and by the acquired contractual obligations.
- **Its integration in management and business strategy**, as CSR is not about certain isolated actions.
- The development of **beneficial actions for various stakeholders** that the company relates with.
- The simultaneous achievement of **financial, social and environmental benefits and the improvement of the competitiveness of the company.**

1.2. Benefits of Corporate Social Responsibility

The reality is that a company that develops actions on social responsibility tends to be more competitive, strengthens its sales, due to its good image and builds customer loyalty. However, sometimes its impact can not be expressed by real facts and it does not become apparent in the short term.

Below are summarized some of the benefits a company can get:

EXTERNAL

- Improve the confidence of potential investors
- Attract and retain talented people
- Position and differentiate the brand
- Attract new customers
- Build customer loyalty
- Improve corporate image
- Improve the relationship with the environment

INTERNAL

- Motivate the employees
- Improve the work climate, resulting in the improvement of productivity and quality in service supply
- Improve internal communication
- Get loyalty and staff's commitment
- Create a culture in the organization, through the promotion of shared values in the company

In total, the benefits can be organized into three categories:

- Benefits that provide efficiency in the management .Improves the climate of the organization, improves competitiveness, higher productivity, more profit and management improvements. Reduces costs. Retains the best teams that will be proud to work for the company, resulting in productivity and quality of products / services offered by the company ... besides having a good working environment creates a positive influence creates a positive influence on the reputation of the company, which in turn is transmitted to the customers.
- Benefits granted to the brand and company image. Reputation and loyalty. Nourishing the relationship between them and their customers community has a positive impact on sales. Being good citizens provides strong guarantees to financial institutions and insurance companies.
- Benefits that accrue to company's values and environment. Greater acceptance and / or credibility in society. Contribution to sustainable development and peace by feeling responsible.

1.3. History of Corporate Social Responsibility

Origin of CSR

The first manifestations of CSR date back to the twenties, but it wasn't until the fifties and sixties that the notion of CSR really caught on. The idea that if companies use resources that belong to society, the mere fact of their use generates an ethical duty, and therefore, somehow, this application should be returned to society transformed into benefits.

In the seventies the responsibilities of the company are specified. In the eighties, the concept of Stakeholder (interest group) appears, in addition to the shareholder as only interested in the company. According to this new point of view, the entrepreneur should not only take into account the shareholder, but must also take into account all stakeholders (employees, suppliers, customers and society).

The creation of the UN and the subsequent declaration of Human Rights was the basis for the generation of a greater social awareness..

Additionally, facts as the Brundtland Report in 1987, the birth of civil groups such as Amnesty International, WWF or Transparency International; formal business initiatives such as AA1000, SA8000, the OECD Guidelines or the Global Compact, as well as the emergence of organizations such as the

Global Reporting Initiative have served as a base to raise the social and environmental construction known as Corporate Social Responsibility.

Today, CSR is considered a business management system that seeks to understand the social role of business, identify all stakeholders (employees, suppliers, customers, shareholders, etc..) and seek to satisfy them according to its possibilities under a continuous improvement model.

SUSTAINABLE DEVELOPMENT

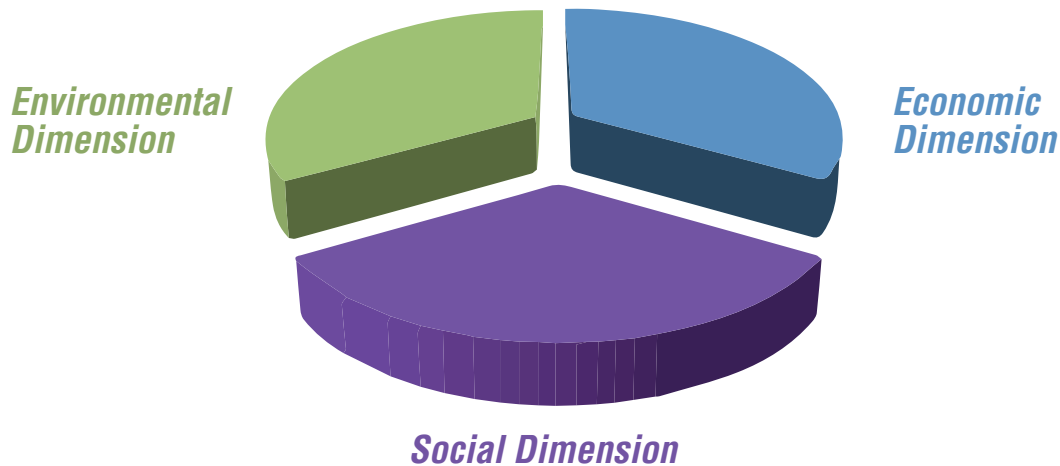
The term Sustainable Development is used for the first time in the second Earth Summit held in 1982 in Nairobi, of the World Commission on Environment and Development of United Nations, in a socio-economic report for the UN called "Brundtland Report".

Sustainable Development is defined as development that meets present needs without compromising the needs of future generations.

The objective of sustainable development is to reconcile economic, social and environmental aspects of human activities, which must be understood by people, companies and especially by the state.

Conceptually, the terms CSR and Sustainable Development converge around three dimensions of performance: Economic Dimension, Environmental Dimension and Social Dimension. This means, in practice, in what is known as Triple Bottom Line, which involves that a company, to survive in the current environment, must:

- Be economically viable
- Be environmentally sustainable
- And be socially responsible



ECONOMIC: Understood as “classic” financial performance, but also the ability to contribute to economic development in the area of creation of companies into all levels;

SOCIAL: Understood as social consequences from the business activities at all levels: the employees (working conditions, wage level, etc.), suppliers, customers, local communities and society in general, basic human needs;

ENVIRONMENTAL: Understood as the compatibility of the social activity of the company and the preservation of biodiversity and ecosystems. It includes an analysis of the impacts of social

development of enterprises and their products in terms of flow, consumption of difficult resources or slowly renewable resources, as in terms of waste and emissions generation.

Since the coining of the term sustainable development, much progress has been made in the commitment of States to social responsibility. At the Millennium Summit of the United Nations in september 2000, was enacted the Millennium Declaration adopted by 189 nations and signed by 147 heads of state and government. The Millennium Development Goals (MDGs), eight ambitious goals to achieve by 2015.

<http://www.un.org/es/millenniumgoals/pdf/mdg-report-2013-spanish.pdf>

CSR at international level

There are certain international entities that are responsible for establishing guidelines that allow guidance to companies who decide to integrate social responsibility into their strategy. More relevant in promoting CSR are the following:



- **BRUNTDLAND Report 1987 by the World Commission on Environment and Development**

<http://www.un.org/es/comun/docs/?symbol=A/42/427>

- **OECD Guidelines for Multinational Enterprises (revised in 2000)**

<http://www.oecd.org/daf/inv/mne/MNEguidelinesESPANOL.pdf>

- **“Global Compact” UN (2000)**

<http://pactomundial.org/>

- **ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (revised in 2000)**

http://ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_151548.pdf

- **Norms on the responsibilities of transnational corporations and other business enterprises with regard to human rights. United Nations Commission on Human Rights (2003)**

<http://www.un.org/en/documents/>

- **Universal Declaration of Human Rights. United Nations. (approved in 1948)**

<http://www.un.org/es/documents/udhr/>

European initiatives on CSR

The European Union has opted for a model of sustainable development and for CSR as an ideal tool for achieving it, as it has been shown on several occasions. Below it is shown a summary of the different European initiatives undertaken:

DATE	INITIATIVE
2000 (23-24 March)	LISBON COUNCIL An appeal to the sense of social responsibility regarding best business practices in continuous training, work organization, equal opportunities, social inclusion and sustainable development. http://europa.eu/legislation_summaries/education_training_youth/general_framework/c10241_es.htm
2000 (7-10 December)	NICE COUNCIL The European Social Agenda making a new reference to the social responsibility of business is approved. http://www.europarl.europa.eu/summits/nice1_es.htm
2001 (23-24 March)	STOCKHOLM COUNCIL <i>The Commission announces that it will present a Green Paper on CSR.</i> http://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressData/es/ec/ACF429.html
2001 (18 July)	The Green Paper is published: Promoting a European Framework for CSR. http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52001DC0366&qid=1399486569474&from=EN
2002 (27 July)	Communication: CSR. The business contribution to sustainable development. http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2002.0347:FIN:es:PDF
2004 (January)	CSR. National Public Policies in the European Union includes the public initiatives on CSR in the member States (A new version is published in september 2007) http://ec.europa.eu/social/main.jsp?catId=738&langId=es&pubId=632&type=2&furtherPubs=no
2004 (29 June)	The Report of the European Multi-Stakeholder Forum recommends to the Public Administrations to assume their role on SR http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/multi-stakeholder-forum/2010-meetings/index_en.htm
2005 (22-23 March)	BRUSSELS COUNCIL <i>It is agreed that sustainable development is the fundamental objective of all policies of the European Community.</i> http://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressData/es/ec/84344.pdf

DATE	INITIATIVE
2006 (22 March)	Communication: Implementing the partnership for growth and employment. Making Europe a pole of excellence on CSR http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0136:FIN:es:PDF
2007 March	Parliament approved the Howitt Report on CSR: A New Partnership http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+REPORT+A7-2013-0023+0+DOC+PDF+V0//ES
2010 October	It is published the study of the legal framework in human rights and the environment applicable to European enterprises operating outside the European Union http://ec.europa.eu/enterprise/policies/sustainable-business/files/business-human-rights/101025_ec_study_final_report_es.pdf
2011	Commission study about the situation in the Sustainability Reports in the EU http://ec.europa.eu/social/main.jsp?langId=en&catId=331&newsId=1013&furtherNews=yes
2011	Communication. A new strategy of the EU 2011-14 on Corporate Social Responsibility http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:ES:PDF

Source: Proprietary Development

Promoting CSR in Europe has not only been a matter of public initiative. Without dishonour of the importance of public administration in regulation and promotion of what is understood as social responsibility of companies, other initiatives of private sector (not just business) have become models, fields of knowledge development, areas of generation of good practices and ways to encourage or motivate companies to change behaviours.

Some of the most recognized organizations and private initiatives in Europe and other countries are:

and Friends of the Earth.

<http://www.corporatejustice.org/?lang=es>

European Coalition for Corporate Justice (ECCJ)

It promotes corporate responsibility gathering together different national organizations of civil society (NGOs, trade unions, consumer advocacy groups and academic institutions across Europe). ECCJ represents more than 250 organizations from 15 European such as Oxfam, Greenpeace, Amnesty International

Business in the Community (BITC)

Association of 700 british companies to develop the community with over 20 years experience on social action. It works in advising to strengthen the brand, sponsorship search and organization of awards.

<http://www.bitc.org.uk>

CSR Europe

Non-profit organization for promotion of CSR in Europe that renders assistance to its members. It is a reference point for European companies on CSR. This is responsible for carrying out stakeholder dialogue and developing initiatives such as European Business Campaign on Corporate Social Responsibility or The European Academy of Business in Society.

<http://www.csreurope.org/>

Eurosif (European Social Investment Forum)

European network whose mission is to develop sustainability through European financial markets. Current members of Eurosif include investors, financial service providers, academic institutions, research organizations, trade unions and NGOs. The association is a non-profit entity.

<http://www.eurosif.org/>

The World Business Council for Sustainable Development

Coalition of more than 170 international companies, founded in 1991, which prompts business leaders to drive changes towards sustainable development. It promotes efficient use of natural resources through innovation and social responsibility. It carries out its mission by organizing events, publications and development of programmes of best practices. It is assembled through a regional network.

<http://www.wbcsd.org/home.aspx>

Business for Social Responsibility

NGO from U.S provides services related to CSR, in order to integrate it into the strategic models of the companies and to promote the intersectoral cooperation. Its focus is oriented towards the global market and it basically has a consultancy profile. It develops the Labour Law, database with statistics in more than 60 countries about the CSR implementation in the supply chain, as well as consultancy and research activities

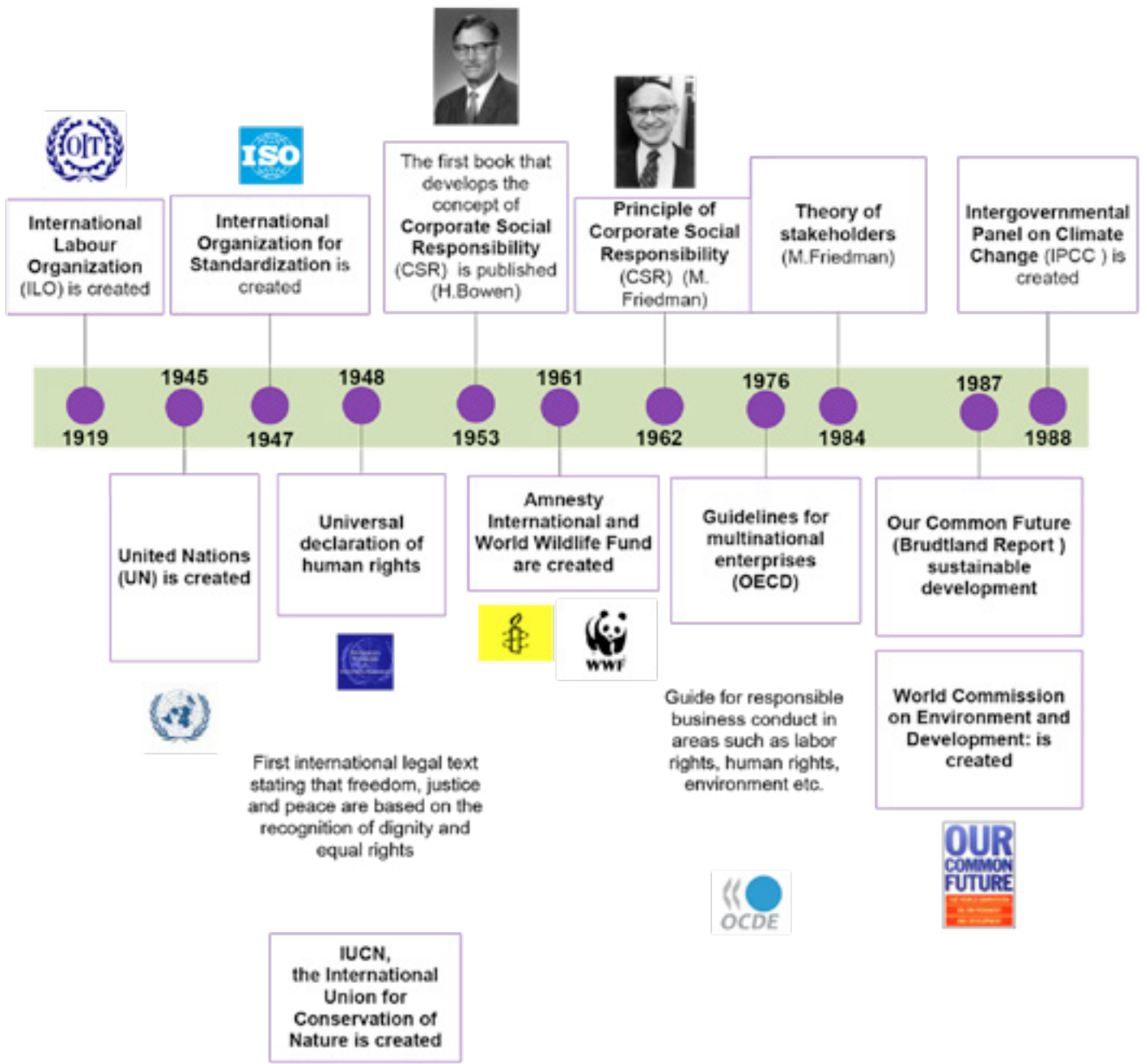
<http://www.bsr.org/>

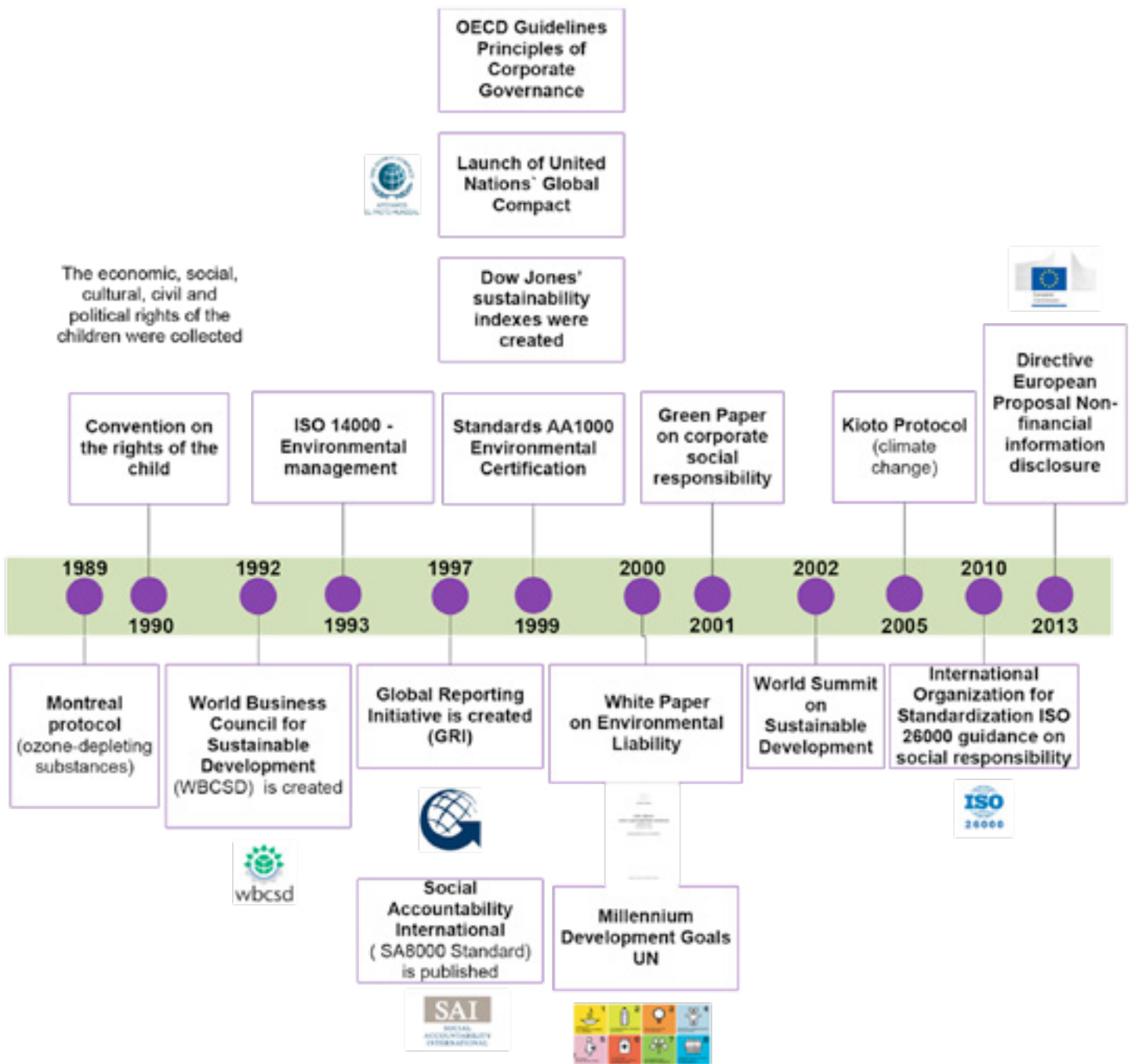
European Business Ethics Network (EBEN)

European network dedicated to the promotion of business ethics in private industry, public sector, NGOs and academic environment. Specifically, it is a non-profit association based in the Netherlands. Its role is to promote management based on values, ethical leadership and corporate social responsibility. It also tries to encourage and facilitate meetings, discussions and sharings on issues and ethical dilemmas.

<http://www.eben-net.org/>

There are also other entities and national initiatives specialized on social responsibility that contribute to the creation and diffusion of a responsible culture among the organizations that make up the business network of each country.





2. HOW TO USE THIS GUIDE?

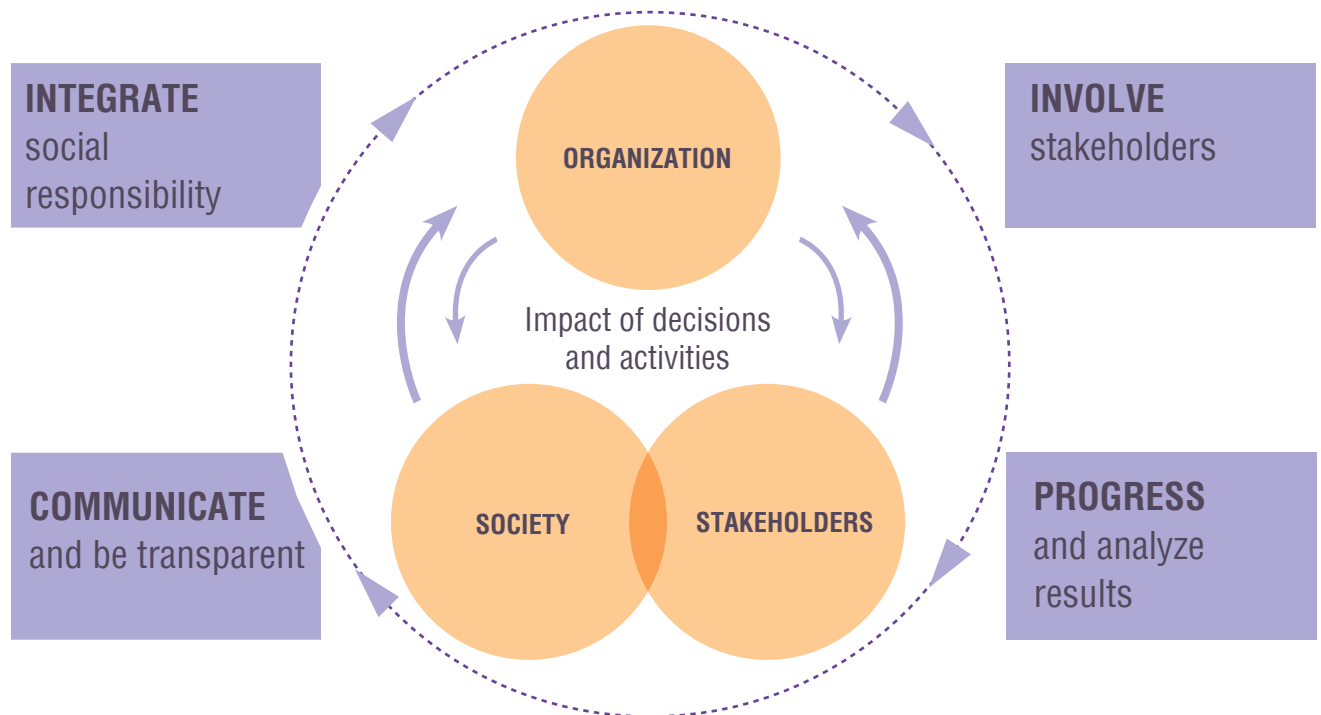
As previously mentioned, the main objective of this guide is to facilitate and promote the implementation of CSR in SMEs.

Therefore, the Guide is a working document that allows the incorporation of good practices into the management of the SMEs.

This guide is presented in a useful, practical, understandable and easy way, aiming to easily incorporate the described best practices into the dynamics of corporate work.

Throughout this Guide, it is intended that companies and other agents that use it, and therefore, implement the good practices defined, can meet the 4 fundamental principles:

- **TO INVOLVE** their stakeholders.
- **TO INCORPORATE** CSR in their strategy and decision making.
- **TO COMMUNICATE** in a transparent and objective way.
- **TO PROGRESS** through the analysis of the results obtained.



Given the purpose of the Guide and the type of the intended user, it focuses both towards improving the CSR of the company, and the introduction of social responsibility in SMEs that have not yet integrated it in their management, combining information about necessary theoretical concepts with practical examples that help the implementation of responsible actions.

The practical part of this Guide is structured around an exposure through sheets of:

GOOD PRACTICES CONDUCTED BY OTHER ORGANIZATIONS ON CSR:

- **Good Practices DESUR:** description of practices on CSR identified by DESUR project partners in their respective regions through study visits.
- **Successful cases:** CSR activities undertaken by companies at European and international level, which demonstrate

the positive impact of its implementation in the organization, and therefore, in achieving the objectives.

GOOD GENERIC PRACTICES TO BE IMPLEMENTED BY THE SMEs:

- **Good Practices to be implemented:** description of simple tools and/or methodologies that facilitate the implementation of practices in the SMEs allowing the integration of CSR in their organization.

The **thematic areas** raised on CSR are classified as follows:



- **ENVIRONMENT:** Policies carried out by the company to reduce the environmental impact of its activities.

- **LABOUR PRACTICES/HUMAN RESOURCES:** Internal policies and processes oriented to the staff for the development of their work in a safe and healthy environment, equal opportunities, encouraging work-life balance, training, participation and dialogue, with the aim of permanent development.

- **SOCIAL PERFORMANCE:** Company participation on social, cultural and sporting projects of the environment.

- **GOOD ADMINISTRATION:** Set of rules and practices oriented to the appropriate decision-making inside the company (consensus, responsibility, efficiency, transparency, participation and law enforcement), so as to take into account the interests of the whole organization and society.

Both good practices and successful cases are described in some sheets that collect different information depending on their type.

In the same way, depending on the thematic area, the sheets will be identified by one colour or another.

TITLE OF THE GOOD PRACTICE

COMPANY/ORGANIZATION	Name of the entity where the Good Practice described is carried out
COUNTRY	Country where the entity is located
OBJECTIVES	Description of the main qualitative and/or quantitative objectives to be achieved with the implementation of the good practice in the entity
STAKEHOLDERS	Interest Group/s who benefits from the implementation of the Good Practice in the entity
DESCRIPTION	Detailed explanation of the Good Practice
TRANSFERABLE ACTIONS	Identification of possible actions that may be transferable to other organizations, that is, its implementation is simple and requires reduced use of resources

TITLE OF SUCCESSFUL CASES

COMPANY/ORGANIZATION	Name of the company/organization where the Successful Case described is carried out
OBJECTIVES	Description of the main qualitative and/or quantitative objectives planned
STAKEHOLDERS	Interest Group/s who has/have benefited from the implementation of the action on CSR in the company
DESCRIPTION	Detailed explanation of the Successful Case: Methodology performed, resources employed, etc., in that section they will be attached if applicable documents regarding the successful case in pdf format.
RESULTS	Description of the quantitative results achieved. Positive impact in the company/organization
TRANSFER	List of aspects and/or transferable actions

TITLE OF THE GOOD PRACTICE TO BE IMPLEMENTED

OBJECTIVES	Description of the main qualitative objectives to be achieved with the implementation of the Good Practice in the company
STAKEHOLDERS	Interest Group/s who benefits from the implementation of the Good Practice in the company
DESCRIPTION	Detailed explanation of the Good Practice
MEASUREMENT	Indicators to know if the implementation of the good practice in the company means a positive impact on the business
RECOMMENDATION	Methodology proposed for implementing the Good Practice in the company. This methodology is easily exposed as instructions for easy understanding and implementation
TOOLS	Additional resources provided to facilitate the implementation of the Good Practice: models, guides, tools, etc.,

3. WHAT OTHER COMPANIES DO TO BE SOCIALLY RESPONSIBLE?

The following table presents a summary of the good practices and successful cases identified and described in the different Sheets:

	ENVIRONMENT	LABOUR PRACTICES/ HUMAN RESOURCES	SOCIAL	GOOD ADMINISTRATION
GOOD PRACTICES DESUR	<p>MACROOM E Sustanaible building</p> <p>INCHYDONEY HOTEL Eco-Hotel</p> <p>ZAGORJE OB SAVI MUNICIPALITY Programme of Pollution Reduction</p> <p>RED CALEA Agro-ecology</p> <p>MAM HUNGARIA LTD Environmental Programme</p> <p>APINI Environmental Education Programme</p> <p>GAIA KINDERGARTEN Environmental Programme</p> <p>COOP. ADRIATICA Community Commitment</p>	<p>BARTEC VARNOST Occupational Health and Safety Management</p> <p>DEWESOFT COMPANY Talent Management</p> <p>PARK INN SÁRVÁR Code of Ethics</p>	<p>SCALLY’S SUPERVALU Community Commitement</p> <p>OFICINA DE RESPONSABILIDAD SOCIAL UEX Responsible Idea Award</p> <p>GRUPO EUROLIMPIEZAS Eurolimpiezas Foundation</p> <p>EFFIX-MARKETING LTD Development of social projects</p> <p>INTERJERO ERDVÉ (DESIGN) Promoting artists. Providing spaces.</p> <p>IMPRONTA ÉTICA CRS Promotion</p> <p>CISE CRS Promotion</p>	<p>SOCIAL RESPONSIBILITY OFFICE. EXTREMADURA REGION Self-assessment Tool CSR</p> <p>ALPHA KOUKOUTARIS Quality Control</p> <p>PRODUCTS LAND VOIOU Local Suppliers without intermediaries</p> <p>BIOPAN KOURELAS Certification BRC and Organic Products</p> <p>PHARMACEUTICAL “ACONITUM” Certification “GMP” Good Manufacturing Practices</p>
SUCCESSFUL CASES	<p>GULPENER BIER Sustainable Purchasing</p> <p>LIPPEMEIER GEBÄU- DEREINIGUNGSDI- ENST GMBH Environmental Programme</p>	<p>COMPENSA CAPITAL HUMANO Remuneration Programme</p> <p>MELISSA Human Resources Policy</p>	<p>MONNALISA SPA Foundation</p> <p>PARAVAN Commitment to disabled people</p>	<p>GRUPO CH BUSINESS CONSULTING Responsible Management</p> <p>DENKSTATT Consulting</p>

3.1. Good Practices DESUR

Thematic Area: ENVIRONMENT

SUSTAINABLE BUILDING DESIGN

COMPANY /ORGANIZATION	<p>MACROOM E</p> <p>Organization dedicated to promote the creation and development of enterprise in the Lee Valley region. It is an initiative of a number of public bodies. The building can accommodate many types of businesses in a supportive & friendly atmosphere and the staff of Macroom E will help all of the clients in the building to develop their business. The building offers a wide choice of office space ranging from hotdesks and small offices to industrial units.</p> <p>http://macroom-e.com/</p>
COUNTRY	IRELAND
OBJECTIVES	To reduce energy consumption
STAKEHOLDERS	EMPLOYEES, PARTNERS, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Solar water heating system • Mobility sensors and energy saving lights bulbs • Collection of rain water from the roof to be used as grey water for low-water toilets cisterns • High efficiency electrical equipment • Wood-chip boiler and geothermal system to provide heating • Passive solar heating from a number of south facing windows • Use of mirrored light tubes and roof lights with northern aspects to increase natural daylight and decrease the dependence on artificial lighting
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Energy saving light bulbs • Solar water heating system • High efficiency electrical equipment • Wood-chip boiler and geothermal system to provide heating

Thematic Area: ENVIRONMENT

SUSTAINABLE HOTEL	
COMPANY /ORGANIZATION	<p>INCHYDONEY ISLAND LODGE AND SPA HOTEL</p> <p>Inchydoney Island Lodge and Spa Hotel is an example of good practice in environmentally sustainable construction and business operation. The hotel is situated about fifty meters from the beach, with all rooms facing the Atlantic in Inchydoney Bay. It is medium sized over four floors, with restaurants, spa, swimming pool Gym and other facilities. The hotel has been building a very good reputation as a high quality, eco-hotel.</p> <p>http://www.inchydoneyisland.com/</p>
COUNTRY	IRELAND
OBJECTIVES	<ul style="list-style-type: none"> • Save energy • Reduce the negative environmental impact • Train and make staff aware of environmental matters.
STAKEHOLDERS	CLIENTS, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Replacement of heating and cooling systems (fossil fuel – gas) with renewable fuel (wood pellets) from renewable forests in the region. • Water is pumped from the sea and heated to a suitable temperature and circulated in the spa and swimming pool. The water is returned to the sea and replaced as required (there has been no chemical treatment in the process). • The sea-water is heated using solar panels on the swimming pool roof, which may be supported from the general renewable fuel system. • Lighting systems are in the process of retro-fit using energy-efficient light bulbs and LED lamps. • Special eco training is given to all the staff so that all know how the system works and the part they must play.
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Lighting using energy-efficient light bulbs and LED lamps. • Eco- training to all their staff

Thematic Area: ENVIRONMENT

DEVELOPMENT PROGRAMS FOR POLLUTION REDUCTION

COMPANY /ORGANIZATION	<p>ZAGORJE OB SAVI</p> <p>Zagorje ob Savi is a town and a municipality in central Slovenia. The entire municipality is included in the Zasavje region. The town has about 7,000 people and the population of the municipality is about 17,000. Over the last few years, the municipality has paid special attention to the ecological rehabilitation of public buildings. They have a Research Unit, whose purpose is to promote the development of renewable energy sources in cities such as Zasavje, which have been under impact of mining activities in the past.</p> <p>http://www.zagorje.si/</p>
COUNTRY	SLOVENIA
OBJECTIVES	<ul style="list-style-type: none"> • Reduce pollution
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Plans addressed to reduce pollution due to mining sector, as for example, the promotion of solar plants or stations for electric cars. • Energy management systems that allow to measure consumption, therefore optimise energy consumption.
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Systems of measurement and energy saving

Thematic Area: ENVIRONMENT

AGRO-ECOLOGY

COMPANY /ORGANIZATION	<p>RED CALEA</p> <p>Red Calea is a professional group, motivated and committed to the values inherent to agro-ecology. Their objective is to expand and strengthen the role of agro-ecology in rural areas, as a tool to achieve true sustainable development, from a local perspective and under the criteria of social ecology. They are a work team that from the north of Extremadura works with public administrations, enterprises and social organizations through collaborative networks that have been created with people who share their values and project ideas. Red Calea works in the following areas:</p> <ul style="list-style-type: none"> • Production and Commercialization of Organic Food • Engineering Area • Advice and Training Area or formación y Asesoramiento • International Cooperation Area <p>http://www.redcalea.org/</p>
COUNTRY	SPAIN
OBJECTIVES	<ul style="list-style-type: none"> • Promote agro-ecology
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Farming according to agro-ecological techniques certified, in their vegetable garden located in Robledillo de la Vera • Products certified in accordance to CEE 2092/91 • Direct marketing, offering the organic food they produce in the consumer's own home • Web www.larecolecta.com, for purchase their products • CO2 emission control • Reduction of waste, water consumption and pollutant emissions • Recyclability of products and packaging • Impact/Monitoring System in order to control all consumption and production processes within the company • Participation in different regional networks (Production and Ecological Consumption Network of Extremadura, Seed Network of Extremadura, etc.) <p>http://www.redcalea.org/Dossier_Red_Calea_4.7.pdf</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable to every food production organizations

ENVIRONMENTAL PROGRAMME	
COMPANY /ORGANIZATION	<p>MAM HUNGARIA LTD</p> <p>The founder of MAM is the Austrian Peter Röhrig, a qualified plastics engineer.</p> <p>It is dedicated to the manufacturing of high-quality baby products that offer medical benefit.</p> <p>The first MAM pacifier was sold in 1976, and the company then gradually evolved to become the world's leading authority on the design of baby products.</p> <p>The international sales and production centre is established in Switzerland in 1987. MAM's own factory opened in Hungary in 1990. (MAM Hungaria Ltd.) Since the company was founded in 1976, collaboration with the world of science and research has been common at MAM. Thanks to this experts network, it has been possible to identify key issues related to the health of babies and address them in the work that MAM does.</p> <p>But MAM does not just share knowledge at the expert level; the company also supports children's and parents' support organizations all over the world, for example the children's cancer support organization or hospitals in emerging and developing countries.</p> <p>The company is aware about environmental protection. The CSR tools adopted are: MAM Foundation, trips for the employees, selection of the worker of the year, etc.</p> <p>http://www.mambaby.com/</p>
COUNTRY	HUNGARY
OBJECTIVES	<ul style="list-style-type: none"> • Protect the environment
STAKEHOLDERS	EMPLOYEES, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • The company is progressively incorporating new measures to save energy and recycling programmes • High technology appropriate to the kind of products they work with • The production has strict controls to ensure baby safety and sterile production • The facilities are well delimited and they have a "recycle point" where all the wastes are properly selected to be recycled • To ensure the quality standards levels, the company has their own laboratories that prove that the products meet the international standards and requirements • They produce their own packaging according to the specifications of individual countries. The storage of the product is short since they produce under customers orders, then they are able to foresee the production needs maintaining efficient consumption rates
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Recycling • Creation of "recycling points" • Systems of measurement and energy saving

Thematic Area: ENVIRONMENT

ENVIRONMENTAL EDUCATION PROGRAMME

COMPANY /ORGANIZATION	<p>INSTITUTE OF ENVIRONMENTAL ENGINEERING (APINI)</p> <p>The Institute of Environmental Engineering (APINI) was founded in 1991 as an independent research unit affiliated to Kaunas University of Technology. In 2000, APINI established an office in Vilnius. APINI was the first institution in Lithuania, which started to solve environmental problems. APINI gained international recognition by doing environmental research and creating, applying innovative training methods.</p> <p>APINI employees actively participate in various international projects and programmes, collaborate in research with other universities from foreign countries.</p> <p>Main activities of APINI are: scientific research and their implementation; education of master and doctorate; participation in the national and international projects; training, knowledge sharing and advising companies on the sustainable development and environmental topics; participating in international and national activities as experts.</p> <p>Most of APINI works have direct influence in sustainable industry development and education policies about environmental protection.</p> <p>The aim of the centre is to promote environmental protection, so that is part of the organization's philosophy. It is an intermediary agent that plays a relevant role in the promotion of environmental performances, mainly in industry and factories that requires the use of technology.</p> <p>In order to show how principles of sustainable development can be applied to everyday work, APINI accepted a decision to present to society its social responsibility report 2012. This activity is expected to continue. Thus, it was created sustainability indicators' system, which allows to measure changes, assess them and take appropriate solutions.</p> <p>http://ktu.edu/apini/en/</p>
COUNTRY	LITHUANIA
OBJECTIVES	<ul style="list-style-type: none"> • Promote environment protection
STAKEHOLDERS	EMPLOYEES, SOCIETY

Thematic Area: ENVIRONMENT

DESCRIPTION	<ul style="list-style-type: none"> • Measurement tools to help companies to evaluate consumptions and also their own consumptions • Tools and methodologies to save energy and other consumptions rates • “Recycling points”, where waste is collected in special bins for each type of waste • Ecological/green purchase • As part of the research unit of the University, APINI works in research, education and training trying to implement sustainable development and cleaner production programmes and projects, in Lithuania and abroad • Great commitment with all issues related to Environmental Performance. • Reusing of old equipments carried out by an auction, promoting the reuse of materials • All the staff is deeply involved in each activity • Programme to educate society on principles of responsible consumption and sustainable development • Master`s study programme “Environmental Management and Cleaner Production” • Event “Let’s do it” a cleaning activity in collaboration with schools and educational centres. • All the employees have a real commitment with the role of the organization in the promotion of “green economy” concept, involving many Lithuanian and other international companies • Participation in many projects (national and international) related to CSR/ Sustainable Development and Pollution Prevention
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Participation in environmental projects with other entities • Creation of “recycling points” • Energy Saving measures • Eco training for the employees • Sustainable purchasing

Thematic Area: ENVIRONMENT

ENVIRONMENTAL PROGRAMME	
COMPANY /ORGANIZATION	<p>GAIA KINDERGARTEN</p> <p>GAIA Kindergarten is managed by Cadiai, social cooperative founded in Bologna in 1974 and now registered as NPO (non-profit organizations of social utility). Cadi-ai carries out social services for health and education, often in collaboration with public institutions.</p> <p>Gaia Kindergarten was opened in September 2009 and it is managed by the Consortium Karabakh-Cinque in agreement with the Municipality of Bologna. The management of all the training services provided by Gaia Kindergarten is assigned to Cadiai and it is carried out according with the core values that represent the base of Cadiai. These services are aimed to contribute to the general interest of the community through direct services to improve quality of life, enable the involvement of users and their families, and promote integration in the territory. The interest of Gaia in terms of sustainability and social responsibility is due to its financial management (project financing) and to the environmental respect that characterizes all the activities of the structures.</p> <p>http://www.cadiai.it/gaianido-p-74.html</p>
COUNTRY	ITALY
OBJECTIVES	<ul style="list-style-type: none"> • Protect the environment • To have a trained staff • Provide environmental awareness programs for families
STAKEHOLDERS	EMPLOYEES, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Air recycling • Energy saving (heat and air conditioning). They sell part of the energy obtained • Solar panels for domestic hot water • Building structure integrated in the landscape • Organic and washable diapers. Handkerchiefs made of fabric instead of paper ones • Eco-friendly cleaning products • The building structure and the furniture are made of wood so most of them are reusable • Special care and attention with food for children • Adequate equipment and facilities • Special training to the staff depending on the activity they carry out • Annual revisions to check processes and staff correct training • The 80% of the food provided to children comes from local suppliers so they reinforce the local economy

Thematic Area: ENVIRONMENT

DESCRIPTION	<ul style="list-style-type: none"> • Collaboration with local suppliers by sending all the fabric material (diapers, towels, handkerchiefs ...) to local laundries • Teaching to children's families environmentally friendly actions • All the work team is very involved with CSR measures related to environmentally friendly actions and with behaviors related to a correct training depending on the work position. They all walk as a team in the "sustainability path" • They play a very important role within the community, not just at an economic sphere but also as an example of how things can be done to be responsible and respectful with of the environment.
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Training/ environmental awareness to employees and customers • Purchases from local suppliers • Consumption saving and recycling measures

Thematic Area: ENVIRONMENT

COMMUNITY COMMITMENT

COMPANY /ORGANIZATION	<p>COOP ADRIATICA</p> <p>Coop Adriatica is one of the nine large cooperatives that are part of the Coop system, the most important group of Italian retailers and, at the same time, a big consumer association. Coop Adriatica was inspired by the willingness of consumers to come together to better protect their purchasing power and to obtain guarantees on the quality and safety of products.</p> <p>The core mission of Coop Adriatica is based on the following pillars:</p> <ol style="list-style-type: none"> 1. To provide its members with the most convenient, secure and suitable products and services for their well-being and to promote consumer education 2. To develop a cooperative philosophy and to increase community assets 3. To enhance the work and employee commitment 4. To encourage development and innovation capability 5. To boost the principles of transparency and fairness in every market relationship. 6. Helping to improve the physical and human environment in which the cooperative operates and strengthening the role of the Cooperative Movement. <p>The INCOOP of Conselice is an advanced shop for the quantity and quality of solutions throughout its life cycle, starting from the choice of materials. The shop is constructed with reusable and recyclable materials, recovering also debris from the existing buildings. In fact, the structure was designed as an integrated system, in which individual solutions complement each other resulting in a “virtuous” balance. This balance is based on: eco-innovation (this area includes both technological and structural innovation and management’s innovations); usability of the store, social implications and influence on the social fabric of Conselice.</p> <p>http://www.e-coop.it/web/guest/coop-conselice-il-supermercato-amico-dell-ambiente</p>
COUNTRY	ITALY
OBJECTIVES	<ul style="list-style-type: none"> • Protect the environment • To raise community awareness on environmental and social matters • Promote innovation
STAKEHOLDERS	EMPLOYEES, SOCIETY

Thematic Area: ENVIRONMENT

DESCRIPTION	<ul style="list-style-type: none"> • Green and Environmentally friendly supermarket • Eco-innovation procedures and designing, eco-friendly store • The shop has been built with reusable and recyclable materials • Energy and water saving (e.g., use of high-efficiency lamps, rainwater recovery, etc., ...) • Reduction of waste, waste management processes • Reuse of containers • With its own brand products they offer goods that meet the most advanced eco-compatibility • With the campaign “Water of my house” they promote consumer awareness and responsible consumption of this resource • Adoption of sustainable development principles • Promotion of strategies to reduce, reuse , recovery and recycling • All the installation has been designed and built bearing in mind health and safety principles not just for the staff but also for the clients. • Environmental education to their staff. • Environmental education and information tools for their clients and society to create / increase their environmental awareness • Their product line Viviverde come entirely from organic farming, they are natural and healthy products and comes from a production system that respects the environment and animals • Sustainable mobility: easily accessible on foot and by bicycle
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Training to employees and customers on CSR • Adoption of strategies to reduce, reuse, recovery and recycling • Development of environmental and social awareness campaigns

3.1. Good Practices DESUR

Thematic Area: LABOUR PRACTICES / HUMAN RESOURCES

MANAGEMENT SYSTEM TO PROTECT THE SAFETY AND HEALTH OF EMPLOYEES

COMPANY /ORGANIZATION	<p>BARTEC VARNOST</p> <p>The company Bartec Varnost is one of the leading European companies in the field of development and production of explosion protected electrical devices. Their corporate social responsibility is shown by protecting people and the environment through safety components, systems and plants. All of their products and activities meet the required European standards. They provide products and services to companies in the petrochemical, chemical and pharmaceutical sectors, mining industry and machinery and equipment manufacturers, With their own development and innovative solutions they continuously improve their products and meet new market requirements.</p> <p>http://www.bartec.si</p>
COUNTRY	SLOVENIA
OBJECTIVES	<ul style="list-style-type: none"> • Improve safety and health of employees.
STAKEHOLDERS	EMPLOYEES, SOCIETY
DESCRIPTION	<p>The company has implemented a system OHSAS 18001 Occupational Health and Safety Management, certified by the international organization Bureau Veritas, recently renewed until 2015.</p> <p>The company also has certified a Quality and Environment Management System, according to ISO 9001 and ISO 14001 standards.</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Implementation and certification of Occupational Health and Safety Management System according to OHSAS 18001 standard.

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****TALENT MANAGEMENT**

COMPANY /ORGANIZATION	<p>DEWESOFT COMPANY</p> <p>Dewesoft is a company that unites computing experts, electrical engineering experts and mechanical engineering experts. They produce cutting-edge software and hardware solutions in the field of transportation, automotive, aerospace, energy and engineering industry.</p> <p>Their corporate social responsibility is shown by creating many new jobs, innovative solutions and environmental protection.</p> <p>http://www.dewesoft.com/</p>
COUNTRY	SLOVENIA
OBJECTIVES	<ul style="list-style-type: none"> • Improve safety and health of employees
STAKEHOLDERS	EMPLOYEES, SOCIETY
DESCRIPTION	<p>Human resources are the most important field that has contributed to the fast and good results achieved by the company:</p> <ul style="list-style-type: none"> • A real commitment with national talent • Good working conditions for their employees • Motivation of their employees by “working experiences” and involving them in the whole process • Promotion of the work team concept • Getting the Golden Gazelle award for the fastest growing company in Slovenia in 2012. • Contribution to the home region as a charitable company
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****CODE OF ETHICS**

COMPANY / ORGANIZATION	<p>PARK INN BY RADISSON SÁRVÁR</p> <p>Park Inn by Radisson® is a fresh and energetic mid-market hotel brand offering friendly and welcoming hospitality at a competitive price.</p> <p>The hotel was built in 2006. It got the “Hungarian Tourism Quality Award”, and “Green Hotel Award”, its friendly atmosphere is due to the Park Inn colours used at corridors and in the guests’ rooms as well, which have a special unique effect together with the pleasant decorations.</p> <p>The hotel is located in the heart of West-Hungary, at Sárvár, which is well-known for its Spa and Wellness Centre. The town-centre is easily accessible. The hotel and the neighbourhood offer several sights and programs as well.</p> <p>Park Inn by Radisson Sarvar hotel takes responsibility for the environment. The Hotel considers that it is important that the next generations can grow up in a clean, livable planet. The hotel is, as a member of Carlson-Rezidor hotel group, committed to ensure sustainable development actions, whether it is about collecting garbage, charity or energy savings. In 2001, this commitment was confirmed globally through a document called Responsible Business program. The hotel has a unique action plan for areas such as supporting children, environmental improvements, employee well-being and health.</p> <p>http://www.parkinnsarvar.hu/</p>
COUNTRY	HUNGARY
OBJECTIVES	<ul style="list-style-type: none"> • To establish rules and policies of ethical behaviour that guide the organization to meet their objectives
STAKEHOLDERS	EMPLOYEES, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Implementation of “Code of Business Ethics” promoted by a hotline and a tool that allows workers to leave anonymous suggestions. <p>http://www.carlson.com/cdc-cms/pdf/Carlson%20Code%20of%20Business%20Conduct%20and%20Ethics.pdf</p> <p>http://media.corporate-ir.net/media_files/IROL/20/205430/2012_Rezidor_Responsible_Business_Brochure.pdf</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable

3.1. Good Practices DESUR

Thematic Area: SOCIAL

COMMUNITY COMMITMENT

COMPANY /ORGANIZATION	<p>SCALLY'S SUPERVALU CLONAKILTY</p> <p>SuperValue is part of the Musgrave Group, Ireland's largest grocery and food distributor. There are 193 independently owned SuperValu stores throughout Ireland. Scally's SuperValu is a good example of an exceptional SuperValu and it has been nationally recognised for this. Scally's SuperValu is a family run business and has been serving the community of Clonakilty since 1984. In response to consumer demand they have gone back to basics and have a full working kitchen preparing handmade meals using only the best natural ingredients. They also set up an Artisan Bakery, which produces freshly made bread in store every day.</p> <p>For many local producers Scally's SuperValu provides security of demand for their product. Scally's SuperValu also stocks local fish and meat producers and can provide information as to where their meat and fish has been farmed. They also provide their customers with an option of purchasing fresh organic meat from a local farm.</p> <p>Scally's SuperValu also does a lot of work with the community. Members from the Scally's work team visit local schools to educate staff and students about the importance of a healthy diet and to promote the benefits of eating from local sources.</p> <p>Scally's SuperValu values their employees and recognise that their success is a direct result of everyone that makes up the SuperValu work team. As part of the CSR in Scally's SuperValu they facilitate flexibility for parents and have an 'open door' policy where all members of the work team can freely approach the manager if they have any concerns or any ideas they would like to put forward to develop the store.</p> <p>http://www.supervaluclon.ie/</p>
COUNTRY	IRELAND

Thematic Area: SOCIAL

OBJECTIVES	<ul style="list-style-type: none"> To be opened to listen the demands of consumers and customers as the best way to grow and succeed
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> They offer training to the community on healthy and responsible consumption They purchase from small local producers directly, with no intermediaries Local development as a guarantee for a safer and healthy community <p>“Kids in action” Programme. Visit to local schools to send messages about the importance of fresh food.</p> <p>http://www.supervaluclon.ie/community/post/kids-in-action</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> Establishment of channels of communication with all the stakeholders Development of awareness programs/ training aimed at local community

Thematic Area: SOCIAL

RESPONSIBLE IDEA AWARD	
COMPANY /ORGANIZATION	<p>OFFICE OF UNIVERSITY SOCIAL RESPONSIBILITY UEX</p> <p>This office was established at the University of Extremadura with the intention of developing a series of actions to strengthen relations between the university and the society.</p> <p>The University of Extremadura, as a higher education institution, is aware that social responsibility should be an intrinsic part of the duty that it has with the society and the other stakeholders. Working with the objective of being socially responsible means that the institution must adopt policies and management systems in the three areas that make up the triple perspectives: economic, social and environmental.</p> <p>These actions are intended to achieve the satisfaction and welfare of all persons involved in the management of the University, promoting sustainable and harmonious development, trying to leave a healthy and balanced environment for future generations, reducing social inequalities and providing collaboration between the parties and to the least developed countries</p> <p>http://www.unex.es/organizacion/oficinas/responsabilidadsocial</p>
COUNTRY	SPAIN
OBJECTIVES	<ul style="list-style-type: none"> • Promote social responsibility culture
STAKEHOLDERS	EMPLOYEES, STUDENTS, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Organizing the call for the Award “A Responsible Idea in UEx” given to the best project to develop a Socially Responsible action, thought, initiative, in order to start it up at the University of Extremadura. <p>The award can address various topics about improving the quality of life in college, care for people with special needs, health and safety, training, work-life balance, equal opportunities, volunteering, teaching and research, responsible purchasing, efficient management of complaints, environmental, etc..</p> <p>http://www.unex.es/organizacion/oficinas/responsabilidadsocial/archivos/ficheros/docs/pag2</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable

Thematic Area: SOCIAL

FOUNDATION

COMPANY /ORGANIZATION	<p>GRUPO EUROLIMPIEZAS</p> <p>EUROLIMPIEZAS is founded in 1993 employing one person. Today they have 180 workers and 18 of them are disabilities people.</p> <p>The service offered covers the integral care of both private and public spaces, creating a concept of total prevention of dirt in offices, neighborhood association and public centers.</p> <p>One of the signs of identity of Eurolimpiezas is that they make quality controls depending on the activity of each client and places where their services are offered and according to the needs and particulars of each service.</p> <p>Eurolimpiezas was the first company in Extremadura certified as socially responsible by AENOR.</p> <p>Regarding CSR, they support their staff to balance work and family life and external-ly they support disadvantaged people and environmental care using and promoting ecological products and tools.</p> <p>http://www.eurolimpiezas.eu/</p>
COUNTRY	SPAIN
OBJECTIVES	<ul style="list-style-type: none"> • Facilitate integration of disadvantaged people of the society of Extremadura • Protect environment and environmental health
STAKEHOLDERS	SOCIETY
DESCRIPTION	<p>Eurolimpiezas has created the “Eurolimpiezas Foundation” to develop the following actions:</p> <ul style="list-style-type: none"> • Active cooperation with canteens, churches in marginalized areas of the region, providing food and other basic needs • Organisation of an annual charity dinner to raise funds for social canteens • Training activities • Creation and management of infrastructure for regional and local development <p>http://www.fundacioneurolimpiezas.com/index.php</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable

Thematic Area: **SOCIAL****DEVELOPMENT OF SOCIAL PROJECTS**

COMPANY /ORGANIZATION	<p>EFFIX-MARKETING LTD</p> <p>The aim of this organization is to offer long-term solutions for their clients. Formed by a dynamic team ready to find innovative ideas and solutions for SMEs as well as for multinational companies.</p> <p>Services are tailored to customers' needs trying to reach maximum price-efficiency ratio.</p> <p>They provide services in the fields of marketing research, graphic design, event organizing, dissemination of European projects calls for clients</p> <p>http://www.refix.hu</p>
COUNTRY	HUNGARY
OBJECTIVES	<ul style="list-style-type: none"> • Collaborate in the improvement of society
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Special courses and recruitment programmes for students • Collaboration with local institutions as Sopron's Music School and the basketball local team • Collaborative transportation methods • Promotion of environmentally friendly transports

Thematic Area: SOCIAL

PROMOTING ARTISTS

COMPANY / ORGANIZATION	<p>INTERJERO ERDVÉ</p> <p>Interior design exhibition centre which displays high quality nonstandard products made by Lithuanian (and foreign) designers (beginners and professionals) in cooperation with manufacturers. It is a unique place in Lithuania for presenting solely Lithuanian designers, manufacturers' works and interior solutions.</p> <p>“Interjero erdvė” is part of the enterprise JSC “Interjero elementai” which is specialized in veneer services and production of furniture and interior components.</p> <p>“Interjero erdvė” was founded in 2011 to present Interjero elementai's products and it, therefore, serves as a marketing tool.</p> <p>Many of its activities can be considered as CSR actions: environmentally-friendly practices/eco-management, caring of workers' health and safety, non-discriminatory practices (equal opportunities, prevention of mobbing, etc.), non-economic incentives, initiatives towards the community (donations, sponsorships, corporate voluntary work,...), etc.</p> <p>In 2011, “Interjero erdvė” started the project “Didėja” with the aim to foster design – a branch of creative industries – and to develop Lithuanian design market. The still on-going project seeks to unleash the potential of the dialogue between young Lithuanian designers' creativity and Lithuanian manufacturers' capabilities in order to create innovative local products.</p> <p>“Interjero erdvė” is organizing the event “Dizaino savaitė” (“Design week”) in Kaunas city. It is dedicated to the dissemination of the new design ideas and is performed in different spaces: from the universities to the shop's. The manager of “Interjero erdvė” holds conferences for students without any material compensation in order to introduce to them with the newest interior materials.</p> <p>www.interjeroelementai.lt</p> <p>www.ie-laminart.lt</p>
COUNTRY	LITHUANIA

Thematic Area: SOCIAL

OBJECTIVES	<ul style="list-style-type: none"> • Promote art among the lithuanian society • Support young designers • Collaborate in the development of the design of the lithuanian market
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Supporting young designers by offering them a space to show their work and also to sell their products. In this place they can also learn from other artists, knowing other works, other designs, other techniques and other materials. • Educational point for those clients / visitors who want to know more about furniture and interior decoration • They encourage families' participation in their activities to promote art among young people and children
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Donations, sponsorships, etc, of cultural events

Thematic Area: SOCIAL

CSR PROMOTION

COMPANY /ORGANIZATION	<p>IMPRONTA ETICA</p> <p>Impronta Etica is an Italian non profit organization for the development of Corporate Social Responsibility culture. It was founded in 2001 by some companies located in Emilia-Romagna Region, which were already active in CSR. The association's mission is promoting sustainable development, creating a network between companies and organizations that are willing to activate CSR practices.</p> <p>Impronta Etica carries out activities such as research, information and updates on CSR issues, projects together with its member companies and networking activities. In fact, Impronta Etica intends to make Italy a crucial actor in Europe on these issues. That is why in 2002 the Association became european partner of CSR Europe's Network of National Partner Organisations (NPO) to promote the exchange of best practices and to take part in the European debate on CSR. Impronta Etica currently has 26 members</p> <p>http://www.improntaetica.org/en/about-us/</p>
COUNTRY	ITALY
OBJECTIVES	<ul style="list-style-type: none"> • Promote sustainable development • Promote CSR practices
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Training seminars on CSR • Dissemination of CSR principles among citizens • Collaboration with networks and regional, national and European projects, such as in LOWaste (prevention and reduction of municipal waste) and LACre (Local Alliance for Climate Responsibility) • Information on CSR through the publication of a periodic newsletter • Information about conventions, seminars, public events, and publications • Monitoring roundtables and main policies implemented in Europe • Compilation of the most important instruments and italian legislation on CSR
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Training on CSR to certain stakeholders • Continuous monitoring of legislation on CSR • Publishing News for stakeholders regarding the main innovations on CSR • Collaboration on different CSR projects

Thematic Area: SOCIAL

CSR PROMOTION

COMPANY
/ORGANIZATION

CISE

The CISE - Center for Innovation and Economic Development - Special Agency of the Chamber of Commerce of Forlì-Cesena works in projects and initiatives for sustainable development within the challenges and opportunities of globalization of economic systems.

The CISE has identified the management of social responsibility in organizations as an essential aspect of sustainable development.

In particular, the dissemination of principles and tools for social responsibility management of organizations has been developed through projects aimed at transparency respecting stakeholders and CSR certification systems in SMEs.

The information point on CSR is an initiative of the Chamber of Commerce of Forlì-Cesena and CISE in collaboration with Network Work Ethics.

It works as a promoter of project initiatives aimed to facilitate plans to achieve businesses improvement both on competitiveness, as on social and environmental area.

<http://www.ciseonweb.it>

COUNTRY

ITALY

Thematic Area: SOCIAL

OBJECTIVES	<ul style="list-style-type: none"> • Promote CSR
STAKEHOLDERS	SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Promotion of projects and actions among businesses to become environmentally friendly • Wide range of training aimed to transfer knowledge and develop skills to carry out different activities related to CSR with high professionalism. • Principles and tools' dissemination for the management of the organizations' social responsibility. • The Social Accountability Watch (SAW) as instrument/ tool to know and give evidence to organizations's socially accountable conducts • Certification of Management Systems SA8000 • Training in SA8000 • Notify news related to events, activities, initiatives on CSR scope at national and international level. • Development of continuous research on sustainability subjects • Informative points to spread knowledge on skills and tools of CSR
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Certification based on the norm SA8000 • Training on CSR

3.1. Good Practices DESUR

Thematic Area: GOOD ADMINISTRATION

SELF-ASSESSMENT TOOL CSR

COMPANY /ORGANIZATION	SOCIAL RESPONSIBILITY OFFICE EXTREMADURA REGION <p>The regional administration assumes sustainable development as the main driver for a social cohesion of the region.</p> <p>Therefore, the Office of Directorate General for Employment that belongs to the Employment, Business and Innovation Ministry of the Government of Extremadura aims to advise companies on the implementation of responsible practices in social, environmental, economics environment and transparency.</p> <p>LAW 15/2010, 9 December, Corporate Social Responsibility in Extremadura.</p> <p>Through this law the Government of Extremadura established Social Responsibility Office, which governs the procedure for qualification of socially responsible companies. It is configured as collegial institution, with advisory and consultancy purposes to introduce corporate social responsibility among SMEs and self-employed, paying special attention to SMEs.</p> <p>http://www.rsextremadura.es/</p>
COUNTRY	SPAIN
OBJECTIVES	<ul style="list-style-type: none"> • Facilitate the implementation of CSR into the strategy of the organizations
STAKEHOLDERS	COMPANIES, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • ORSE is a self-diagnosis tool for SMEs that belongs to the Government of Extremadura. This tool integrates the most important standards of Social Responsibility. • ORSE enables the identification of the level of competitiveness of an organization based on their economic, social, environmental, ethical, transparency and human resource performance. • Depending on the answers given to some ratios (depth, quantitative and binary) the organization will automatically obtain its level of CSR performance, a summary on CSR and an executive report that compares the company with other organizations registered in the application. <p>http://www.rsextremadura.es/index.php?modulo=contenidos&id_bloque=8&id_area=1</p>

Thematic Area: GOOD ADMINISTRATION**TRANSFERABLE
ACTIONS**

- Self-assessment on CSR with free tools, in order to know the level of social responsibility of the company

http://www.deres.org.uy/manuales_pdf/Manual_Autoevaluacion.pdf

<http://www.camaracastellon.com/desarrollo-empresarial/responsabilidad-social/>

<http://business.un.org/en/documents/9472>

http://www.discerno.eu/index.php?option=com_content&task=view&id=2&Itemid=6

Thematic Area: GOOD ADMINISTRATION

QUALITY CONTROL

COMPANY /ORGANIZATION	ALPHA KOUKOUTARIS <p>Alfa is a family business founded by Athanasios Koukoutaris, who started the business in mid-1950 by making and selling handmade pies. Today Alfa holds the leading position in the Greek food market and its exports grow quickly and expand to Europe, the USA, Canada and Australia.</p> <p>Alfa blends premium, all-natural ingredients to create pastry products of a distinct Mediterranean character, high nutritional value and exceptional taste.</p> <p>Currently Alfa employs 220 people and emphasizes in training seminars, specialization, information on new techniques and methods concerning production, supply, distribution, sales and service.</p> <p>They have mainly local producers so they help actively to the community development, by keeping among others a very good price/quality ratio.</p> <p>http://www.alfapastry.com</p>
COUNTRY	GREECE
OBJECTIVES	<ul style="list-style-type: none"> • To establish control measures to guarantee production process quality
STAKEHOLDERS	SUPPLIERS, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Commitment to the highest international quality and safety standards ISO 9001:2008 HACCP, IFS, BRC • Reinforcement of local market by using only local products • Continuous commitment to quality, safety and innovation • Internal chemical and microbiological laboratories that have the latest and most advanced tools for analysis and control of raw materials and production samples • Demand of certain requirements relating to different aspects (including requirements on CSR) that suppliers must meet to join the list of approved suppliers • Collecting customer complaints as a tool for improvement
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Quality control of organization's production processes and / or service provision based on any standard • Establishment of purchasing requirements to suppliers

Thematic Area: GOOD ADMINISTRATION

COMMITMENT WITH LOCAL SUPPLIERS

COMPANY /ORGANIZATION	<p>PRODUCTS LAND VOIOU</p> <p>The company was founded in 2008 at Tsotili Kozani. Its main objective is processing, packaging and standardization of pulses. The company applies a quality and food safety system according to EN ISO 22000:2005, and also a quality management system, including the produce handling, according to GLOPALGAP, for producers who grow legumes.</p> <p>All the processes of the company are environmentally friendly, as from the beginning of construction of its facilities the owners placed a system for the collection and use of rainwater in the unit, which are mainly used in the beautification of the surroundings and cleanliness. They have also implemented a system for recycling paper and packaging materials used by producers. Their products are sent to external laboratories for a deeper control about pesticides use. They do not use pesticides.</p> <p>http://www.proiontavoioou.gr</p>
COUNTRY	GREECE
OBJECTIVES	<ul style="list-style-type: none"> • To meet the needs and expectations of its suppliers in order to integrate them into the company and get their full commitment to the policies established
STAKEHOLDERS	SUPPLIERS
DESCRIPTION	<ul style="list-style-type: none"> • Certified seeds (Greek ones) are provided to the supplier in order to guarantee the product quality • Training twice a year for their staff (seminar) about how to improve cultivation practices • Cooperation with University in training the producers on environmentally friendly practices • 125 farmers work with them under exclusive contracts • The products are brought directly from the fields to Voiou, without intermediaries so the producers can get a fair price
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Training their suppliers • Purchase without intermediaries • Purchasing from local suppliers

Thematic Area: GOOD ADMINISTRATION

CERTIFICATION BRC AND ORGANIC PRODUCTS

COMPANY /ORGANIZATION	<p>BIOPAN KOURELLAS</p> <p>Kourellas SA was founded in 1992 at the city of Grevena dedicated to produce dairy products and fodder and also to develop the agricultural economy with innovative applications.</p> <p>It has its own network of milk collection, storage, pasteurization, processing, curing, packing and storage of final products.</p> <p>It also has an integrated laboratory for quality control and follows an inviolability traceability system.</p> <p>The company produces several types of cheese and yogurt, and also a local cheese, Certificate of Origin, which is registered by the company and is distributed in Greece and Europe.</p> <p>In 1996, Kourellas SA was the first Greek company active in the production of organic dairy products. Since then, the company has developed an integrated self-powered system for producing dairy products implementing the Regulation properly. The company has implemented the HACCP (hazard analysis critical control points) for each product line to fully ensure product safety and a quality assurance system certified according to ISO 9001:2000 and BRC for dairy products. It also has recognized laboratories with full equipment and qualified staff to conduct audits.</p> <p>http://www.kourellas.gr</p>
COUNTRY	GREECE
OBJECTIVES	<ul style="list-style-type: none"> • Guarantee food safety
STAKEHOLDERS	EMPLOYEES, CUSTOMERS, SOCIETY
DESCRIPTION	<ul style="list-style-type: none"> • Certificate BRC Global Standard for Food Safety <p>Certification standard developed in UK worldwide recognized, which contains the requirements for a HACCP system (Hazard Analysis Critical Control Points) according to the requirements of the Codex Alimentarius, a documented quality management and the control of the requirements of the environmental conditions of the facilities, products, processes, and staff.</p> <p>http://www.brcglobalstandards.com/</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable

Thematic Area: GOOD ADMINISTRATION

CERTIFICATION GMP GOOD MANUFACTURING PRACTICES

COMPANY /ORGANIZATION	<p>PHARMACEUTICAL COMPANY “ACONITUM”</p> <p>Pharmaceutical company “Aconitum” is the leading company of pharmaceutical and nutraceutical manufacturing in Lithuania. JSC “Aconitum” is an innovative and fast growing pharmaceutical company which is successfully operating for over 13 years. Its Certificate of Good Manufacturing Practice, excellent production and storage premises, high staff qualifications are important factors in ensuring the exceptional quality and safety of production.</p> <p>Quality: “Aconitum” manufactures pharmaceuticals and nutraceuticals using quality control standards: It is certificated on Good Manufacturing Practice (GMP), and has implemented a Hazard analysis and critical control points system (HACCP) for its food supplements production. Quality of the production is checked by state agencies: State Medicines Control Agency and State Food and Veterinary Service.</p> <p>Innovation: One of the core values of the company is innovation. Every year “Aconitum” brings to market several new drugs. Developing a new drug is a difficult and intensive process which demands highly skilled professionals and leading technologies both in laboratories and in production lines. This process lasts from 5 to 7 years.</p> <p>Environment: “Aconitum” has implemented a large-scale ecological project which focuses on the use of renewable energy sources (geothermal and solar) in their manufacturing processes renewable energy sources CO2 emission is reduced by more than 70% this significantly reduced harmful impacts to environment.</p> <p>The company has installed a renewable energy supply system. This system reduces electricity and natural gas consumption by up to 80% as well as decreases the emission of CO2 by 81 000 m3 (it is equal to 820 cars driving 1000 km per month). Aconitum is the first company in Eastern and Middle Europe, that has implemented an ecologic system of such scope.</p> <p>http://www.aconitum.lt/en/</p>
COUNTRY	LITHUANIA
OBJECTIVES	<ul style="list-style-type: none"> • Guarantee drugs production under control
STAKEHOLDERS	EMPLOYEES AND CLIENTS
DESCRIPTION	<ul style="list-style-type: none"> • Certificate of Good Manufacturing Practice (GMP) <p>The Good Manufacturing Practices are a set of minimum requirements that a pharmaceutical laboratory must comply with to guarantee the production of drugs under control, according to the required quality standards.</p>
TRANSFERABLE ACTIONS	<ul style="list-style-type: none"> • Good practice entirely transferable for industries dedicated to manufacturing cosmetics, pharmaceuticals and food.

3.2. Successful Cases

It has been established some basic elements that an action carried out by one organization must meet to be considered a Successful Case, and therefore be included in the Guide. These following items are for guidance:

- **INNOVATION:** The practice is innovative, once it incorporates new methodologies, equipment, technologies, tools etc.
- **SUSTAINABILITY:** The practice impacts permanently on the strategy and/or the way of working, because it establishes changes that can stay in the long term.
- **NEED:** The practice covers one company's need or from any interested group.
- **IMPACT:** The practice has a positive impact on any stakeholder.
- **COLLABORATION:** The practice involves the development of partnerships with other companies or entities.
- **PARTICIPATION:** All the possible parts involved participate in the design, implementation and evaluation of the practice.
- **TRANSFERENCE:** It is possible to exchange or replicate the practice in other companies.
- **RESULTS:** The practice shows with qualitative and quantitative results, the improvement in some management areas.

Thematic Area: ENVIRONMENT

SUSTAINABLE PURCHASING

COMPANY /ORGANIZATION	<p>GULPENER BIER</p> <p>Dutch small family business dedicated to the manufacturing of beer.</p> <p>http://www.gulpener.nl/</p>
OBJECTIVES	<ul style="list-style-type: none"> • To guarantee sustainability • Minimize the environmental impact related to the activities of the company
STAKEHOLDERS	EMPLOYEES, CLIENTS, SUPPLIERS, SOCIETY
DESCRIPTION	<p>The mission statement of the company “Linked to nature” involves performing a control of its supply chain to ensure the sustainability of the process.</p> <p>The ingredients used for the beer production are grown organically in the region and its production process is done with solar energy. The bottles are recyclable.</p> <p>Suppliers do not use pesticides and they receive for their products a price 10% higher than the market.</p> <p>On the other hand, the protection of safety and health of the workers is fundamental.</p>
RESULTS	<ul style="list-style-type: none"> • Reduction of CO2 emissions by 18% in the last 5 years • 50% of energy from renewable sources
TRANSFERENCE	Practice entirely transferable to any size of company and industry.

Thematic Area: ENVIRONMEN

ENVIRONMENTAL PROGRAMME

COMPANY /ORGANIZATION	LIPPEMEIER GEBÄUDEREINIGUNGSDIENST GMBH German company that provides cleaning services. http://www.lippemeier.com/
OBJECTIVES	<ul style="list-style-type: none"> • Minimize the environmental impact related to the activities of the company
STAKEHOLDERS	CLIENTS, SOCIETY
DESCRIPTION	<p>Use of procedure and sustainable equipment, as well as floor cleaning system “Envirostar Green”.</p> <p>Use of environmentally friendly materials that reduce the need to apply stronger chemical products; an example is the non-stick coating for easy cleaning.</p> <p>The company building has solar panels for heating, ecological pavin (Eco-paving) and a “biozone”for plants and dragonflies.</p> <p>Use of rainwater to wash cleaning equipment.</p>
RESULTS	<ul style="list-style-type: none"> • Reduction of waste and energy consumption
TRANSFERENCE	Practice entirely transferable to any size of company and sector

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES**

REMUNERATION PROGRAMME	
COMPANY /ORGANIZATION	<p>COMPENSA CAPITAL HUMANO</p> <p>Spanish company dedicated to provide to its customers, solutions in order that they can recognize, reward and differentiate their professionals in a competitive way according to their real contribution to the organization and to its strategic objectives.</p> <p>The company has the following certificates:</p> <ul style="list-style-type: none"> • Information Security Management ISO 27001 • Conciliation: Certificate FRC (Family Responsible Company) • Quality Management ISO 9001 • R+D+I Management UNE 166002 <p>In addition, the company is in the top ranking 2013 Best Workplaces, which recognizes it as generating a good working environment, that improves customer service, reduces labour costs and attracts and conquers talent.</p> <p>http://www.greatplacetowork.es/mejores-empresas/las-mejores-empresas-pymes-espana</p> <p>http://www.compensach.com/</p>
OBJECTIVES	<ul style="list-style-type: none"> • Improve staff motivation • Create greater commitment of the staff with the company • Facilitate personal and professional development of the employees
STAKEHOLDERS	EMPLOYEES
DESCRIPTION	<p>They offer a Compensation Programme to their employees named “Compensate”. This programme covers all the needs of the current and future employees in three basic issues of any remuneration policy: the economic remuneration (You contribute), the recognition of the work done (You succeed) and the emotional retribution (You are). The three parts make up a package of 50 measures put at the disposal of employee: flexible scheduling, training, development of a career within the company, teleworking, flexible remuneration, open communication environment, etc.</p> <p>http://www.compensach.com/Compensate.aspx</p>
RESULTS	<p>Professionals committed with the organization</p> <p>Improvement of the organization’s image</p>
TRANSFERENCE	Practice entirely transferable to any size company or sector

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****HUMAN RESOURCES POLICY**

COMPANY /ORGANIZATION	<p>MELISSA</p> <p>Greek food industry mainly dedicated to the production of pasta and durum wheat meal.</p> <p>http://www.melissa.gr/</p>
OBJECTIVES	<ul style="list-style-type: none"> • Improve staff motivation • Create greater commitment of the staff with the company • Facilitate personal and profesional development of the employees
STAKEHOLDERS	EMPLOYEES
DESCRIPTION	<p>They provide a safe working environment for people working in the company.</p> <p>They offer education programs on prevention, such as first aid at work, and they distribute flyers.</p> <p>Free medical tests or consultations once a week, made by the company doctor and also regular blood tests.</p> <p>Soft loans with favourable payment conditions.</p> <p>Interest in family, health or financial problems of their workers, offering permissions and/or financial assistance.</p> <p>They ensure good medical care of workers' health problems or of first blood relationship relatives</p> <p>At Christmas and Easter, they give to all employees, a package with products that have been recently launched, as well as cakes, seasonal food, drinks and gifts.</p> <p>During the whole year they offer free invitations to theatre shows, film premieres or children's events.</p> <p>Every two months they offer to all staff, free pasta and tomato products of their own choice.</p> <p>http://www.melissa.gr/en/company/career/</p>
RESULTS	<ul style="list-style-type: none"> • Professionals committed with the organization • Improvement of the organization's image
TRANSFERENCE	Practice entirely transferable to any size company or sector

Thematic Area: SOCIAL

FOUNDATION	
COMPANY /ORGANIZATION	<p>MONNALISA SPA</p> <p>Italian company belonging to children and teenagers' clothing sector, working in 49 world markets. Its clients are specialized shops and malls.</p> <p>http://www.monnalisa-spa.com/</p>
OBJECTIVES	<ul style="list-style-type: none"> • Promote growth and welfare of the local community.
STAKEHOLDERS	SOCIETY
DESCRIPTION	<p>Company certified on SA 8000 Internacional Standard of Social Responsibility.</p> <p>Monnalisa is involved in social issues, especially focus on children initiatives, and for this reason, in November 2006 it is created the Foundation Monnalisa Onlus.</p> <p>The Foundation works on behalf of disadvantaged people and their families, for physical, mental, economic and social reasons in the following areas:</p> <ul style="list-style-type: none"> • Social assistance • Education and training • Protection, promotion and improvement of environment, territory and culture <p>http://www.fondazionemonnalisa.org/</p>
RESULTS	<ul style="list-style-type: none"> • 23 social projects supported • 273 donor companies
TRANSFERENCE	Practice entirely transferable to any size company or sector

Thematic Area: SOCIAL

COMMITMENT TO DISABLED PEOPLE

COMPANY /ORGANIZATION	<p>PARAVAN</p> <p>German company specialized in technologies for disabled vehicles. Since 2009 PARAVAN is a world leader in vehicles adapted for disabled people.</p> <p>http://www.paravan.de/es</p>
OBJECTIVES	Facilitate disabled people's mobility
STAKEHOLDERS	SOCIETY
DESCRIPTION	<p>They employ disabled people.</p> <p>They sponsor associations and self-help groups for this collective.</p> <p>They provide materials to schools related to the support reality of disabled people.</p> <p>They make donations to schools, institutions, patients, cultural activities developed by disabled people, etc.,</p> <p>The owner of the company is honorary president of an association for disabled people and supports an awareness campaign funded by the EU, providing his experience to promote the mobility of disabled people.</p> <p>He has received many awards, and the money raised is spent in research and development: German Business Innovation Award- First world innovation award (2011), Foreign Trade's German Award (2009), etc.</p>
RESULTS	<ul style="list-style-type: none"> • Recognitions and awards • High technology and innovation in its products
TRANSFERENCE	Sponsorship activities, donations and recruitment of disabled people

Thematic Area: GOOD ADMINISTRATION

RESPONSIBLE MANAGEMENT	
COMPANY /ORGANIZATION	<p>GRUPO CH BUSINESS CONSULTING</p> <p>Portuguese group that provides integral consultancy services through various companies in the group: strategic planning, markets, benchmarking, auditing, investment projects, quality and environment, training etc.,</p> <p>http://www.chconsulting.pt/</p>
OBJECTIVES	<ul style="list-style-type: none"> • To ensure organization' sustainability in its three aspects: economic, environmental and social
STAKEHOLDERS	EMPLOYEES, CLIENTS, SUPPLIERS, COLLABORATORS, SOCIETY
DESCRIPTION	<p>It has a Code of Ethics and Business Conduct</p> <p>It sets different practices in Social Responsibility regarding to:</p> <ul style="list-style-type: none"> • Conscientious Objection: it reserves the right to refuse work that comes from companies whose activity reflects illicit practices • Environment (It promotes respect for environment, waste recycling and reuse of materials and supplies for daily use) • Respect for privacy • Social Intervention (They participate and authorize their collaborators to participate in conferences, seminars, etc., non-remunerated) • Active Inclusion (They collaborate and encourage their clients to respect disabled people and promote their integration into working life) • Society (the management is assumed as a responsibility that is well above economic results, the way the company is integrated into society and performs its tasks is associated with the implementation of good administration practices) • People (Human resources are its most valuable asset. It works on the basis of a commitment to full transparency, ensuring personal and professional growth and satisfaction of all its employees) <p>Develops Sustainability Report http://www.chconsulting.pt/files/Grupo_CH-Relatorio_Sustentabilidade_2012.pdf</p>
RESULTS	<ul style="list-style-type: none"> • Client satisfaction rate of 83% • Workers satisfaction rate of 81,4% • 380 hours of participation in volunteer actions • 0 accidents at work
TRANSFERENCE	Practice entirely transferable to any size company or sector

Thematic Area: GOOD ADMINISTRATION

SUSTAINABILITY	
COMPANY /ORGANIZATION	<p>DENKSTATT</p> <p>Austrian consultancy that provides solutions to clients in environmental innovation and sustainable business practices.</p> <p>http://denkstatt.at/</p>
OBJECTIVES	<ul style="list-style-type: none"> • To ensure the sustainability of the organization in its three aspects: economic, environmental and social
STAKEHOLDERS	EMPLOYEES, CLIENTS, SUPPLIERS, COLLABORATORS, SOCIETY
DESCRIPTION	<p>They have a Code of Conduct</p> <p>They have Quality and Environment Certification according to ISO 9001 and ISO 14001 respectively</p> <p>They have Certification of CO2 Reduction</p> <p>They develop many partnerships with other organizations as a way to ensure the sustainability of their business</p> <p>They prepare Sustainability Reports according to GRI</p> <p>http://denkstatt.at/files/denkstatt_broschuere_final.pdf</p>
RESULTS	Growth of the organization
TRANSFERENCE	Practice entirely transferable to any size company and sector.

4. WHAT CAN WE DO TO BE SOCIALLY RESPONSIBLE?

Considering all the good practices described above and carried out by different European companies, and in order to facilitate the implementation of CSR in SMEs, actions and simple methodologies are described below, whose implementation does not involve very significant efforts for the company. Therefore, these good practices have been selected through consideration of the following basic requirements:

- **AVAILABILITY:** Available methodologies, tools, etc., contrasted, for their proper implementation.
- **SUSTAINABILITY:** The practice can have an impact on the strategy and/or the way of working, because it sets up changes that can last if they are implemented systematically in the company.
- **NEED:** The practice covers basic and common needs of companies or some stakeholder.
- **PARTICIPATION:** Facilitates participation in design, implementation and evaluation of the practice of all parts involved.
- **TRANSFERENCE:** Transferable practices, easy to replicate in different type of companies.
- **RESULTS:** It can be measured if the practice has a positive impact on the company, through the results obtained by measuring the indicators proposed.

ENVIRONMENT	LABOUR PRACTICES / HUMAN RESOURCES	SOCIAL	GOOD ADMINISTRATION
Design of an Environmental Plan	Occupational Health and Safety Management System	Best Project Award	Mission, visión and values definition
Development of a guide on Environmental Good Practices	Work Environment's Measurement	Social Action Project	Identification and dialogue with the stakeholders
Green Purchasing	Development of a Code of Conduct	To know the company's impact on the society	Measuring Customers Satisfaction
Environmental Management System	Social Benefits		Measuring Suppliers Perceptions

Thematic Area: ENVIRONMENT

DESIGN OF AN ENVIRONMENTAL PLAN

OBJECTIVES	<ul style="list-style-type: none"> • To establish the guidelines for sustainable business. • Identify environmental aspects of the company. • Define guidelines to minimize environmental risks caused by the activities carried out by the company.
STAKEHOLDERS	EMPLOYEES,SUPPLIERS, CLIENTS AND SOCIETY
DESCRIPTION	The Environmental Plan is a tool through which members of a company are committed to manage the negative environmental impacts of its activities, products and / or services, in order to avoid or reduce those negative effects. This plan includes objectives, responsibilities and deadlines required to reduce the environmental impact.
MEASUREMENT	<ul style="list-style-type: none"> • N° of Environmental Aspects identified • N° of Environmental Objectives achieved
RECOMMENDATION	<p>The following steps are proposed to implement the good practice:</p> <ol style="list-style-type: none"> 1. Build a Committee / Environmental Team, and define its functions. 2. Provide training to the Committee / Team related to environmental issues, if necessary. 3. Identify environmental aspects of activities or business processes that can generate negative impacts on the environment. (resource consumption, waste management, etc..). 4. Set environmental objectives for each environmental aspect identified, and identify resources, indicators, responsibilities and deadlines for each one. 5. Write the Environmental Management Plan. 6. Review and approve the Environmental Management Plan. 7. Disseminate to all staff in the company, the Environmental Management Plan through the internal means of communication. 8. Follow up the Environmental Management Plan.
TOOLS	<p>Identification of Environmental Aspects Questionnaire (Office)</p> <p>Guidelines for Environmental Key Performance Indicators. DEFRA Reino Unido</p> <p>http://archive.defra.gov.uk/environment/business/reporting/pdf/envkpi-guidelines.pdf</p> <p>Documents regarding Environmental Management. Envirocentre.ie</p> <p>http://www.envirocentre.ie/Content.aspx?ID=97861425-C328-4B1B-AA3F-472CA8E3D759&PID=A257BECE-C1E7-464A-9CD0-FDE10D3A18C3</p> <p>Ecomapping</p> <p>http://www.ecomapping.org/es/index.html</p>

Thematic Area: ENVIRONMENT

DEVELOPMENT OF A GUIDE ON ENVIRONMENTAL GOOD PRACTICES	
OBJECTIVES	<ul style="list-style-type: none"> • Disseminate among the company staff practices, tips and environmental recommendations. • Reduce negative impacts the company has on the environment.
STAKEHOLDERS	EMPLOYEES,SUPPLIERS, CLIENTS AND SOCIETY
DESCRIPTION	The Good Environmental Practices are simple, low cost and easy to use and they have measurable results requiring the involvement of the entire company.
MEASUREMENT	<ul style="list-style-type: none"> • Nº of Environmental aspects identified • Nº of Environmental objectives achieved
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Identify environmental aspects of the activities or business processes that can generate negative impacts on the environment. (resource consumption, waste management, etc.,) 3. Write the Guide. 4. Review and approve the Guide. 5. Disseminate the Guide to all staff through the internal means of communication.
TOOLS	<p>Environmental Good Practices Guide: Offices</p> <p>http://www.camarazaragoza.com/medioambiente/docs/buenaspracticass/buenaspracticass3.pdf</p> <p>Smart Steps to Sustainability.A Guide to Greening your small business. Agencia de Protección Medioambiental de Estados Unidos. EPA</p> <p>http://www.epa.gov/osbp/pdfs/smart_steps_greening_guide_042101.pdf</p>

Thematic Area: ENVIRONMENT

GREEN PURCHASING

OBJECTIVES	<ul style="list-style-type: none"> Establish guidelines and tools that simplify a more sustainable and responsible management of purchases and consumption in the company.
STAKEHOLDERS	EMPLOYEES, SUPPLIERS, CLIENTS AND SOCIETY
DESCRIPTION	Companies, have to stock up on products and / or services, which in their development could have caused an environmental impact. That is the reason why companies must control their supply chain, requiring compliance with environmental criteria to their suppliers, such as compliance with the law and requirements that minimize environmental aspects of the product and / or service purchased.
MEASUREMENT	<ul style="list-style-type: none"> Nº of Environmental criteria required to suppliers. Nº of Company's Suppliers that comply with the environmental criteria required. Compliance with the objectives and ratios set out in the Green Purchasing Policy defined.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> Build a work team. Identify and write the environmental criteria to be required to suppliers. Green Purchasing Policy. E.g. When buying paper, it should be required 100% recycled paper, Forest Stewardship Council certificate FSC or Programme for the Endorsement of Forest Certification (PEFC) and chlorine free. Disseminate the policy to all stakeholders and in particular to suppliers. Set Indicators and Objectives. E.g. 100% of paper has to be recycled.
TOOLS	<p>Sustainable Purchasing for SMEs http://www.mas-business.com/documentos/Compras_Sostenibles_PYMES.pdf</p> <p>Sustainable Purchasing Guide http://www.ader.es/fileadmin/redactores/SERVICIOS/Innovacion/Proyecto_Eneco/Guias_Compras_Sostenibles.pdf</p> <p>International Green Purchasing Network http://www.igpn.org/</p>

Thematic Area: ENVIRONMENT

ENVIRONMENTAL MANAGEMENT SYSTEM

OBJECTIVES	<ul style="list-style-type: none"> • Reduce environmental impacts of the business activity. • Optimize the management of resources and waste. • Improve environmental performance.
STAKEHOLDERS	EMPLOYEES, SUPPLIERS, CLIENTS AND SOCIETY
DESCRIPTION	<p>Companies have to comply with environmental legislation, more and more demanding.</p> <p>So, it is important to define a system that allows to integrate environment into the overall management of the company.</p> <p>ISO 14001 is an international voluntary standard, that can be applied by any organization regardless of its size or sector.</p> <p>This standard can be certified, assuring stakeholders that the company has an adequate system of environmental management.</p>
MEASUREMENT	<ul style="list-style-type: none"> • Implementation Period. • Getting the Certification.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Acquire ISO 14001 and study its requirements. 3. Provide training, if necessary, on the requirements of ISO 14001 to the work team and staff. 4. Define the Environmental Policy. 5. Identify environmental aspects and legal requirements. 6. Prepare the required documentation by the Environmental Management System (procedures, instructions, etc...) For this process, you can count on the support of a specialized consultant. 7. Review and approve the required documentation. 8. Implement the Environmental Management System, ie, implement procedures and work instructions defined. 9. Certify the Environmental Management System (optional) by accredited certifying agent.
TOOLS	<p>Guidelines for the implementation of ISO 14001 in SME's. Aragon Government http://www.conectapyme.com/files/publica/guia_norma_une.pdf</p> <p>Environmental Management Tools for SMEs http://ec.europa.eu/environment/emas/toolkit/further/resources_2.htm</p>

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM**

OBJECTIVES	<ul style="list-style-type: none"> • Improve the management of the risks of occupational health and safety. • Demonstrate the commitment of the company to workers. • To ensure compliance with the law on occupational risk prevention.
STAKEHOLDERS	EMPLOYEES
DESCRIPTION	<p>Workplace's Health and Safety are very important to any organization, since legislation is increasingly demanding, economic policies and other measures are developed to encourage health and safety good practices and there is an increasing concern of stakeholders in this area.</p> <p>Occupational Health and Safety Management System helps to protect the company and its employees.</p> <p>OHSAS 18001 is an international voluntary standard, applicable in any organization, regardless of its industry or activity, that defines the requirements for the implementation of an Occupational Health and Safety Management System.</p> <p>This standard can be certified, assuring stakeholders that the company has an appropriate Occupational Health and Safety Management System.</p>
MEASUREMENT	<ul style="list-style-type: none"> • Implementation Period. • Getting the Certification.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Acquire OHSAS 18001 and study its requirements. 3. Provide training, if applicable, if necessary, on the requirements of OHSAS 18001. to the work team and staff 4. Define the Health and Safety Policy. 5. Identify risks and legal requirements. 6. Prepare the required documentation by the Health and Safety Management System (procedures, instructions, etc..) For this process, you can count on the support of a specialized consultant. 7. Review and approve the required documentation 8. Implement the Health and Safety Management System, ie, implement procedures and work instructions defined. 9. Certify the Health and Safety Management System (optional) by accredited certifying agent. Certification Management System (optional).

Thematic Area: LABOUR PRACTICES / HUMAN RESOURCES

TOOLS	<p>OHSAS 18001 Standard</p> <p>http://www.ohsas.org/</p> <p>http://fiis.unheval.edu.pe/images/galeriaseg/Cursos/002-NormaOHSAS18001-2007AENOR.pdf</p> <p>Guidelines for the implementation of OHSAS 18001. NQA. United Kingdom.</p> <p>European Good Practices Awards in Occupational Safety and Health. European Agency for Safety and Health at Work (EU-OSHA).</p> <p>https://osha.europa.eu/en/publications/reports/european-good-practice-awards-2012-2013</p>
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Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****WORK ENVIROMENT'S MEASUREMENT**

OBJECTIVES	<ul style="list-style-type: none"> • To know employee's satisfaction level • Identify possible improvement actions on labour and human resources
STAKEHOLDERS	EMPLOYEES
DESCRIPTION	Meeting the needs and expectations of employees is very important to any organization in order to generate a sense of belonging to the company, improve the work environment and increase productivity. Satisfaction measurement is a process that must be performed in a systematic way in order to obtain information to improve.
MEASUREMENT	<ul style="list-style-type: none"> • Staff satisfaction level • % of Persons participating in the Survey • N° of Improvement actions identified • N° of Improvement actions implemented
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Design the Survey. It is recommended to enter in first place classification variables such as gender, job, age, department, years of seniority, etc., in order to extract more information on the statistical analysis. Then introduce issues classified by topics: job, wage, health and safety, training, etc., as well as a section to make improvement suggestions. 3. Send the Survey to everyone in the company through any means ensuring confidentiality and anonymity. Assign a deadline for completion. 4. Receive and analyze the results statistically. Conclusions. 5. Develop the Measurement Report of Work Enviroment. 6. Identify, prioritize and implement the resulting improvement actions
TOOLS	<p>Work Enviroment's Survey Form</p> <p>Guidelines for implementation on SME's. ManpowerGroup</p> <p>http://www.manpowergroup.com.mx/uploads/estudios/Guia_de_apliacion.pdf</p>

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****DEVELOPMENT OF A CODE OF CONDUCT**

OBJECTIVES	<ul style="list-style-type: none"> • Establish a model of suitable behavior for the company, its suppliers, customers and its staff. • To improve corporate's image..
STAKEHOLDERS	EMPLOYEES, SUPPLIERS, SHAREHOLDERS AND CLIENTS
DESCRIPTION	Development and implementation of a Code of Conduct in which the principles and behaviors that constitute the duties of the people in the company are defined.
MEASUREMENT	<ul style="list-style-type: none"> • N° of employees adhered to the Code of Conduct.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Reading Guides, examples, etc., in order to know different methodologies to develop a Code of Conducts, as well as the minimum content to be included. 3. Develop a Code of Conduct, taking into account the mission, vision and values of the company. 4. Review and approve the Code of Conduct. 5. All staff have to sign their commitment to compliance with the principles and behaviors outlined in the Code. <p>Disseminate the Code of Conduct through the internal means of communication (website, blog, social networks, etc.,).</p>
TOOLS	<p>Ethical Codes. Social Identity Document of the company. Xertatu Diputación Foral de Bizkaia</p> <p>http://www.xertatu.net/fitxategiak/xertatu/dokumentuak/up/codigos.pdf</p> <p>Instructions for developing a Code of Ethics for SMEs. Greebiz.</p> <p>http://www.greenbiz.com/sites/default/files/document/BusinessEthicsforSMEs.pdf</p> <p>Manual for developing Code of Business Ethics. DERES Business Organization from Uruguay</p> <p>http://deres.org.uy/wp-content/uploads/Manual-de-Etica-DERES.pdf</p> <p>Code of Conduct of the Coca-Cola Company</p> <p>http://assets.coca-colacompany.com/45/59/f85d53a84ec597f74c754003450c/COBC_English.pdf</p>

Thematic Area: **LABOUR PRACTICES / HUMAN RESOURCES****SOCIAL BENEFITS**

OBJECTIVES	To increase the commitment of the employees to the company.
STAKEHOLDERS	EMPLOYEES
DESCRIPTION	Design a Social Benefits Plan, that provides the aids to improve the social welfare of the company staff (health insurance, company's mobile, discounts with suppliers, etc..).
MEASUREMENT	• N° of Social Benefits offered.
RECOMMENDATION	The following steps are proposed for the development of the good practice: <ol style="list-style-type: none"> 1. Build a work team constituted by managers and employees representing the whole company and therefore the interests of each group. 2. Identify potential social benefits to offer, according to the business resources available. 3. Design the Social Benefits Plan. 4. Approve the Social Benefits Plan. 5. Start and follow up the Social Benefits Plan.
TOOLS	Solutions to provide social benefits to company staff http://www.edenred.es/soluciones/beneficios-sociales

Thematic Area: SOCIAL

BEST PROJECT AWARD

OBJECTIVES	<ul style="list-style-type: none"> • Promote Social Responsibility in Business environment. • Encourage the participation of the whole society in creating a responsible and sustainable environment.
STAKEHOLDERS	SOCIETY
DESCRIPTION	To design an Award aimed at different groups of society (schools, associations, etc...), having as its essence the assessment by a Committee, previously constituted, of the best project in the topic indicated in specific categories e.g. environment, accessibility, etc..., related to the improvement of society.
MEASUREMENT	<ul style="list-style-type: none"> • N° of candidacies presented • Improvement of any of the aspects related with the proposed themes on the bases. Measuring through the objectives and quantitative indicators.
RECOMMENDATION	<p>The following steps are proposed for good practice's development:</p> <ol style="list-style-type: none"> 1. Design the basis Award category (filing requirements, deadline, documentation to be submitted, jury, method and evaluation criteria, what is the award, etc...) and image (logo). In the documents to be submitted, should be established a requirement to indicate the quantitative targets to be achieved, as well as the measurement indicators necessary to verify the achievement of those objectives. 2. Disseminate the Award through the available resources of the company (website, social media, radio, newspapers, brochures, etc...) 3. Receive and evaluate proposed projects. The committee must be previously constituted and must integrate people from the company and others belonging to other private or public organizations to provide objectivity to the process entities. 4. Grant the Award and dissemination. 5. Implement and follow up the award-winning project
TOOLS	<p>Responsible Idea Award. Office of Social Responsibility from University of Extremadura (UEX)</p> <p>http://www.unex.es/organizacion/oficinas/responsabilidadsocial/archivos/ficheros/docs/pag2</p>

Thematic Area: SOCIAL

SOCIAL ACTION PROJECT

OBJECTIVES	<ul style="list-style-type: none"> • Contribute to the improvement of the communities where the company operates. • Assist on the resolution of social issues, providing available resources.
STAKEHOLDERS	SOCIETY
DESCRIPTION	<p>Social projects seek to achieve an impact on the society's quality of life (health, education, employment, etc...), and can be carried out by companies in their CSR strategy.</p> <p>Social action, when developed together with/for other entities, must be regulated by an agreement, in order to become possible describe the characteristics of the expected collaboration (objectives, deadlines, etc...) and make possible to follow up the goals achieved.</p>
MEASUREMENT	<ul style="list-style-type: none"> • N° of agreements or collaboration agreements signed. • N° of Social action projects carried out. • Results of objectives and indicators raised for the project in order to see whether they have been met.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Design the Social Action Project (description, objectives, beneficiaries, theme, resources, etc..) 3. Identify susceptible collaborative entities to carry out the social action project. 4. Contact with the entities to determinate collaboration agreements (objectives, responsible, duration, measurement indicators, etc...) to carry out the social action project. 5. Design the draft of the Agreement with the Social Action Project. Review and approval of the Agreement. 6. Implement and follow up the Agreement.
TOOLS	<p>Model of Collaboration Agreement</p> <p>Model of Project Design and Control Sheet</p>

Thematic Area: SOCIAL

TO KNOW THE COMPANY'S IMPACT ON THE SOCIETY

OBJECTIVES	<ul style="list-style-type: none"> • To know the produced impact of the company on its operating environment, through its developed activities. • Implement corrective actions to encourage the growth of the positive impact, while reducing the negative one.
STAKEHOLDERS	SOCIETY
DESCRIPTION	The companies while in its activities impact positively or negatively on its operating communities. One socially responsible company, through dialogue with stakeholders, identifies these impacts and tries to implement mechanisms to reduce the negatives and enhance the positive ones.
MEASUREMENT	<ul style="list-style-type: none"> • N° of impacts identified. • N° of actions proposed for improving the results. • Level of compliance with objectives.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Measure the impact of the company in society. For that purpose, collect, for example, information regarding: <ul style="list-style-type: none"> • Awards, recognitions received in recent years. • Employment created in the environment. • Support to entrepreneurs. • Suppliers from the local environment and/ or from labour insertion companies. • Projects in which has participated, to promote local development, etc., 2. Establish indicators and objectives. 3. To propose actions to improve results. 4. To implement, measure and follow up these actions.
TOOLS	<p>Tool of measurement of the Company's Economic Impact on its environment. https://www.lm3online.com/</p> <p>Tool of Social Return on Investment http://www.thesroinetwork.org/</p> <p>Tool for measuring the contribution to the company's development http://www.wbcds.org/work-program/development/measuring-impact.aspx</p> <p>Tool for measuring the level of CSR in the company. Test CSR of Action CSR + http://test.accionrse.cl/</p> <p>Tool for measuring the partnerships impact. Global Compact http://www.unglobalcompact.org/Issues/partnerships/pat.html</p>

Thematic Area: GOOD ADMINISTRATION

MISSION, VISION AND VALUES DEFINITION	
OBJECTIVES	<ul style="list-style-type: none"> • Create organizational culture. • Provide guidance for company's strategy. • Align the staff with a common business goal.
STAKEHOLDERS	EMPLOYEES, SUPPLIERS, CLIENTS AND SOCIETY
DESCRIPTION	<p>The mission, vision and values of the company should be shared by all the employees of the company, and it is the starting point to define its strategy.</p> <p>The mission is the the reason of the company's existence, it would be the answer to the following questions: What does the company do? Why does the company exist?</p> <p>The vision would be how we would like our company to be in the future, it would be the answer to: How should be the company we would like to work in?</p> <p>Values are the way of being of the company, how it works, how it behaves. They are rules and principles of conduct and they should be linked to the mission and vision.</p>
MEASUREMENT	<ul style="list-style-type: none"> • N° of employees that have participated in the definition of the mission, visión and values, either in team participation or making proposals. • N° of Proposals collected. • N° of employees that are aligned with the mission, vision and values. • Stakeholders that have been informed about the mission, vision and values.
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team formed by managers and employees representing the whole company. 2. The work team must establish a mission, visión and values proposal. 3. Design a questionnaire for collecting the proposed improvements to the mission, vision and values defined, and send to all staff assigning a deadline to answer it. 4. Collect and analyze the staff proposals. 5. Make the changes in the mission, vision and values in order to bring together all the proposals made by the staff. 6. Define the final document of mission, vision and values. 7. Disseminate the document of mission, vision and values to staff and stakeholders through any means available in the company.

Thematic Area: GOOD ADMINISTRATION

TOOLS	<p>Questionnaire of Mission, vision and values definition</p> <p>Examples of Mission, vision and values of companies</p> <p>http://www.copreca.es/index.php?option=com_content&view=article&id=2&Itemid=2</p> <p>http://www.gesor.es/mision-vision-valores.php?cod=es</p>
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Thematic Area: GOOD ADMINISTRATION

IDENTIFICATION AND DIALOGUE WITH THE STAKEHOLDERS

OBJECTIVES	<ul style="list-style-type: none"> Identify stakeholders, in order to take them into account to meet their needs and expectations.
STAKEHOLDERS	ALL THE STAKEHOLDERS
DESCRIPTION	<p>Stakeholders are persons or groups of people affected in any way by the presence or action of the organizations and with any interest therein (eg, staff, customers, suppliers, etc..).</p> <p>It should be known what different stakeholders think and expect. Many stakeholders can be identified, but depending on each company some of these groups will be more relevant than others. Generally the stakeholders can be grouped into two groups:</p> <p>DIRECT STAKEHOLDERS or most influential, which would include shareholders and employees.</p> <p>INDIRECT STAKEHOLDERS, those organizations and individuals which can be influenced by the company including clients, suppliers, NGOs, local communities, public administrations, financial analysts, etc.</p> <p>The company must consider and attempt to meet the requirements of its stakeholders.</p>
MEASUREMENT	<ul style="list-style-type: none"> Nº of Stakeholders identified Nº of Needs and expectations identified for each stakeholder as a result of the implementation of the Map of Dialogue

Thematic Area: GOOD ADMINISTRATION

RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Identify persons, groups or entities, internal and external, that may influence or be influenced by the goals of the company. For this purpose, brainstorming is recommended. 3. Establish, for the stakeholder, the methodology for identifying needs and expectations. Development of a Dialogue Map. 4. Implement the Dialogue Map.
TOOLS	<p>Methodology for stakeholders identification. CSR Workbook for SMEs. Chamber of Valencia.</p> <p>http://www.rse.org.es/docs/anlisis%20gi.pdf</p> <p>Dialogue Map Example. CSR Workbook for SMEs. Chamber of Valencia.</p> <p>Guide for Management and Dialogue with Stakeholders. Government of the Balearic Islands.</p> <p>http://www.caib.es/govern/archivo.do?id=845043</p>

Thematic Area: GOOD ADMINISTRATION

MEASURING CUSTOMERS SATISFACTION

OBJECTIVES	<ul style="list-style-type: none"> • To know customers' satisfaction level. • Improve Customer Service process and the products and services provided. • Attend to needs presented by customers in the business relationship with the company.
STAKEHOLDERS	CUSTOMERS
DESCRIPTION	Companies should be oriented towards its customers, continuously adapting the product or service they offer to their needs and expectations, in order to satisfy them and get their loyalty. Satisfaction measurement is a process that must be performed in a systematic way in order to obtain information to improve.
MEASUREMENT	<ul style="list-style-type: none"> • % Customers participating in the survey • N° of Improvement suggestions collected • N° of Improvement suggestions implemented • Level of general satisfaction obtained
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Design the Survey. It is recommended to enter in the first place classification variables such as sex, age, product or service demanded, etc., in order to extract more information on the statistical analysis. Afterwards introduce issues, and a section to make improvement suggestions. 3. Segment customers according to variables such as purchase frequency, purchase volume, etc., 4. Send the survey to the sample obtained based on customer segmentation model, through any means. Assign a deadline for filling in. 5. Receive and analyze the results statistically. Conclusions. 6. Develop the Customer Satisfaction Report. 7. Identify, prioritize and implement the resulting improvement actions.
TOOLS	<p>Model of Customers Satisfaction Survey</p> <p>Guide for Measuring Customers Satisfaction. Asturian Quality Club.</p> <p>http://www.clubcalidad.com/V2/html/downloads/documentaciones/2008_Guia_medicion_directa_de_la_Satisfaccion_del_Cliente.pdf</p> <p>Guide for Measuring satisfacting of services provided. Government of Navarra.</p> <p>http://www.navarra.es/NR/rdonlyres/5A006CFC-7EBC-4A3F-9FA5-4574ADA817D8/0/GuiaPARAMEDIRLASATISFACCION2012.pdf</p>

Thematic Area: GOOD ADMINISTRATION

MEASURING SUPPLIERS PERCEPTION	
OBJECTIVES	<ul style="list-style-type: none"> • To know suppliers' satisfaction level • Improve purchasing process and relationships with suppliers. • Attend to needs presented by suppliers in the business relationship with the company.
STAKEHOLDERS	SUPPLIERS
DESCRIPTION	Suppliers have a key role in customer satisfaction. Therefore, the company must strive to integrate them fully, satisfying their needs and expectations. Satisfaction measurement is a process that must be performed in a systematic way in order to obtain information to improve.
MEASUREMENT	<ul style="list-style-type: none"> • % Suppliers participating in the survey • N° of Improvement suggestions collected • N° of Improvement suggestions implemented • Level of general satisfaction obtained
RECOMMENDATION	<p>The following steps are proposed for the development of the good practice:</p> <ol style="list-style-type: none"> 1. Build a work team. 2. Design the Survey. It is recommended to enter in the first place classification variables such as supplier, product or service provided, etc., in order to extract more information on the statistical analysis. Afterwards introduce issues, and a section to make improvement suggestions. 3. Send the survey to all key suppliers of the company through any means ensuring confidentiality and anonymity. Assign a deadline for filling in. 4. Receive and analyze the results statistically. Conclusions. 5. Develop the Measurement Suppliers Perception Report. 6. Identify, prioritize and implement the resulting improvement actions.
TOOLS	Survey's form for measurement of providers perception

5. HOW DO WE COMMUNICATE OUR RESPONSIBLE PRACTICES?

Communicating practices carried out in the different dimensions of CSR is essential to ensure an active dialogue with the different stakeholders, to achieve a positive image of our company and our products and services and to distinguish the company from competitors.

There are several tools through which the company can communicate to its stakeholders the commitment made to society's improvement. Publishing in press information about a social initiative undertaken by the organization or its adherence to the principles promulgated by the Global Compact of the United Nations or developing sustainability Reports and Ethical Codes, are tools that help the company to be transparent and to show that its words are accompanied by facts.

Below are shown some of these tools:

- **Guide for Developing Sustainability Reports from Global Reporting Initiative**

<https://www.globalreporting.org/resource-library/Spanish-G4-Part-One.pdf>

<https://www.globalreporting.org/resource-library/Spanish-G4-Part-Two.pdf>

The Guide for developing sustainability reports (hereafter, the Guide) shows some Principles how to develop reports, basic contents and implementation Manual to ease development of sustainability reports by organizations, regardless size, sector or location.

- **The Global Compact Progress Report**

<http://www.pactomundial.org/>

Annual report through which the company informs its Stakeholders about actions taken to implement the 10 principles of Global Compact.

- **AA1000 Assurance Standard (2008)**

<http://www.accountability.org/standards/aa1000as/index.html>

The AA1000 Assurance Standard (2008) is a standard for assessing and strengthening the credibility and quality of an organisation's Sustainability Reporting and its main accountability processes, systems and abilities .It is primarily intended for use by external auditing bodies that assure an organisation's reports or social accounts. It also provides guidance on key elements of the assurance process.

• **Social Balance of the International Labour Organization (ILO)**

<http://www.ilo.org/global/lang--es/index.htm>

http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/601a700/ntp_687.pdf

http://www.insht.es/InshtWeb/Contenidos/Documentacion/FichasTecnicas/NTP/Ficheros/601a700/ntp_688.pdf

Social Balance provides the necessary information to assess compliance with Social Responsibility towards internal and external targets established by each organization.

The Social Balance Form of the ILO was performed by the National Association of Industrialists (ANDI) of Colombia.



6. ANNEXES

- **Annex I. Questionnaire for identifying environmental issues in office**
- **Annex II. Work Environment's Survey Form**
- **Annex III. Model of Collaboration Agreement**
- **Annex IV. Model of Project Design and Control Sheet**
- **Annex V. Questionnaire of Mission, vision and values**
- **Annex VI. Dialogue Map Example. Workbook CSR for SMEs. Chamber of Valencia.**
- **Annex VII. Customer Satisfaction Survey**
- **Annex VIII. Survey for measurement of providers perception**

ANNEX I. QUESTIONNAIRE FOR IDENTIFYING ENVIRONMENTAL ISSUES IN OFFICE

↓ IDENTIFY WITH X THE APPLICABLE ONES

	ENVIRONMENTAL ASPECT	IMPACT	ORIGIN
	Waste paper generation	Enviromental impact or waste pollution	Office work
	Waste assimilable to urban generation (garbage)	Enviromental impact or waste pollution	Dayly office work
	Ink cartridge and toner	Enviromental impact or waste pollution	Printers and copiers
	Waste water discharge	Enviromental impact	Toilets and Cleaning
	Water consumption	Use of resources	Toilets and Cleaning
	Electricity consumption	Use of resources	Lighting and equipment
	Fluorescent lamps generation	Waste pollution	Facilities maintenance
	Used batteries	Waste pollution	Daily activity
	Computers and electronic equipment generation	Waste pollution	Daily activity
	Refrigerant gases leaks	Ozone depletion / Air Pollution	Cooling System
	Noise generation	Noise Pollution	Office work
	Cleaning products packaging generation	Waste pollution	Cleaning

ANNEX II. WORK ENVIROMENT'S SURVEY FORM

VARIABLES

DATE		JOB (Optional)	
DEPARTMENT		AGE	
YEARS OF SENIORITY		SEX	Male Female

1 = Totally Disagree, 2= Disagree, 3 =Neither disagree, nor agree 4= Agree and 5=Totally Agree

ISSUES	1	2	3	4	5
ERGONOMIC AND ENVIRONMENTAL CONDITIONS					
The facilities are appropriate					
The temperature is appropriate					
Tools and equipment, technical or software, are suitable to the needs of my job					
SUPERIORS					
I receive a kind treatment from my superiors					
They delegate their functions					
They have a technical mastery					
They solve the problems in an effective manner					
We participate in decision making					
ORGANIZATION					
The work of my Department is well organized					
In my Department workloads are well distributed					
Work is encouraged in team					
It is necessary to establish work procedures documented					
INTERNAL COMMUNICATION					
There is good internal communication					
All matters affecting the development of the functions are reported					
TRAINING					
I receive all the training necessary for the performance of my duties					
I participate in the development of the Training Plan					

ISSUES	1	2	3	4	5
GENERAL SATISFACTION					
I am satisfied in the company					
Arrange in descending order the different items depending on the importance you consider for each of them (from 1 to 8; Being 1 the most important and 8 the lowest):					
Environmental and ergonomic conditions					
Superiors					
Organization					
Internal Communication					
Training					
General satisfaction					
SUGGESTIONS FOR IMPROVEMENT					

Thank you for your collaboration

ANNEX III. MODEL OF COLLABORATION AGREEMENT

In (Place and date on which the agreement is entered)

MEETING

Mr/ Ms. (legal representative of the Entity) under (existing legal document that certifies as representative), legal age, resident of (city, province), with business address at (address of the organization), and provided with ID number (number).

Mr/ Ms. (legal representative of the Entity) under (existing legal document that certifies as representative), legal age, resident of (city, province), with business address at (address of the organization), and provided with ID number (number).

INVOLVED

Mr/ Ms. (legal representative of the Entity), on behalf of (Name of the entity) non-profit entity, with fiscal identity number (number), office at (city and province), address (registered office of the legal entity under current document),

Mr/ Ms. (legal representative of the Entity), on behalf of (society/company), with fiscal identity number (number), office at (city and province) constituted on (date), before the Notary, (name of the Notary), under the number (number) of his/her protocol, registered in the Registry of Companies (n° volume), book (n° book), page (n° page), section (n° section), registration (n° inscription).

Both parties express a mutual recognition of their legal authority to undertake the present Agreement and declare that:

DECLARE

- I. That (name of the entity) is a non-profit entity dedicated to meeting the performance objectives of general interest, within this scope, aims and is primarily intended to (describing the purpose of the entity).
- II. That (company) is a corporation that develops in Spain as framed activity within its corporate purpose the following: (corporate purpose).

CLAUSES

FIRST.DESIGNATION-

This agreement collaboration, and the objectives and activities that are planned to be developed is called

ANNEX III. MODEL OF COLLABORATION AGREEMENT

- (Name of the Project).

SECOND. OBJECT.-

The purpose of this partnership seeks collaboration (business) and (entity) to work together for (the purpose of the Entity).

This objective will be determined in the following activities:

- (List of Project Activities).

THIRD. DURATION.-

Both parties, by mutual agreement, based on the nature, character and circumstances of this Agreement, as well as optimal execution, agree that the initial term of the same will begin on (month day year) and end on (month day year), without prejudice to an extension to the end of it, is approved and wherever both parties agree.

Either party, at any time, may terminate this Agreement, in its first period of validity as in its extensions. This circumstance or otherwise will be set at one month in advance.

FORTH. PROJECT DESCRIPTION (NAME).-

The Project (Name) is specified in the following objectives:

Define Project Objectives (General and Specific)...

To achieve these objectives, it is planned to carry out the activities listed below:

(List of activities planned for the Project)

The execution of these activities will be reflected in a schedule of planned and taken that will be reflected in a report that (the entity) will deliver to (the company) before the day (date).

FIFTH. RIGHTS AND OBLIGATIONS OF THE INVOLVED PARTIES. -

In this clause, or in an annex to which it refers, must be clear the responsibilities of each party in the operational management of the project, the costs will be borne by each of the parties and the project evaluation.

In terms of contractual good faith, (the company) and the (entity), by signing this Agreement, expressly and irrevocably agrees to the enforcement of the following:

Examples of items that could be included under this heading:

- a) To maintain confidentiality in relation to the Agreement, which shall not be disclosed without the express prior written consent of the parties.*
- b) To respect and protect at any time the basic principles, standards and values (entity) and (business), which have been informed prior to the development and implementation of the Agreement by the entity.*
- c) To take whatever actions are necessary or appropriate to carry out the objectives of this Agreement and which are contained in the attached annex.*
- d) Being part of the Monitoring Committee that will be established under the framework of this partnership, whose function will be to ensure compliance with the objectives in this partnership.*

SIXTH. MONITORING COMMITTEE.-

For vigilance in compliance with this agreement it will be created a Monitoring Committee that shall consist of (number) of people (company), and (number) people (the entity). This Committee shall be convened (number) times a year.

SEVENTH. PRIVACY.-

Both parties shall comply with current regulations and legislation on data protection, and especially with the Organic Law 15/1999 on Protection of Personal Data, its implementing regulations and how much regulation is applicable at any time.

EIGHTH. APPLICABLE LAW AND COMPETENT JURISDICTION.-

For the only course of doubt or discrepancy arising in the interpretation and application of this document, the contracting parties, waiving their own jurisdiction if they will have it, submit to the Courts and Tribunals of (city), where they sign.

And, in proof of compliance with the foregoing, both Parties hereby signed in duplicate and on single effect, both this Agreement and the Annex document that accompanies an integral part thereof, at the place and date specified in its header.

By (the Entity)	By (the company)
Mr. / Ms.	Mr. / Ms.

ANNEX IV. MODEL OF PROJECT DESIGN AND CONTROL SHEET

Date		Project number		Estimated budget (€)	
Beneficiaries			Theme		
Collaborating entities					

Activities to develop in the project						
Phases	Activities to develop	Budget (€)	Budget executed (€)	Responsible	Estimated date of performance	Actual date of performance
Project's Measurement Indicators						
Indicator Description	Target level	Frequency monitoring	Result	Comments		
Incidents during the project implementation						
Incidents	Date incidence	Solution	Responsible of solution	Comments		

ANNEX V. QUESTIONNAIRE OF MISSION, VISION AND VALUES

MISSION					
Determines the essence of the company, the reason of its existence and defines its fields of action, as well as the value provided to customers. In this sense it must be specific to the company, should be unmistakably associated with our organization. It would be the answer to family and friends to questions like what the company do? What is special about this company? Why is it necessary?					
Assessment (1 Totally disagree and 5 Totally agree)	1	2	3	4	5
Drafting of the mission proposed					
SUGGESTIONS FOR IMPROVEMENT:					
VISION					
It describes synthetically which company you want for the future, it must be challenging, exciting and excite all stakeholders (staff, clients, partners, etc..) Must be POSSIBLE AND REALISTIC. It would be the answer you would give to the question of what would be the ideal company to work for?, at the same time the company you want as a customer, as a supplier, etc.,					
Assessment (1 Totalmente en desacuerdo y 5 Totalmente de acuerdo)	1	2	3	4	5
Drafting of the vision proposed					
SUGGESTIONS FOR IMPROVEMENT:					
VALUES					
They determine the way of being of the company, how it works in everything it does, how it behaves and definitely what makes the staff feeling connected to the company as an organization, to their colleagues, at the same time something that will make the company attractive to their customers, suppliers, etc.,...					
Assessment (1 Totally disagree and 5 Totally agree)	1	2	3	4	5
Drafting of values proposed					
SUGGESTIONS FOR IMPROVEMENT:					

ANNEX VII. CUSTOMER SATISFACTION SURVEY'S FORM

Customer(optional):		Date:	
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Please, asses the following questions from 1 to 5, being 1 Totally disagree, 2 Disagree, 3 Neither disagree, nor agree, 4 Agree and 5 Totally agree.

QUESTIONS	1	2	3	4	5
The facilities are appropriate					
The opening hours are adequate					
I am assisted properly and according to my needs					
My queries are solved in an acceptable period					
My complaints and / or claims are solved properly					
The quality of the offered product/service is good					
The staff which serve me are competent and qualified					
The received treatment is kind					

Please evaluate from 1 to 10 the importance of the following attributes of the service provided, being 1 irrelevant and 10 highest importance.	1	2	3	4	5	6	7	8	9	10
Treatment received										
Quickness in attention										
Resolution of doubts										
Professionalism										
Quality of the product/ service										
Other/s (please indicate it/them):										
Suggestions for Improvement:										

Thank you for your collaboration

ANNEX VIII. SURVEY'S FORM FOR MEASUREMENT OF PROVIDERS PERCEPTION

DATE	
SUPPLIER (optional)	
SERVICE/PRODUCT	

1 = Totally disagree, 2= Disagree, 3 =Neither disagree, nor agree, 4= Agree and 5=Totally Agree

ISSUES	1	2	3	4	5
The Purchase Order information is clear					
Attention given by the staff of the company is professional					
The relationship with our company is better than with other customers					
Conditions and payment deadlines are appropriate					
Payment is made in agreed time					

Global Assessment of the company (1 low satisfaction and 10 high satisfaction)	1	2	3	4	5	6	7	8	9	10
Please evaluate from 1 to 10 the importance of the following attributes for your organization:	1	2	3	4	5	6	7	8	9	10
Professionalism										
Clear information of the Order										
Compliance with payment deadlines										
Attention and treatment received										
Other/s (please indicate it/them):										
SUGGESTIONS FOR IMPROVEMENT										

Thank you for your collaboration

7. DEFINITIONS

SOCIAL PERFORMANCE: Set of actions carried out by the company contributing to improve the environment in which it operates. Social performance are not occasional actions. Some of the most common actions are: donations, sponsorship of social, cultural and sporting initiatives, promotion of employee volunteering, etc.

PARTNERSHIPS: Joint initiatives where each one contributes with resources, whether human, technical, financial, etc., and participates in decision making.

SOCIAL BENEFITS: Not remunerated benefits that organizations provide to their staff with the aim of improving their quality of life and their dependents.

VALUE CHAIN: It describes the process by which a company passes (horizontally) along the product's/ service's life cycle, from conception to customer's delivery, this way in each production step there's added value.

CERTIFICATION: Process by which a authorized organisation (public or private) assesses and recognizes that a product/service or organization has achieved the predetermined requirements or requests for a rule or standard.

WORK CLIMATE: Labour environment in a company. The quality of working life results in a good working environment, which influences logically satisfaction and staff productivity.

CODE OF CONDUCT: Document voluntarily written by the company which is a formal statement of the ethical principles of the company and its rules of engagement with stakeholders, which unilaterally agree to comply.

COMMUNITY: It is the immediate environment of the company, not only from a geographical point of view, but also from the proximity of the activity.

RESPONSIBLE CONSUMPTION: Act whereby a person is aware that behind every act of consumption performed it starts a complex machinery and this act of consumption may be favoring or aggravating certain inequalities..

STAKEHOLDERS: they are those groups that are directly or indirectly affected by the development of the company's business, and therefore they also have the ability to directly or indirectly affect the development of this one.

INDICATORS: Measures that summarize important situations of which it is interesting to know its evolution over time.

MISSION: reason of being of an organization.

VALUES: Set of principles, beliefs, ideals and statements that are part of the culture of a company. The values are the basis that guides the decisions within an organization.

VISION: it defines what the company intends to achieve in the future.

8. OTHER WEB RESOURCES

INTERNACIONAL

- **REAP Programme. United Nations Industrial Development Organization**

<http://www.unido.org/es/que-hacemos/creacion-de-capacidad-comercial/responsabilidad-social-empresarial-para-la-integracion-de-los-mercados/reap.html>

- **Greenbiz Net**

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

- **International Labor Organization ILO. Guide of Resources on CSR**

<http://www.ilo.org/public/spanish/support/lib/resource/subject/csr.htm>

- **Ashridge Center for Business and Society**

<http://www.ashridge.org.uk/website/content.nsf/wCON/Sustainability+Practice+Group+Homepage?opendocument>

- **CSR 360 Net Global Partner Network (BITC)**

<http://www.csr360gpn.org/>

EUROPEAN

- **European Commission. Enterprise and Industry**

http://ec.europa.eu/enterprise/policies/sustainable-business/documents/corporate-social-responsibility/toolkit/index_en.htm

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