

The European Alliance for CSR

Progress Review 2007

Making Europe a Pole of Excellence on CSR



Initiated and backed up by the European Commission



Coordinated by CSR Europe, BUSINESSEUROPE and UEAPME



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The European Alliance for CSR – Progress Review 2007

The European Alliance for CSR is an open partnership for enterprises to promote corporate social responsibility and integrate it into mainstream business practice. The Alliance was launched in 2006 as a joint initiative of the European Commission and the business community. So far, more than 260 companies and organisations have expressed their support to the Alliance (see full list on page 19).

This Progress Review covers a selection of activities supporting the objectives of the Alliance at the national, European and international level in 2007. The review has been compiled by **CSR Europe**, **BUSINESSEUROPE** and **UEAPME**, the three organisations chosen by the European Commission to coordinate and facilitate the Alliance.

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Alliance Partners



BUSINESSEUROPE, the Confederation of European Business, represents more than 20 million small, medium and large companies. Active in European affairs since 1958, BUSINESSEUROPE members are 39 central industrial and employers' federations from 33 countries, working together to achieve growth and competitiveness in Europe. **Read more at** www.businessseurope.eu or contact Natascha Waltke, n.waltke@businessseurope.eu.



CSR Europe is the leading European business network for corporate social responsibility with around 70 multinational corporations and 25 national partner organisations as members. CSR Europe is a platform for connecting companies to share best practice on CSR, innovating new projects between business and stakeholders, and shaping the modern day business and political agenda on sustainability and competitiveness. **Read more at** www.csreurope.org or contact Jan Noterdaeme (on behalf of The European C'homme'Pany for CSR Europe), jn@csreurope.org.



UEAPME is the employers' organisation representing the interests of European crafts, trades and SMEs at EU level. UEAPME incorporates 85 member organisations consisting of national cross-sectorial SME federations, European branch federations and other associate members. UEAPME represents more than 12 million enterprises, which employ around 50 million people across Europe. **Read more at** www.ueapme.com or contact Luc Hendrickx, l.hendrickx@ueapme.com.

The European Alliance for CSR in a Nutshell

The European Alliance for CSR is an open partnership for enterprises to promote corporate social responsibility and integrate it into mainstream business practice.

New Political Approach to CSR

On 22 March 2006, the European Commission published a **new communication on CSR**, titled “Implementing the Partnership for Growth and Jobs: Make Europe a Pole of Excellence on CSR”. In this communication, the Commission stressed the potential of corporate social responsibility to contribute to the European Strategy for Growth and Jobs. At the same time, the Commission announced its backing for the European Alliance for CSR.

The Alliance marks a **new political approach on CSR**, based on a double commitment. On the one hand, the European Commission will strengthen a business friendly environment. On the other hand, and through a voluntary approach, enterprises will further focus their efforts to innovate their CSR strategies and initiatives, in cooperation and dialogue with their stakeholders.



Priority Areas for Action

The Alliance serves as a political umbrella for mobilising the resources of large and small European companies and their stakeholders in and around **ten priority areas**:

- Fostering **innovation and entrepreneurship**
- Helping **SMEs** to flourish and grow
- **Integrating** CSR in business operations
- Developing skills for **employability**
- Promoting **diversity** and **equal opportunities**
- Improving **working conditions**, also in the **supply chain**
- Innovating in the **environment** field
- Enhancing **stakeholder** dialogue and engagement
- Improving **transparency and communication**
- Operating responsibly **outside the EU**

Practically, the Alliance aims to help cast a light on innovative CSR practices and stimulate new ones, further ease private initiatives in the area of CSR, enable networking and the exchange of experiences and knowledge, support capacity building, and encourage the development of joint projects between companies and their stakeholders.

Alliance Progress in 2007

In 2007, companies and organisations across Europe continued to bring the Alliance to life through various activities and channels. This Progress Review covers five ways in which companies and organisations have brought the Alliance to life in 2007: 1) Raising **awareness** and exchanging **good practice** on CSR, 2) Engaging in **CSR Laboratories**, 3) Engaging with **universities and business schools** to promote **research and education** on CSR, 4) Participating in **High Level Meetings** with business leaders and European Commissioners, and 5) Engaging with **stakeholders**.

1. Raising Awareness and Exchanging Good Practice on CSR

The exchange of best practices among the business community and between business and their stakeholders, such as policy makers, consumers, investors, trade unions, NGOs and investors, is an important facet in furthering understanding and innovation on CSR. In 2007, the Alliance partners have contributed to this objective in various ways.

Sharing and Co-Building CSR Solutions at the European MarketPlace on CSR

The European MarketPlace on CSR, hosted by CSR Europe, is an innovative forum for **sharing solutions to business challenges** in an informal, exchange-driven and creative environment. The third European MarketPlace on CSR took place in Brussels on 29 November 2007. A record number of 650 participants from companies, NGOs, national governments, media and the European Institutions attended the event.



More than **90 CSR practitioners** presented their **companies' solutions to CSR challenges** at the MarketPlace. The third MarketPlace saw an increase in the number of solutions related to **mainstreaming CSR** and **equal opportunities** – an encouraging development, as these two areas were identified as needing further company investment in CSR Europe's "European Cartography on CSR" published in 2006. The event also featured a record number of solutions from companies in **Central and Eastern Europe**.

Alliance Facts & Figures

650 business and stakeholder participants, including delegations from Japan, China and the US:
www.csreurope.org/marketplace

The MarketPlace also allowed participants to gain insight into **16 CSR Laboratories** launched under the umbrella of the Alliance. The Laboratories were presented at **information stands** and in interactive **co-building sessions**, which invited participants to provide input into the work of the Laboratories and to contribute further even beyond the event itself.

At the opening session of the MarketPlace, **European Commissioners** Günter Verheugen and Vladimir Spidla stressed the **important role that companies' CSR initiatives play** for the success of the European Strategy for Jobs and Growth. The Commissioners also called for closer cooperation between all actors in society, a goal that the Alliance has set out to pursue.

New Alliance Website and CSR Solutions Online

In November 2007, CSR Europe launched its new website, featuring a **section on the Alliance** (www.csreurope.org/alliance) and a **CSR solutions database** (www.csreurope.org/solutions). This unique collection of over 600 company solutions to CSR challenges, collected for CSR Europe's MarketPlace events in 2005–2007, was made available to the public as part of CSR Europe's contribution to the Alliance. The new website is attracting great interest from companies, stakeholders and the general public. Since the launch, the number of visitors on CSR Europe's website has doubled.

Alliance Facts & Figures

600 company solutions to CSR challenges, 140 business networking initiatives, 3000 CSR news articles online:
www.csreurope.org

Mainstreaming CSR Across Europe – CSR Europe’s National Partner Network

CSR Europe’s national partner organisations, forming a network of 25 individual and independent CSR organisations from 22 European countries, have actively engaged in the Alliance through a number of activities organised during the last year. The contribution of the national partner network has been fundamental for the success of the Alliance.



Alliance Facts & Figures

25 national partner organisations reaching out to 2000 companies across Europe:

www.csreurope.org

In 2007, great emphasis has been put in the exchange and dissemination of CSR best practices. Several national partners have organised national CSR **MarketPlaces**, **workshops**, CSR **awards** and online **databases**. CSR Europe’s national partners currently facilitate 8 Laboratories and co-facilitate 5 Laboratories. In addition, members of the national partner network have created tools such as **guides**, **toolkits** and **training modules**, thus contributing to the capacity-building on CSR. For examples on national partners’ initiatives, see the Compendium on page 23.

CSR in SMEs: Compendium of Good Practices of Diversity Initiatives



On the occasion of the closing ceremony of the **European Year of Equal Opportunities for All** in Lisbon on 19 November 2007, **UEAPME** unveiled a 60-page compendium collecting about **50 good practices** carried out by its members and individual small businesses all over Europe. The report clearly shows that crafts and SMEs are taking **effective actions in the field of diversity** and in the fight against all forms of discrimination, be it on gender, age, ethnicity, religion, disability or sexual orientation.

The vast majority of the actions covered took place at **regional or local level** and dealt with the topic of diversity in a broad sense and by tackling multiple discriminations. The results also showed that UEAPME members, while carrying out many activities by themselves, also use every possible form of **cooperation**, be it with other employers’ organisations, trade unions and public authorities or by taking part in wider national campaigns or initiatives. Download the [compendium \(PDF\)](#) on UEAPME’s website at www.ueapme.com.

Alliance Facts & Figures

50 good practices of diversity in SMEs:

www.ueapme.com

CSR in SMEs: Tools for Responsible Entrepreneurship

Alliance Facts & Figures

CSR handbook in 10 languages and 40 local seminars with SMEs in 8 European countries:

www.csr-for-smes.eu

UEAPME is also developing, through a project granted by the European Commission’s DG Enterprise, **tools and activities** in order to support intermediary business organisations to help improve the competitiveness of their member SMEs through actions of **responsible entrepreneurship**. In particular there will be a **handbook** adopted in 10 languages, a VET curriculum and more than 40 local seminars with SMEs in eight countries (Bulgaria, Czech Republic, France, Germany, Italy, Lithuania, Portugal, Romania). The training

sessions will improve the partners' capacities on responsible entrepreneurship. The **final conference in July 2008** will summarise the project process and its results. Read more at www.csr-for-smes.eu.

BUSINESSEUROPE's and Members Activities: Strong Focus on Awareness-Raising and Capacity Building

BUSINESSEUROPE, its member federations and corporate members have further developed and diversified their CSR activities.

BUSINESSEUROPE regularly holds **meetings with CSR experts and companies** to discuss CSR trends, developments and challenges. It has also created a dedicated **CSR section on its website** which provides information on the European Alliance for CSR and related activities.

BUSINESSEUROPE is currently leading a **Laboratory** on "Fostering Entrepreneurial Mindset and Promoting Entrepreneurship Education" within the framework of the CSR Alliance. The Laboratory aims at addressing the lack of entrepreneurial attitude and skills amongst young people in Europe. It has produced a **compendium of good practice** involving businesses and/or business organisations in the field of entrepreneurship education and is currently identifying and matching business volunteers with the educational programme provider organisations JA-YE Europe and JADE.

BUSINESSEUROPE's **member federations** further developed their CSR activities in 2007 across a wide spectrum of topics, involving companies and stakeholders. A strong focus has been placed on awareness-raising and capacity-building activities. Due to the high number and wide variety of activities, only a few examples can be highlighted in this review. Examples of member federations' activities are provided in the Compendium (page 23).

Alliance Facts & Figures

BUSINESSEUROPE and its 39 member federations in 33 countries:

www.businessseurope.eu

2. Engaging in CSR Laboratories – The Power of Collaboration

At the heart of the Alliance are the CSR Laboratories, **business-driven and action-oriented projects** which aim to address CSR challenges in and around the priority areas of the Alliance. The objective of the CSR Laboratories is to bring together business practitioners, stakeholders and representatives of the European Union to share experience and explore joint operational projects. Since the beginning of 2007, **20 Laboratories** have been set up under the umbrella of the Alliance. Together, they involve around **200 businesses and stakeholder organisations**. More information about all Laboratories is available www.csreurope.org/pages/en/laboratories.html.

20 CSR Laboratories launched in 2007

- Sustainable business at the **base of the pyramid**
- Business involvement to enhance **social inclusion** at a local level
- **Financial inclusion**: sustainable services for underserved potential customers
- R&D **innovation networks** with universities and SMEs
- Stimulating an entrepreneurial mindset and **promoting entrepreneurship** education
- Responsible **supply chain** management
- Recruitment and ethical management of **foreign workers**
- European Alliance on skills for **employability**
- Enhancing **science teaching** in schools
- **Demographic change**
- Skills for employability enhanced through employee **community engagement**
- Mainstreaming **diversity** in the company
- **Equality** between women and men
- Employment of people with **disabilities**
- **Wellbeing** in the workplace
- **Eco-efficiency**
- **Environment and the financial sector**
- Proactive **stakeholder engagement**
- Sectoral **CSR reporting**
- CR and market valuation of financial and **non-financial performance**

Sustainable Business at the Base of the Pyramid

This Laboratory defines ‘**Base of the Pyramid**’ (BOP) approaches as business activities that produce **social results in emerging markets** that can involve ‘re-engineering’ of existing business models. It looks specifically at enhancing synergies between the **public and the private sectors**, with the objective of accelerating the creation of such initiatives. To this end, the Lab will provide concrete recommendations for EU policy engagement contained in a working paper. The Laboratory is led by Danone, facilitated by CSR Europe and IMS with participants from Orange-France Telecom, Microsoft, Nestle, Procter & Gamble, Suez, British Telecom, Novartis, Unilever and Vodafone. [Read more online](#).



Business Involvement to Enhance Social Inclusion at a Local Level

This Laboratory, led by the **European Savings Bank Group (ESBG)**, aims to define core principles that businesses should adhere to when developing programmes seeking to **empower socially and financially excluded people**, in partnership with stakeholders at local level. It specifically focuses on

schemes supportive of social entrepreneurship or facilitating the expansion of **access to finance/financial services**, including through microfinance activities. Based on the analysis of social inclusion programmes developed by European savings banks, common features have been identified and are now being discussed with stakeholders (social NGOs, microfinance networks, regional social and economic development agencies etc) and will be enriched with their experience. The deliverable will take the form of a report highlighting the key success factors/lessons learnt for business involvement in local social projects. [Read more online.](#)

Financial Inclusion: Sustainable Services for Underserved Potential Customers

Underserved potential customers including migrant and temporary workers, low-income families and micro and social enterprises represent an opportunity for improvement of **financial inclusion in the banking sector**. By engaging with relevant stakeholders, this Laboratory develops frameworks consisting of shared values and knowledge that will increase the economic inclusion of those identified as excluded. The Laboratory is led by Associazione Bancaria Italiana (ABI) and facilitated by Sodalitas. [Read more online.](#)



R&D Innovation Networks with Universities and SMEs

Successful application of the concept of ‘**open innovation**’ paradigm, which aims to expand the impact of the knowledge economy through cooperation and exchange of knowledge, is the purpose of this Laboratory. The Laboratory is developing a model based on tools designed to enhance the **effectiveness of innovation networks**. The Laboratory is led by STMicroelectronics and Confindustria, facilitated by Sodalitas with participation from Bracco, Edison, Enel, Indesit Company, Pirelli and Telecom Italia. [Read more online.](#)

Stimulating an Entrepreneurial Mindset and Promoting Entrepreneurship Education

This Laboratory, led by **BUSINESSEUROPE**, addresses the Alliance priority areas of “fostering **innovation and entrepreneurship**” and “cultivating a more favourable attitude towards entrepreneurship”. Read more on page 8.

Responsible Supply Chain Management



This Laboratory brings together companies and stakeholders to review current practice and help companies and suppliers to mature supply chain management initiatives, beyond a mere audit and control approach. Through exchanging best practice, it aims at creating a better understanding of spheres of influence and levels of responsibility regarding the implementation of social and environmental standards. It also explores how to enable suppliers to enhance CSR practices to become capacity builders for their suppliers, thus generating a wider supplier understanding and ownership of CSR. Participants, along with key stakeholders and institutions, will develop a **European Portal for Responsible Supply Chain Management** to ensure access by a wide audience to **key international standards** and principles related to supply chain management and **training material** developed in the Laboratory. This Laboratory is led by Titan, Volkswagen and HP and facilitated by CSR Europe, Business Social

Compliance Initiative (BSCI) and the Hellenic Network for CSR with participants from L’Oreal, BASF, Bouygues, Bayer, Epson, Intertek, Metro, Sony, Suez, Solidar, Danish Commerce and Companies Agency, the European Commission (DG Enterprise), Dutch Ministry of Economic Affairs, Business & Society Belgium and ORSE. [Read more online.](#)

Recruitment and Ethical Management of Foreign Workers

Foreign workers are one resource available to fill the gap between the demand for, and actual supply of, workers who have the necessary skill set required by destination countries. By developing ways to overcome **cultural, linguistic and bureaucratic obstacles**, this Laboratory is identifying the means to meet economic demands and contribute to the economic challenges that characterise the destination countries. The main outcome of the Laboratory will be **guidelines addressing the issue of workers’ immigration** according to a multi-stakeholder approach. The Laboratory is led by Obiettivo Lavoro and facilitated by Impronta Etica with participants from CMB Carpi, Coop Adriatica, Coop Ansaloni, De Cecco, Furla, Manutencoop, Torno Spa, ZML Industries. [Read more online.](#)

European Alliance on Skills for Employability

Building the **foundations of employability** through the development of IT, technical and other employability-related skills, curriculum, support to job placement and mentoring is the main focus of this Laboratory. Through **partnerships** between businesses and with national and local governments, the Laboratory will achieve enhancement of opportunities as well as **improved social inclusion** of the people who are deemed ‘at-risk’. The partnership is based on a specific “value chain” approach in which each partner experiments and brings its core competencies, expertise and programmes. The Laboratory is led by Microsoft, State Street, Randstad and Cisco and facilitated by CSR Europe and Econet, with participation from Exin, CompTIA, European Computer Driving Licence Foundation and FIT. [Read more online.](#)



Enhancing Science Teaching in Schools

The Laboratory focuses on the expertise and resources of companies to **support science teaching** in schools, drawing on current programmes and resources already available from companies. It **promotes collaboration** across the many companies who are already active in this area, to increase the value of current contributions and their accessibility to schools. The Laboratory is led by IBM and facilitated by CSR Europe with participants from Volkswagen, Solvay, BASF, Solvay, Cargill, Volvo, Johnson & Johnson, European SchoolsNet, AEDE and European Commission DG Education and Culture. [Read more online.](#)



Demographic Change

The Laboratory on **demographic change** facilitates discussion on the tasks that face the European companies as part of a joint process looking at the **specific challenges** facing the regions and the individual companies and the **approaches** being taken, as well as the crucial **political and social strategies**. The Laboratory focuses on different dialogue formats to exchange views with stakeholders and to jointly develop solutions for successfully tackling the challenges. The Laboratory

is led by BASF, Evonik and SAP, facilitated by econsense with participants from BMW, ThyssenKrupp Steel, Metro, Salzgitter, Volkswagen. [Read more online.](#)

Skills for Employability Enhanced through Employee Community Engagement

This Laboratory explores the value of **employee volunteerism** through case study analysis and to demonstrate the value of employee community involvement in terms of improving and developing **employability skills and competencies**, as well as enhancing **diversity and social cohesion**. The Laboratory is led by Citi, KPMG and Freshfields Bruckhaus Deringer, and facilitated by Business in the Community and Engage, with participants from Allen & Overy, DLA Piper, IBM and stakeholder representatives from CEV, Sodalitas (Italy), UPJ (Germany), Hestia (Czech Republic), Center for Corporate Citizenship at the Catholic University Eichstätt-Ingolstadt and European Commission DG Employment. [Read more online.](#)

Mainstreaming Diversity in the Company



This Laboratory focuses on the exchange of **best practice and resources** among companies with regard to various aspects of **diversity** (gender, ethnic minorities, disability, age, etc.). With the ultimate objective of moving towards **inclusion**, the project looks into the mainstreaming experiences throughout different countries. It is structured on the basis of **management processes** across different diversity topics. A key outcome will be the creation of guidelines – one set will be aimed at

increasing the awareness of the importance of inclusion with CEOs; the other guidelines will contain practical tools for HR managers, facilitating efficacious implementation. The Laboratory is led by L'Oréal with facilitation from IMS and CSR Europe and participation from Danone, Total, Sodexo Alliance, Nissan, Starbucks Coffee, Sony Europe, Randstad, BT, Adecco, Novo Nordisk, and Canon. [Read more online.](#)

Wellbeing in the Workplace

Absenteeism, staff turnover, productivity and staff satisfaction are wellbeing-related concerns that many businesses struggle to overcome. This Laboratory aims to **identify the key areas** related to wellbeing issues in the workplace as well as **mainstream and coordinate policy initiatives** through discussions of best practices and development of associated tools. The Laboratory is led by Johnson & Johnson with facilitation by CSR Europe and participants from Janssen Pharmaceutica, Unilever, Epson, BT, Vattenfall, EDF - Gas de France, IBM, Bouygues, Solvay, Accor, Suez, BASF, and Schneider Electric. [Read more online.](#)



Equality Between Women and Men

Through the medium of surveys and exchange of experiences, this Laboratory is developing practical **recommendations and tools** to aid businesses in achieving a **greater level of equality** within the workplace. The Laboratory is led by IBM and facilitated by Sodalitas. [Read more online.](#)

Eco-Efficiency

The objective of this Laboratory is to **raise awareness**, improve **energy-efficiency**, disseminate an **eco-efficient culture**, share ideas, and produce **practical advice**. The main emphasis is on transferring best practices from large multinationals to **small and medium sized companies**. The Laboratory is led by STMicroelectronics with facilitation by Sodalitas and participation from ABB, Bracco, Coca Cola HBC, Edison, Indesit Company, Telecom Italia. [Read more online.](#)

Environment and the Financial Sector

The activities of financial service companies have typically been considered to have a low direct environmental impact. However, **financial institutions** can and do have serious **indirect impact on the environment** through their credit and investment policies, industrial portfolio engagement and asset management. They are also key in ensuring an environmentally friendly industrial sector through their financing of projects and companies. In order to address this issue, Cajasol and Bancaja established a Laboratory (supported by 13 other Spanish banks) to improve the environmental culture in the sector. Through disbursement of a **sector specific questionnaire and follow-up meetings**, the Laboratory was able to gather **best practice examples** that will guide Spanish banks in managing their direct (operational) and indirect (financial) environmental impacts. [Read more online.](#)

Proactive Stakeholder Engagement



This Laboratory aims to increase the understanding of various **innovative approaches towards stakeholder engagement**. The Laboratory is mapping out proactive ways in which companies can engage with stakeholders (e.g. government(s) at various levels, NGOs, employees and trade unions) and exploring opportunities for joint action. The Laboratory is led by Total and Suez and facilitated by ORSE and CSR Europe with participation from a broad range of stakeholder groups. [Read more online.](#)

Sectoral CSR reporting

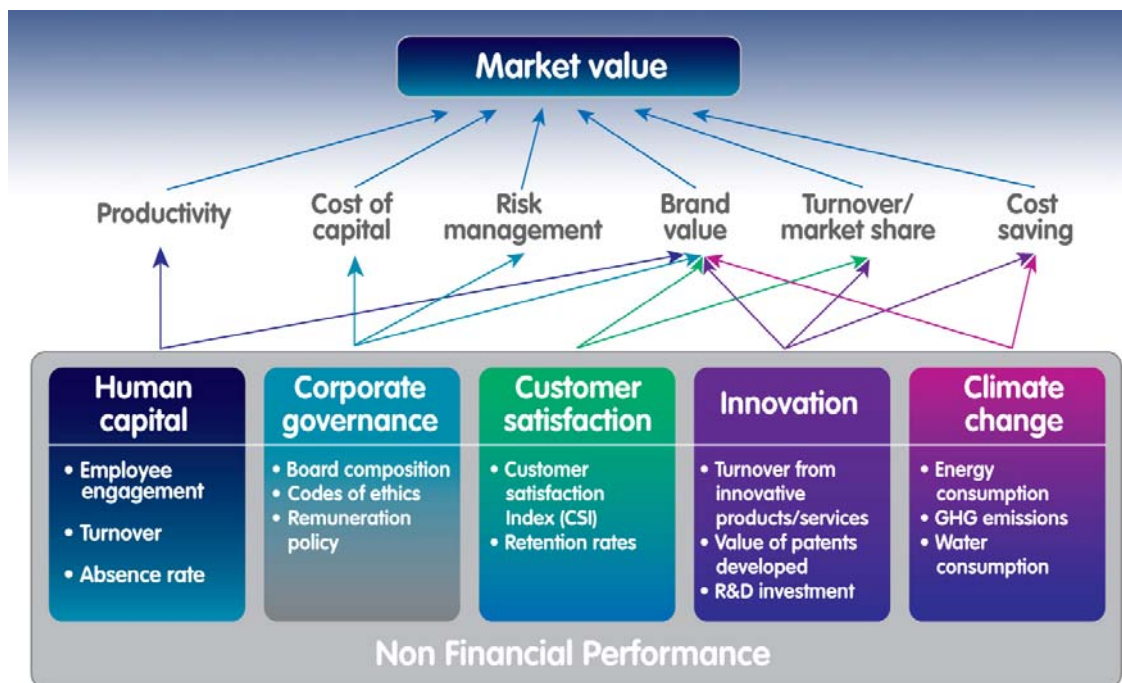
The commitment of Spain's Savings Banks to **transparency and communication** with their stakeholder groups has given rise to the establishment of this CSR Laboratory led by Caja Madrid and Caja Granada, involving all twenty three institutions of the Confederation of Spanish Savings banks. Through means of face-to-face meetings with stakeholders and disbursement of a sectoral CSR report questionnaire, the Laboratory has produced standardised information for the sector across a number of **CSR indicators**, allowing for comparisons to be made among the various Savings Banks and over time.

Corporate Responsibility and Market Valuation of Financial and Non-Financial Performance (NFP)

The objective of this Laboratory is to produce a declaration of **principles and recommendations** that will provide clear guidance on how to improve **communications between companies and investors** around meaningful indicators of value created through non-financial performance. In order to achieve this,



the Laboratory is working in partnership with EABIS and the academic community to conduct a literature review, to engage directly in conversations with CEOs and investors, and to develop a framework capturing **critical areas and metrics of non-financial performance** that are of importance to both companies and investors, whilst also considering strategies for managing and communicating performance in these critical areas and the link with financial performance. Throughout this process, the Laboratory intends to liaise directly with reference initiatives such as the European Federation of Financial Analysts (EFFAS) and the PRI (amongst others). This Laboratory is led by Lloyds TSB and Telecom Italia in partnership with CSR Europe, the European Academy of Business in Society (EABIS), Cranfield University and Sodalitas, with the financial support of EABIS Founding Partners IBM, Microsoft, Johnson & Johnson, Shell and Unilever. [Read more online.](#)



3. Promoting Multidisciplinary Research and Education on CSR

An important contribution to Europe's future competitiveness and sustainability depends on education taking a leading role in the CSR agenda. Since the last Alliance Progress Review, Alliance supporters have actively engaged in initiatives of the **European Academy of Business in Society (EABIS)** (www.eabis.org) aiming to help define key priorities for corporate responsibility as relates to **management research and education**. The CSR Laboratory on Non-Financial Performance (see page 13) is a perfect example – the only one to integrate academic research in its core model.

CSR Research

At EABIS' **Annual Colloquium** (Barcelona), supported by DG Research, senior executives from IBM, Shell, Epson and Repsol debated vital research questions with academic leaders on global governance and the changing role of business. Johnson & Johnson sponsored a major **Education & Training Exchange** on best international practice in CR-focused executive development. Business insight also contributed strongly to a special issue of the **Corporate Governance Journal** on CR and Strategic Management.

Also in 2007, the EU-funded EABIS **RESPONSE Project** released its findings, supported by C-level executives from Microsoft and Unilever. Since 2004, twenty multinationals have made invaluable contributions to the world's largest research initiative on CR, Societal Expectations and Strategic Stakeholder Management. For a summary of the main insights of the research and their implications for action, see the Annex (page 23) or read more at www.eabis.org/research/societalexpectations.

Educational Initiatives

Finally, EABIS' Founding Corporate Partners – IBM, Johnson & Johnson, Microsoft, Shell and Unilever – continued to fund two major educational initiatives: the **Curriculum Development for Mainstreaming CSR Project**, in which companies and business schools jointly produce new teaching materials for core management disciplines, and the **EABIS-EFMD Survey & Directory**. The resulting "state of the art" mapping of CR research, education and initiatives from over 150 Business Schools and Universities worldwide will be profiled on a new website – the "Business in Society Gateway" – to launch in early 2008.

Alliance Facts & Figures

150 business schools
and universities on a CR
research & education
website: www.eabis.org

The Alliance has also gained new support from the **Globally Responsible Leadership Initiative (GRLI)**, a global network founded by the **European Foundation for Management Development (EFMD)** with the support of the United Nations Global Compact. The GRLI's gateway of actions has three streams: advocacy, execution of new learning practices, and concept and knowledge development. The GRLI has issued four **publications** on responsible leadership and is developing a **practical guide** on "Whole Person Learning". A piloting **executive/management development programme** is being run in one of the large partner companies, and an **action learning programme** on the Company of Tomorrow is being launched. Regarding conceptual and knowledge development, the themes currently in focus are "The corporation of the future", "Reframing the purpose of management education", and "Managing cultural change in large organisations". The GRLI also participated in the stakeholder panel at the European MarketPlace on CSR (see page 6).

4. High Level Meetings with Business Leaders and European Commissioners

Once a year, **CEOs of companies** supporting the Alliance meet with Günter Verheugen, Vice President of the European Commission, and Vladimir Spidla, European Commissioner for Employment, Social Affairs and Equal Opportunities. The aim of these High Level Meetings is to **review progress** of the Alliance activities and to **discuss strategic priorities** that will impact business future, sustainable growth and competitiveness.

First High Level Meeting, 7 February 2007

The first High Level Meeting of the Alliance was held on **7 February 2007** in Brussels. The meeting provided a platform for business leaders to discuss with the European Commissioners how they can, through CSR activities, **contribute to complementary public and private sector objectives** in areas such as employability and skills development; job creation and inclusive labour markets; carbon reduction and renewable energies; and human rights and poverty alleviation.



The meeting showed that enterprises increasingly see CSR as an **integral part of their business strategy** and that this trend is accelerating. Many CEOs mentioned that by contributing to value creation for stakeholders inside and outside the enterprise, CSR also helps to deliver sustainable value for shareholders. Indeed, the **investment community** was mentioned to be in an important strategic position to reward and incentivise responsible business behaviour. The role of enterprises in **making globalisation more inclusive** was also stressed.

Many of the CEOs mentioned that CSR needed to be considered not just in its European context, but also in a **wider global context**. In particular it was said that the so-called '**bottom-of-the-pyramid**' strategies adopted by some enterprises could contribute to poverty reduction and the achievement of the Millennium Development Goals.

The meeting also stressed the importance of **education for CSR**. Besides business schools and universities, it was said that progress is required in other types of education, including in university degree courses on technical and scientific subjects.

Alliance Facts & Figures

High Level Meetings and other Alliance events:

www.csreurope.org/alliance

Many speakers also made the point that what **SMEs** do in terms of CSR, especially in contributing to **socio-economic development at local and regional level**, needed to be better recognised.

Finally, participants stressed the need for **better and more transparent communication** to improve understanding in the media and the public at large of what enterprises bring to society.

5. Engaging with Stakeholders

Proactive dialogue and engagement with stakeholders and closer cooperation between all actors in society are among the goals the Alliance has set out to pursue.

CSR Laboratories Engaging with Stakeholders

Stakeholder engagement is an important element in all CSR Laboratories launched under the umbrella of the Alliance (see chapter 2). So far, more than **40 stakeholder representatives** from governments, the civil society, academia, investors and international organisations have participated in the work of the Laboratories. Contacts have also been established with the European Trade Union Confederation (ETUC) to explore further scope for cooperation with trade unions.

In addition, one of the Laboratories (“**Proactive Stakeholder Engagement**”, see page 11) focuses specifically on exploring innovative approaches towards stakeholder engagement.

Stakeholders at the European MarketPlace on CSR

Around **150 stakeholder representatives** attended the European MarketPlace on CSR, hosted by CSR Europe in November 2007. CSR Europe also invited an **international stakeholder panel** of 12 participants from academia, NGOs, press, public sector and consumer organisations and to present awards for the most outstanding CSR solutions and Laboratories presented at the event. In his closing remarks at the MarketPlace, Mr David Grayson, Chair of stakeholder panel for CSR Laboratories, presented the following recommendations to further improve the Laboratories’ potential to contribute to business culture and performance and stakeholder engagement:



- **Engage with more stakeholders** now that the Laboratories have clearly defined the work programmes they are going to develop
- **Exploit synergies** among the different Laboratories, by working and building the synergies with some of the organisations involved through CSR Europe and the Alliance
- **Reach out to new EU member states** in Central and Eastern Europe
- **Consider the impact of the Laboratory and its deliverables** by looking beyond the Laboratories’ specific deliverables (toolkits, reports, etc) and considering more broadly the impact they can have in the next phase
- **Develop communication** in addition to developing research and knowledge

The stakeholder panel chose the following **four Laboratories** as the most outstanding among the 16 Laboratories presented at the MarketPlace:

- Proactive Stakeholder Engagement
- Sustainable Supply Chain Management
- CR and Market Valuation of Financial and Non-Financial Performance
- European Alliance on Skills for Employability

Research Activities Involving Stakeholders

Research activities contributing to the Alliance goal of promoting multidisciplinary research and education on CSR regularly involve a variety of stakeholders. For example, between 2004 and 2007, Project RESPONSE coordinated by EABIS engaged nearly 1500 representatives from about 200 institutions, of which 20 were multinational corporations and 180 were stakeholder organisations.

Alliance Facts & Figures

20 multinationals and 180 stakeholders engaged in Project RESPONSE:

www.eabis.org/research/societalexpectations

Stakeholder Dialogue at National Level

In 2007, CSR organisations across Europe have contributed through various activities to the multi-stakeholder dialogue dimension of the Alliance. Within CSR Europe's national partner network, the main activities in this area were seminars, conferences, and working groups involving civil society, government and business representatives. For more information, see the Compendium on page 23.



The following companies have expressed their support to the Alliance:

ABB	Camst	d'Epargne	Pireus Bank
Adelco S.A.	Cargill	Groupe Casino	Poste Italiane
Air France-KLM	Chimar Hellas S.A.	Groupe Danone	PWC Business Solutions
Akritas S.A.	Citi	Groupe La Poste	Hellas S.A.
Alares	CMB	Gruppo Falck	Rabobank Nederland
Alpro	Coca Cola HBC	HeidelbergCement AG	RAG AG
Amgen	Conad	Hellenic Fabrics SA	Randstad
Arcelor S.A.	Concretio	Hera S.p.A.	Rautaruukki Corporation
Argon Sette	Coop Adriatica	Holcim (Italia) S.p.A.	Rede Eléctrica Nacional SA
Atlantis Consulting S.A.	Coop Ansaloni	HP	Repsol YPF
Autogrill	Coop Consumatori	Hydro	Robert Bosch GmbH
Aviva plc.	NordEst	Ibercaja	RWE AG
Axel Springer AG	Cosmote S.A.	IBM	SAP
Badacsonyi and Kiraly Ltd	DaimlerChrysler AG	Indesit Company	S&B Industrial Minerals S.A.
Banca Monte dei Paschi di Siena	Dar Holding NV	Infote	Scs Azioninova S.p.A.
Bancaja	Degussa AG	Intel	Semco AS
Banco Santander Central Hispano	Deutsche Bahn AG	Interbeton S.A.	Shell Hellas S.A.
Banque et Caisse	Deutsche Bank AG	International Personal Finance	Skretting Norway
d'Epargne de l'Etat	Deutsche Telekom AG	Intracom S.A.	Sodexo
BASF AG	DHL	Intralot S.A.	Solvay
Bausparkasse Schwäbisch Hall AG	Dimiourgiki SA	Invexico	Sony
Bayer AG	Dow Europe GmbH	IONIA S.A.	STMicroelectronics
BBVA	DNB Nor	Janssen Pharmaceutica	Storebrand ASA
Betapharm Arzneimittel GmbH	Edison	Johnson & Johnson	Suez
Bettina S.A.	EFT Hellas A.E.	KarstadtQuelle AG	Symantec
BMW AG	Eko Elda S.A.	Kesko Corporation	Tapiola Group
BNP Paribas	Elbisco S.A.	KPMG	Telecom Italia
BP	Elcoteq SE	Kremalis-Law Firm	Telefónica S.A.
Bracco	El Monte	Kutxa	The Cotton Group (B&C)
British American Tobacco	Elefsis Shipbuilding & Industrial Enterprises S.A.	La Caixa	ThyssenKrupp AG
Bosch Siemens Hausgeräte GmbH	Enel	Lloyds TSB	Titan S.A.
BT	ENI	Manutencoop	Tommy Hilfiger
Caixa Catalunya	Epson Europe B.V.	Marketing University ICT	Total
Caixa Galicia	Esprit Europe GmbH	Metro Group	Toyota Motor Europe
Caja de Ahorros del Mediterráneo	Erste Bank Austria	Metso Corporation	TUI AG
Caja Castilla La Mancha	Eurobank EFG	Microsoft	Unilever PLC
Caja España	ExxonMobil	Mytilineos Holdings SA	Unión Fenosa S.A.
Caja Extremadura	Ford-Werke GmbH	Nestlé	Valio Ltd
Caja Granada	France Telecom	Nokia	Vetco Aibel AS
Caja Madrid	Freshfields Bruckhaus	Nordiconad	Vivartia S.A.
Caja Navarra	Deringer	Obiettivo Lavoro	Wärtsilä Corporation
Caja San Fernando	Gildhouse AB	OMV AG	Volkswagen AG
	Gjensidige	Oracle Hellas AEE	
	Granarolo	OTP Bank plc	
	Groupe Caisse	Pfizer Ltd	
	d'Epargne/Fédération	Piacenza 74	
	Nationale des Caisses	Pirelli	









The following organisations have expressed their support to the Alliance:



Europe	CSR EUROPE BUSINESSEUROPE UEAPME Eurochambres Eurocommerce European Academy of Business in Society (EABIS) European Confederation of Public Enterprises (CEEP) European Foundation for Management Development (EFMD) European Round Table of Industrialists European Savings Banks Group (ESBG) Foreign Trade Association/Business for Social Compliance Initiative (FTA/BSCI) Globally Responsible Leadership Initiative (GRLI) PostEurope
Austria	RespACT Industriellenvereinigung (I.V).
Belgium	Business & Society Belgium Fédération des Entreprises de Belgique – Verbond van Belgische Ondernemingen
Bulgaria	Bulgarian Industrial Association
Croatia	Croatian Employers' Association (HUP)
Cyprus	Employers & Industrialists Federation Cyprus (OEB)
Czech Republic	Czech Business Leaders Forum Confederation of Industry of the Czech Republic (SPCR)
Denmark	Confederation of Danish Industries (DI) Confederation of Danish Employers (DA)
Estonia	Estonian Employers' Confederation (ETTK)
Finland	Finnish Business & Society Confederation of Finnish Industries (EK)
France	IMS - Entreprendre pour la Cité Observatoire sur la Responsabilité Sociétale des Entreprises (ORSE) Mouvement des Entreprises de France (MEDEF)
Germany	Econsense Verband der Chemischen Industrie Bundesverband der Deutschen Industrie e.V. (BDI) Bundesvereinigung der Deutschen Arbeitgeberverbände e.V. (BDA) Bundesinitiative "Unternehmen: Partner der Jugend" (UPJ) e.V.
Greece	Association of Hellenic Plastics Industries Hellenic Network for CSR Federation of Greek Industries (SEV)
Hungary	Hungarian Association for Environmentally Aware Management (KÖVET) Confederation of Hungarian Employers and Industrialists (MGYOSZ)
Iceland	Federation of Icelandic Industries (SI) Confederation of Icelandic Employers (SA)
Ireland	Business in the Community Ireland Irish Business and Employers Confederation (IBEC)





Italy	Sodalitas Impronta Etica Italian Banking Association (ABI – Associazione Bancaria Italiana) Confederazione Generale dell’ Industria Italiana – CONFINDUSTRIA
Latvia	Employers’ Confederation of Latvia (LDDK)
Lithuania	Lithuanian Confederation of Industrialists (LPK)
Luxembourg	IMS Luxembourg Fédération des Industriels Luxembourgeois (FEDIL)
Malta	Malta Federation of Industry (MFOI)
Netherlands	Samenleving & Bedrijf Vereniging VNO-NCW
Norway	Green Business Network Norway Confederation of Norwegian Enterprise (NHO)
Poland	Responsible Business Forum Polish Confederation of Private Employers (PKPP Lewiatan)
Portugal	RSE Portugal Associação Industrial Portuguesa (AIP) Confederação da Industria Portuguesa (CIP)
Romania	Alianta Confederatiilor Patronale din Romania (ACPR)
San Marino	Associazione Nazionale dell’Industria Sammarinese
Scotland	Scottish Business in the Community
Slovakia	Slovak Business Leaders’ Forum Republikova Unia Zamestnavatelov (RUZ)
Slovenia	ZDS (Employers’ Association of Slovenia)
Spain	Club de Excelencia en Sostenibilidad Forética Confédération des Employeurs Espagnols (CEOE) Confederation of Spanish Savings Banks (CECA)
Sweden	Swedish Jobs & Society
Switzerland	Philias Foundation Fédération des entreprises suisses (economiesuisse)
Turkey	CSR Association in Turkey Turkish Confederation of Employer Associations (TISK) Turkish Industrialists’ & Businessmen’s Association (TUSIAD)
United Kingdom	Business in the Community Confederation of British Industry (CBI)

Compendium of National Employers Federations' and Business Networks' Activities Contributing to the Alliance

Country	Organisation	Initiatives
Austria  	Industriellen-vereinigung - I.V.	<p>BUSINESSEUROPE's Austrian member federation, Industriellenvereinigung (IV), is a founding member of RespACT Austria, the country's leading awareness-raising and discussion platform for CSR and sustainable development. In October 2007, respACT Austria and the Austrian Business Council for Sustainable Development (ABCSD) joined into a single organisation called "respACT – Austrian Business Council for Sustainable Development" with a view to intensifying activities and increasing outreach. The organisation has established itself as the leader for innovative CSR ideas and concepts, and promotes CSR as a management strategy based on the values of sustainable development. In 2008, it will among other things run a survey on CSR activities in Austria and also focus on supply chain challenges. www.iv-net.at</p>
Austria  	RespACT	<p>1. TRIGOS (Corporate Social Responsibility award – given to Austrian companies)</p> <p>Category: Exchange and disseminate CSR practice Description: TRIGOS is an annual award which is given to Austrian companies which are particularly engaged in the field of Corporate Social Responsibility. Companies can obtain the award for social and ecological projects in 4 categories: society, market, work place and environment. Outcomes: In 2007, 89 companies handed in their projects – 11 were awarded. The projects showed that CSR is relevant for companies of all sizes and that it brings measurable economic advantages. Date: The award was given on May 30th 2007 Participants: 89 companies participated in the competition, more than 500 people and the media were present during the official award ceremony. Contact person: Bettina Steinbrugger b.steinbrugger@respact.at</p> <p>2. CSR guide for SMEs</p> <p>Category: Capacity Building Description: As Austria has an extremely high (99.6%) percentage of small and medium size enterprises, a complete CSR strategy in the country is not possible without them. respACT created a simple CSR-guide. With this guide, businesses can easily check their CSR potential but also learn how to improve their CSR performance and how to maximise the profit from CSR for their business. The guide is based on seven steps. Each step is described in detail and linked to a working sheet. After completing the steps and filling out the working sheets each company can face its CSR possibilities for the future, without spending too many resources.</p>



Country	Organisation	Initiatives
		<p>Date: Presentation in May 2007 Participants: respACT - austrian business council for sustainable development, Contact person: Lisa Weber l.weber@respact.at</p> <p>3. CSR-day</p> <p>Category: Exchange and disseminate CSR practice/ Support and engage multi-stakeholder dialogue Description: The whole day is a csr-day, ending with the TRIGOS-gala (see TRIGOS). respACT has organized national marketplaces, different panels (e.g. tomorrow's leader and csr) and introduction of CSR guide. Important is also the press work, so we have invited journalists to interviews with interesting key-not speaker. Date: May 30th 2007 Participants: companies, csr-community, NGOs, about 400 pax Contact person: Daniela Knieling, d.knieling@respact.at</p>
Belgium 	Business & Society Belgium 	<p>1. 'CSR Working Groups'</p> <p>Category: Exchange and disseminate CSR practice Description: Business-driven working groups with representatives of several member companies focusing on one key CSR issue they are facing. 6 to 10 monthly meetings are scheduled, depending on the expected deliverable (practical handouts, collaborative project, public seminar...). Three working groups have been launched in 2007, on the model of the EU Laboratories : CSR Reporting, Sustainable Supply Chain and Age Management (dialogue between the generations and 50+) Date: 12 meetings in 2007 Participants: 8-15 participants/meeting, from a total of 15 companies Contact person: brigitte.hudlot@businessandsociety.be</p> <p>2. 'CSR Transparent Sessions'</p> <p>Category: Exchange and disseminate CSR practice Description: Practical-oriented round tables with representatives of the member companies. Each of these thematic meetings is organized by a company, presenting its own case study, with the support of one or two experts. The presentation is followed by an interactive debate. Six of these Transparent Sessions have been held in 2007 (relations with the neighbourhood, ethical investments, age management, employee involvement, sustainable industry plants, CSR</p>





Country	Organisation	Initiatives
		<p>strategy) Date: every two months Participants: 12-30 participants/session, from a total of 21 companies Contact person: brigitte.hudlot@businessandsociety.be</p> <p>3. Pedagogical brochure: diversity at the workplace</p> <p>Category: Capacity Building Description: Join project with the Belgian Centre for the Equality of Chances. Practical summary of 8 seminars held in 2006-07 on the concrete way to promote diversity at the workplace: gender, race/origin, age, and handicap. Several pages explore diversity management schemes and the way to get the support of external partners. See: www.businessandsociety.be/display.asp?lang=2&nav=311&art=1277&mode=showarticle Date: February 2007 Participants: several hundred participants to the 8 seminars – 2000 brochures distributed Contact person: brigitte.hudlot@businessandsociety.be</p> <p>4. Business & Society Belgium 'CSR Breakfasts'</p> <p>Category: Support and engage multi-stakeholder dialogue Description: Breakfast-debate with one 'unusual' stakeholder, allowing the participating business managers to better understand the point of view of external possible partners on CSR. Rich exchange of views, in small group, focusing on the complementarities of all the actors of the society instead of on the differences. Six breakfasts were organized in 2007 (Encounter with the CEO of a Labor Union, the head of the SD unit of the Strategy Office of the Belgian Govt., the Director of the largest Customer's Association, a member of the Brussels Parliament in charge of CSR and with the Director of an Economical Magazine) Date: every two months Participants: 12-18 business managers/breakfast, from a total of 17 companies Contact person: brigitte.hudlot@businessandsociety.be</p>
Denmark 	Confederation of Danish Industries 	Responsible Supply Chain Management is one of many focus areas for the Confederation of Danish Industries (DI). As a service to their members DI, together with the Danish government and the Danish Institute for Human Rights, has developed the CSR Compass, an online tool which companies can use to generate a standard Code of Conduct and obtain detailed information on how to design and implement a responsible supply chain management strategy. Due to its success,



Country	Organisation	Initiatives
		with around 3,000 users a month, the tool was further developed in 2007 to make it more user-friendly and increase its uptake by Danish companies. www.di.dk
Germany 	German Employer Confederation BDA 	A CSR laboratory meeting was organised by the German Employer Confederation BDA on the topic of corporate volunteering in July 2007 in Berlin. The aim of this laboratory is to raise awareness on best practice in the field of corporate volunteering, encourage uptake and support companies in developing their own scheme. Laboratory partners shared their experience on how to integrate corporate volunteering into CSR strategies, on the challenges and success factors to corporate volunteering projects as well as the benefits for companies, employees and the community. The laboratory meeting has resulted in a permanent dialogue between partners, which is now coordinated by the Bertelsmann Stiftung. www.bda-online.de
Germany 	econsense 	1. Climate Policy Map Category: Promote research and education on CSR/ capacity building Brief description: As a core element of global sustainable development, climate protection is very important for the globally active companies represented by the econsense network. Important technological, political and social decisions are presently being reached affecting the future direction of climate protection. Access to the broadest possible background knowledge on the most important data on climate protection, as well as the policy options, is an essential prerequisite for the success of this process. With its "Climate Policy Map", econsense helps expand the background knowledge available to policy makers, business and society, and makes the complex issues of climate protection and climate policy interactively tangible. The climate policy map is an online tool based on a database which contains selected socio-economic, energy and climate policy information for a choice of countries. The countries include the G8, BRICS, the European Union and Mexico. Visitors can use the Map Creator to make their own interactive maps on global climate policy by just freely combining the diverse spectrum of information on climate policy from 14 countries and regions around the world. The Fact Sheets contain a well researched and clear selection of the most important climate policy information on individual countries and issues. The website also sketches out the Legal Basis of national climate policies. All information and maps can be downloaded. www.climate-policy-map.com Date: December 2007 Participants: Climate experts, Politicians, Business, Public Contact person: Elisa Jäkel, Project Manager econsense and Thomas Koenen, Head of Office, econsense



Country	Organisation	Initiatives
		<p>2. Laboratory Demographic Change</p> <p>Category: Capacity Building/ Support and engage multi-stakeholder dialogue</p> <p>Brief description: The development of the population structure will have a critical impact on competitiveness and innovative ability. To face the challenge strategically, companies have formed the Laboratory “Demographic Change” in cooperation with econsense. The multilevel working process of the Laboratory Demographic Change is embedded in the European Alliance for Corporate Social Responsibility (CSR). The Laboratory develops solutions for a sustainable human resources policy in cooperation with relevant stakeholders. A series of workshops is aimed at identifying problems and upcoming areas of activity. The structure and working method are designed for developing concrete solutions in cooperation with all relevant stakeholders. The workshops are based on a research project carried out by the Rostock Center for the Study of Demographic Change. In 264 European regions it will identify the economic risks for companies posed by demographic change. Under the auspices of Vladimir Spidla, EU Commissioner for Employment, Social Affairs and Equal Opportunity, the results of the two dialogue workshops and the research project will officially be presented in April 2008. www.demographicchange.info</p> <p>Date: July 2007 – December 2008</p> <p>Participants: Experts on demographic change, Politicians, Business Human Resource departments.</p> <p>Contact person: Johanna Gödel, Project Manager econsense and Thomas Koenen, Head of Office, econsense</p> <p>3. CSR Journalist Award 2007</p> <p>Category: Exchange and disseminate CSR practice/ Support and engage multi-stakeholder dialogue</p> <p>Description: In the fourth consecutive year, in 2007 econsense has offered its ‘CSR Journalist Award’. Expert journalists as well as young journalists were welcome to participate in the award which each year rewards the best media coverage of a CSR topic. The jury was comprised of independent experts from science, politics, business and NGOs. The prize was awarded in a public ceremony on 7 November 2007.</p> <p>Date: 7 November 2007</p> <p>Participants: Journalists</p> <p>Contact person: Elisa Jäkel, Project Manager econsense and Thomas Koenen, Head of Office, econsense</p> <p>4. CSR Ratings & Rankings 2007</p> <p>Category: Capacity Building/ Promote research and education on CSR</p>

Country	Organisation	Initiatives
		<p>Brief description: Companies, policy makers and society face the challenge of turning principles such as sustainable development and corporate social responsibility into tangible and credible actions. CSR ratings rank companies according to the way they handle economic, ecological and social opportunities and risks. CSR ratings therefore play an important informative role in the markets and the competitive business environment. econsense launched a discussion paper as a basis for dialogue with CSR rating agencies, and other interested parties, on the further development of integrated corporate evaluations. The paper was accompanied by a stakeholder workshop.</p> <p>Date: 5 March 2007</p> <p>Participants: Investor Relations and CSR Professionals, Rating and Ranking agencies</p> <p>Contact person: Johanna Gödel, Project Manager econsense and Thomas Koenen, Head of Office, econsense</p> <p>5. Annual Conference “in dialogue 2007”</p> <p>Category: Support and engage multi-stakeholder dialogue</p> <p>Brief description: The econsense annual conference “in Dialogue 2007 – Climate Protection on successful paths?” focused on climate protection and intended to jointly discuss whether climate protection schemes are on successful paths. Prominent keynote speakers and panelists from politics, business, civil society and sciences shared their experiences, projects and best practices. The morning panel reflected climate policy at national and European level whereas in the afternoon, the focus was on the international level in order to debate global strategies for the reduction of greenhouse gas emissions and to look at solutions for a post-Kyoto protocol. The final panel dealt with business initiatives and technologies. Among the prominent speakers were German Federal Minister for the Environment Sigmar Gabriel, German Federal Minister of Education and Research Brigitte Schavan as well as US Ambassador to Germany William R. Timken.</p> <p>Date: 29 November 2007</p> <p>Participants: Climate experts, Politicians, Business, Public</p> <p>Contact person: Elisa Jäkel, Project Manager econsense and Thomas Koenen, Head of Office, econsense</p> <p>6. Biofuels 2007</p> <p>Category: Support and engage multi-stakeholder dialogue/ Capacity building</p> <p>Brief description: Biomass is currently attracting a great deal of interest – although the debate also has its controversial aspects. Biomass is considered to be a very promising option for several reasons: to secure raw material supplies in the long term, counteract the rising demand for energy, and tackle the challenges of climate protection. However, the use of biomass is also being increasingly attacked for competing with food production and further intensifying the exploitation of nature. econsense discussed the pros and cons of biomass through a series of publications and three expert workshops in 2007.</p>



Country	Organisation	Initiatives
		<p>Date: Expert Workshops in February March and June 2007.</p> <p>Participants: Biomass experts, Politicians, Business, Public</p> <p>Contact person: Elisa Jäkel, Project Manager econsense and Thomas Koenen, Head of Office, econsense</p>
<p>Czech Republic</p> 	<p>Business Leaders Forum CZ</p> 	<p>1. Manager Shadowing Program</p> <p>Category: Promote research and education on CSR</p> <p>Description: The core of the program is a two week internship based on the principle of work shadowing, completed with activities with added benefits both for the firms, as well as the students. During the internship university students in the final or penultimate year of their study work shadow managers.</p> <p>Date: Annual programme</p> <p>Participants: About 30 companies including member company, 130 university students</p> <p>Contact Person: Tomas Nejedly, executive director nejedly@blf.cz</p> <p>2. Outreach</p> <p>Category: Promote research and education on CSR</p> <p>Description: Project aims at promoting a cultural change among higher education (HE) institutions and at the same time within companies/organizations of both private and public sector. This change is based on a mutual interaction and subsequently establishing a systematic co-operation network on trilateral level which implements concepts of outreach and corporate social responsibility.</p> <p>Date: September 2006 – September 2007</p> <p>Participants: university staff, university management, municipalities, managers</p> <p>Contact Person: Tomas Nejedly, executive director nejedly@blf.cz</p> <p>3. Outplacement for Big Companies</p> <p>Category: Capacity Building</p> <p>Description: Equal employment opportunities focusing on tackling discrimination and inequality at work place and during search process – seminars, conferences, regional advisory centre</p> <p>Date: January 2005 – March 2008</p> <p>Participants: employees, state offices, managers.</p> <p>Contact Person: Tomas Nejedly, executive director nejedly@blf.cz</p>





Country	Organisation	Initiatives
		<p>4. Gender issues</p> <p>Category: Support and engage multi-stakeholder dialogue Description: Activities focusing on Equal conditions at work place and Equal payment, seminars, conferences, posters, campaign. Date: March 2006 – March 2008 Participants: individuals, companies, state institutions, trade unions, NGO's Contact Person: Tomas Nejedlo, executive director nejedlo@blf.cz</p> <p>5. Promoting CSR to SMEs</p> <p>Category: Capacity Building Description: Programme aiming to increase knowledge of concept CSR, to help adopt concept to daily management through Seminars, workshops, new manual, website focusing on CSR. Date: May 2005 - February 2008 Participants: Companies, NGOs, state institutions. Contact Person: Tomas Nejedlo, executive director nejedlo@blf.cz</p>
Finland 	Confederation of Finnish Industries (EK) 	<p>The Confederation of Finnish Industries (EK) produced a guide on material efficiency in 2007. The guide is not only addressing the use of raw materials but covers all aspects of material efficiency. It contains examples of good practice in different business sectors, such as manufacturing, construction, energy generation, retail, services, telecommunication and transport/logistics. Moreover, EK and other stakeholders concluded a Voluntary Agreement on Energy Saving and Energy Efficiency with the Finnish government. www.ek.fi</p>
France 	Mouvement des Entreprises de France – MEDEF 	<p>Under the motto “Let’s take up the challenge of diversity”, MEDEF supervises actions of information and advice towards companies to facilitate integration and training of people with disabilities. By raising awareness and encouraging the uptake of good practice in this field, MEDEF aims at demonstrating that diversity in the work place can be a driver for higher performance and growth. MEDEF activities contribute to changing perceptions. The highlight of this initiative is the annual Inclusion Awards ceremony. Inclusion Awards are being publicly given every year by a mixed jury of employers and employees to some companies which succeeded in offering better opportunities to people with disabilities. www.medef.fr http://www.medef.fr/main/core.php?pag_id=48933</p>

Country	Organisation	Initiatives
France 	IMS - Entreprendre pour la Cité 	<p>1. Working Group “Access to products and services for the Poor”</p> <p>Category: Exchange and disseminate CSR practice/capacity building Description: Working sessions for knowledge sharing and mutual learning on ways to develop new business responses which meet the needs of ‘the Poor’, in emerging countries as well as in developed countries. Outcomes: Book an conference with the French Agency for Development about the key lessons of the working group. Date: From March 2007 until March 2008 Participants: Around 30 participants including French and international companies from various sectors and specialists on Development and poverty issues (NGOs, public organizations...) Contact person: Olivla Verger-Lisicki, verger@imsentreprendre.com</p> <p>2. Guide book “For a diversified recruitment”</p> <p>Category: Capacity building Description: Numerous companies are looking for skills they do not particularly find in certain scope of activities. The level of unemployment is very high in disadvantaged areas. This guide book is aimed at helping human resources managers to enlarge their sourcing and to diversify their recruitments. Thirty seven comprehensive specification sheets describe different actors of employment and what companies can do with them to widen their sourcing (tutoring, coaching, job information meeting,...) In order to be easily mainstreamed this guide book is also available in a electronic version downloadable on every Intranet. Date: May 2007 Participants: Partner : MEDEF (main French employer federation) Contact person: Loubeyre Helene Loubeyre@imsentreprendre.com</p> <p>3. Seminary on the topic: “How to accompany small business companies in their practice of diversity ?”</p> <p>Category: Support and engage multi-stakeholder dialogue Description: The Charter of Diversity is a text of commitment to fight against discrimination in the employment. In France, 1650 companies have chosen to sign the Charter. In order to promote diversity within small businesses, the General secretary of the Charter of Diversity has organized, with its partners (Chamber of Commerce, ACSé, CGPME, CJD, DGEFP, DPM, HALDE, FACE, IMS-Entreprendre pour la Cite, MEDEF and UPA), a seminary on the topic: “How to accompany small business companies in their practice of diversity ?” To conclude the seminar, the heads of each employer federation and</p>





Country	Organisation	Initiatives
		<p>business network have committed to take concrete actions by signing an agreement with the General Secretary of the Charter of Diversity.</p> <p>Date: 13 December, 2007</p> <p>Participants: 240 participants including members of employer federations and business network, public structures and small business companies' leaders</p> <p>Contact person: Fella Imalhayene, in charge of the charter of diversity imalhayene@imsentreprendre.com</p>
<p>France</p> 	<p>ORSE</p> 	<p>1. Procurement and sustainable development</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Description: How to integrate the social responsibility and environmental lever into the supplier relationship. Through this ongoing initiative we explore : 1) the reciprocal relationship between suppliers and buyers (how, for example, suppliers organize to provide collective answers to buyers), 2) the engagement practices formalized with one or several stakeholder</p> <p>Date: April, 2007</p> <p>Participants: ORSE's members including member companies, national partners, European commission representatives, relevant stakeholders, non-member companies, press representatives.</p> <p>Contact Person: François Fatoux, MD, Fatoux@orse.org and Delphine Poligné, projects manager poligne@orse.org</p> <p>2. Laboratory on multi stakeholders</p> <p>Category: Exchange and disseminate CSR practice / Support and engage multi-stakeholder dialogue</p> <p>Description: This European group including businesses as well all interested stakeholders has for objectives: Mapping the commitment practices within the business world, identifying the actors, the measures, the process of implementation; facilitating communication between the business world and the beneficiaries and promoting the most innovative practices at European level. The thoughts of this work group, the most innovative practices as well as the analyses charts and a set of practical recommendations for those businesses who wish to enter into new commitments / establish new partnerships will be published in a European guide, in partnership with CSR Europe.</p> <p>Outcomes: a tool kit (European guide) on actors, instruments, processes and different modes of engagements</p> <p>Date: June 2007 – October 2008</p> <p>Participants: ORSE's members, CSR Europe's members, NGOs, Trade Unions, academics – 30 to 40 participants in which 30 to 40% active stakeholders</p> <p>Contact person: Delphine Poligné, projects manager poligne@orse.org</p>

Country	Organisation	Initiatives
		<p>3. International social dialogue workshop</p> <p>Category: Support and engage multi-stakeholder dialogue /Capacity Building Description: Workshop and conferences on a new tools of CSR : the international framework agreements. Multinational companies are seeking new forms of self-regulation in response to a global economic environment where the issues at hand are beyond the reach of national legislation. In the absence of global governance models, some companies have established so-called “soft law” instruments such as codes of conduct, corporate charters or declarations. Sometimes described as unilateral initiatives on the part of management — and often perceived as simply PR or marketing tools — such instruments are beginning to give way to more innovative forms of stakeholder engagement known as International Framework Agreements (IFA). IFAs, negotiated between a transnational company and its workforce’s trade unions on a global level, are broad-based tools that ensure CSR at all of the target company’s locations. In effect, IFAs are negotiated on a global level but implemented locally. Outcomes: Directory on IFAs and publication on the articulation on social dialogue and CSR – Public conference in Jan 2007 Date: 2005 – January 2007 Participants: ORSE’s members, trade unions, GUFs, ETUC, Academics Contact Person: Delphine Poligné, projects manager poligne@orse.org</p> <p>4. Reducing the salary gap between men and women</p> <p>Category: Exchange and disseminate CSR practice Description: testimonies of innovative approach to reduce the salary gap between men and women Outcomes: a publication with best practices Date: 2007 Participants: ORSE’s members and HRD, trade unions Contact Person: François Fatoux, MD, Fatoux@orse.org and Delphine Poligné, projects manager poligne@orse.org</p> <p>5. A guide on SRI</p> <p>Category: Capacity Building Description: Practical guide on Sustainable Responsible Investment – Best practices Date: July 2007 Participants: Club Finance (bank, insurance, pension funds...)</p>



Country	Organisation	Initiatives
		<p>Contact Person: François Fatoux, MD, Fatoux@orse.org</p>
<p>Greece</p>  	HNCSR	<p>1. “Doing Business Socially” – Values and Practices of Responsible Entrepreneurship</p> <p>Category: Exchange and disseminate CSR practice Description: Innovative conference and exhibition of CSR practices. The main aim of the conference was to update Greek businesses on the latest developments on CSR, to disseminate CSR to a wider number of companies and to support members of the Network to promote CSR to their Supply Chain (mainly SMEs). Date: 30th May 2007 Outcomes: 50 solutions presented by Greek companies Participants: Around 400 including representatives of the EC, general secretaries of Ministries, senior managers from the private and public sectors, academics, university students. The Minister of National Economy and the Mayor of Athens who were present addressed the audience. Contact person: Dimitris Papadopoulos – Manager – Hellenic Network for CSR diktio@csrhellas.gr</p> <p>2. Survey – Mainstreaming CSR in SMEs</p> <p>Category: Promote research and education on CSR Brief description: First survey in Greece on how SMEs perceive CSR. The survey was conducted by the HNCSR in cooperation with the Athens University. Through personal interviews, SME owners or senior managers participated. The results will be used as a guide for the next steps of the HNCSR on engaging more SMEs in CSR. Date: Early 2007 Participants: 300 SME owners or senior managers Contact person: Dimitris Papadopoulos – Manager – Hellenic Network for CSR diktio@csrhellas.gr</p> <p>3. Supply Chain Laboratory</p> <p>Category: Capacity Building /Support and engage multi-stakeholder dialogue Description: Mainstreaming CSR in the Supply Chain and particularly SMEs at national level. As co-facilitators of the supply chain laboratory HNCSR has participated and supported in the organization of the supply chain laboratory meeting in Athens and introduction of Greek suppliers and members of the HNCSR in the concept and activities of the Lab. Communication of</p>



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		<p>the results at national level.</p> <p>Date: September 2007</p> <p>Participants: 5 members of the HNCSR and 20 reps of European and Global enterprises</p> <p>Contact person: Maria Alexiou - CSR Manager – TITAN Cement Co., General Secretary – HNCSR alexioum@titan.gr</p>
Ireland 	Irish Business and Employers Confederation – IBEC 	<p>BUSINESSEUROPE's Irish member federation IBEC has developed a new Sustainable Enterprise Group, in order to reflect the development of CSR as a sustainability concept. The objective is to recognise the new business imperative of creating sustainable jobs and taking into consideration environmental protection. Practically speaking, members of the group will be able to exchange information and experience on themes related to social responsibility and sustainability. The new group will aim to drive policy thinking and provide services to businesses.</p> <p>www.ibec.ie</p>
Ireland 	BITC Ireland 	<p>1. "Business in the Community Ireland Corporate Responsibility Week 2007"</p> <p>Category: Exchange and disseminate CSR practice /Participate in high level meetings</p> <p>Description: A week long series of external and internal events on corporate responsibility awareness and best practice across the four pillars and on a nationwide basis. Events included: 1) Seeing is Believing Community visit of Cork 2) Environmental Forum 3) HR workshop on "understanding stress in the workplace" 4) High Level meeting with the National Consumer Agency 5) Presentation of a summary report on corporate citizenship activities in Ireland compiled by BITCI for the Taoiseach (Irish Prime Minister) Bertie Ahern.</p> <p>Date: October 15th to 19th 2007</p> <p>Participants: Thousands, including delegates attending events, staff from member companies attending internal events and media coverage.</p> <p>Contact person: Tomás Sercovich, Senior Corporate Responsibility Consultant. tsercovich@bitc.ie.</p> <p>2. "Inspiring Excellence – Best Practice in Corporate Responsibility in Ireland 2007"</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Brief description: Development, edition and publication of the fourth annual volume of the only publication in Ireland that features examples of best practice in corporate responsibility. The 2007 edition includes 51 examples from 28 BITCI member companies under the four pillars of workplace, marketplace, community and environment. The publication was launched as part of the 2007 BITCI Corporate Responsibility Week and over 1000 copies have been distributed across a range of</p>







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		<p>stakeholders in the business, government, academic, NGO, trade union sectors in Ireland and Europe. The publication is also available online at http://www.bitc.ie/corporate_responsibility/case_studies.html.</p> <p>Date: Published and launched during the week of October 15th to 19th 2007</p> <p>Participants: 27 BITCI member companies submitted examples.</p> <p>Contact person: Tomás Sercovich, Senior Corporate Responsibility Consultant. tsercovich@bitc.ie</p> <p>2. “Sharing & Learning Thematic Sessions (SALTS)” –working groups</p> <p>Category: Exchange and disseminate CSR practice / Support and engage multi-stakeholder dialogue /Promote research and education on CSR</p> <p>Brief description: In line with the European Commission’s Alliance for CSR launched in March 2006, BITCI has supported the development of four business-led working groups on collaborative action around key topics:</p> <ol style="list-style-type: none"> 1. Measuring a company’s ecological footprint. The group has met five times since February 2007 and has produced a research survey on environmental practices across Irish business. Group members include: AIB Group plc, An Post, Bank of Ireland Group, Coillte Teoranta, CRH plc, Diageo Ireland, Eircom, ESB, Glanbia plc, IBM Ireland, KPMG, LM Ericsson, Manpower Ireland, Oracle EMEA, O2 Ireland, Pfizer Ireland, Tesco Ireland and Vodafone Ireland. 2. Employment of people with disabilities. Led by O2 Ireland, the group has met twice with the objective of sharing best practice on the employment of people with disabilities and discuss common challenges facing Irish business in the recruitment, selection and promotion of people with disabilities as well as their integration into the workforce. Disability support organizations and other stakeholders have also participated in the sessions. Group members include: Access Ability, AHEAD, The Aisling Foundation, AIB Group plc, Bank of Ireland Group, Bord Gáis Éireann, Diageo Ireland, Dublin South Supported Employment, Eircom, ESB, Irish Life & Permanent plc, Microsoft Ireland, National Council for the Blind of Ireland, O2 Ireland and Savills Hamilton Osborne King. 3. Corporate Community Involvement as a HR tool. Led by Savills Hamilton Osborne King, the group met once in 2007 and will reconvene in March 2008. The group aims to generate discussion among HR and CR managers as to how employee engagement activities such as volunteering and skills transfer can contribute towards the development of specific HR objectives such as development of interpersonal skills, leadership, team participation, etc. Group members include: AIB Group plc, AOL, Bank of Ireland Group, Bord Gáis Éireann, C&C Group plc, Diageo Ireland, Irish Life & Permanent plc, Janssen Pharmaceutical, National Irish Bank, Savills Hamilton Osborne King and Wyeth. These sessions are also complemented by the quarterly meetings organized by BITCI for member company co-ordinators on community involvement. Four meetings were organized in Dublin in 2007 and two in Cork in the same period. 4. Measuring, reporting and communicating corporate responsibility. Led by Vodafone Ireland, the first session of this



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		<p>working group is scheduled for February 28th. The working group has conducted a baseline survey of measuring, reporting and CR communications practices among member companies and will discuss latest trends and best practice in this area. Four meetings have been scheduled for the group in 2008.</p> <p>Participants: Over 40 BITCI member companies have participated in the meetings as well as external stakeholders.</p> <p>Contact person: Tomás Sercovich, Senior Corporate Responsibility Consultant, tsercovich@bitc.ie.</p> <p>3. "BITCI CEO Event 2007"</p> <p>Category: Exchange and disseminate CSR practice/ Participate in high level meetings</p> <p>Brief description: BITCI hosted a high level event for member company CEOs on July 5th. The aim of the event was to present 27 member company CEOs with their Membership Charters as well as organize a networking event at CEO level. The event included a series of keynote presentations and each company that was presented with their membership charter featured a few images of their CR practices. Over 100 people were in attendance and media coverage was generated. The event helped foster the concept of BITCI as a movement of companies committed to the implementation of responsible business practices.</p> <p>Date: July 5th 2007</p> <p>Participants: Over 100 delegates including member company CEOs, senior directors and Board.</p> <p>Contact person: Tomás Sercovich, Senior Corporate Responsibility Consultant, tsercovich@bitc.ie</p>
Italy 	Confindustria 	<p>In November 2007 Confindustria published a Vademecum on CSR for SMEs. It provides criteria to help SMEs assess their own position in respect to CSR and aims at stimulating further development of CSR policies. The Vademecum is being widely promoted among SMEs at regional and local level. Confindustria is also together with LUISS University (Libera Università Internazionale degli Studi Sociali Guido Carli) running a CSR Laboratory to promote CSR vis-à-vis the Italian business community, in particular SMEs and civil society. The laboratory also intends to identify the strengths and weaknesses of the Italian development model with a European and international benchmarking approach, to strengthen the links between education and the business world. www.confindustria.it</p>
Italy 	Sodalitas 	<p>1. Italian leadership in launching 4 European Laboratories of the Alliance</p> <p>Category: Capacity building</p> <p>Description: Our strategic focus in deploying the Alliance in Italy was to engage companies in addressing the priority areas for action most urgent for our context: innovation (R&D Innovation Networks, Financial Inclusion), eco-efficiency (facilitating</p>

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		<p>culture among SMEs), equal opportunities (equality between women and men). The aim being to deliver real contributions to the growth and jobs strategy.</p> <p>Outcomes: Almost 80 companies and 2 leading employer federations (ABI, Confindustria) actively involved in delivering results.</p> <p>Date: presentation of progress attained at the MarketPlace on November 29</p> <p>Participants: An Italian delegation of 10 (Bracco, Cereria Terenzi, Poste Italiane, Holcim, Indesit company, Intesa San Paolo, Monte dei Paschi di Siena, ST Microelectronics, L'Oreal, TelecomItalia) companies and 17 persons participated in the MarketPlace, including those presenting 9 Italian CSR Solutions.</p> <p>Contact person: Ruggero Bodo, board member Sodalitas and CSR Europe, csr@sodalitas.it</p> <p>2. Sodalitas Social Award 5th edition</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Description: Since the 2003 Marathon event in Milano of the European Campaign on CSR, the Social Award provides a national platform to share experiences, celebrate the best CSR solutions and stimulate emulation. Other complementary activities: yearly update of our database www.orsadata.it encompassing 700 CSR best practices and contribution to the organisation of the Italian MarketPlace "Dal Dire al Fare" (Walk the talk).</p> <p>Outcomes: high visibility conference and prize ceremony, Golden Book featuring all initiatives distributed in 30.000 copies with the Vita nonprofit magazine, participation of the 10 best CSR solutions in the European MarketPlace.</p> <p>Date: June 13 Award Ceremony</p> <p>Participants: 271 applications (+28% increase) from 225 companies (+18%), in 7 categories, 12 prize winners.</p> <p>Contact person: Ugo Castellano, Managing Director, ugo.castellano@sodalitas.it</p> <p>3. Executive/practitioner education courses and research on CSR</p> <p>Category: Promote research and education on CSR</p> <p>Description: "CSR Manager" is, since 2005, a joint project with Università Cattolica, KPMG and BVQI to enhance professional skills of practitioners running this function in the companies. Sodalitas contributes to the overall design and yearly update of the course, and delivers several modules (CSR drivers, governance, stakeholder engagement, corporate initiatives in workplace and community.) Sodalitas also promotes research on CSR issues: in 2007 on work/life balance and cause-related-marketing.</p> <p>Outcomes: Active participation in the courses (besides "CSR Manager" also other lectures), while research findings provide</p>



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		<p>valuable input to projects that contribute to awareness raising. Date: From March to June in 5 modules of 3 days each. Participants: 20 practitioners from major companies (Intesa San Paolo, Pirelli, Poste Italiane, Coca Cola HBC, etc) Contact person: Ruggero Bodo, board member Sodalitas and CSR Europe, csr@sodalitas.it</p> <p>4. Conference “How to attain progress in gender equal opportunities in businesses”</p> <p>Category: Capacity Building /Support and engage multi-stakeholder dialogue Brief description: Partnership with the Ministry for Equal Opportunities and the Province of Milano leading to the presentation of in depth research undertaken on the condition of working women and their work-life balance expectations, as well as of a guidance toolkit on how to ensure real advancement in managerial careers, based on best practices of leading companies. Outcomes: intention to further develop the partnership on other diversity issues Date: 3 December, 2007 Participants: The research was promoted by Sodalitas, Fondazione IBM Italia, Autogrill and Milano Province. The guidance toolkit was written by IBM Italia, Autogrill, L’Oreal, Gruppo Poste Italiane, Gruppo Pirelli, Telecom Italia. Contact person: Gianfranco Romano, consultant csr@sodalitas.it</p>
<p>Italy</p> 	<p>Impronta Etica</p> 	<p>1. Public Administration and companies together towards a sustainable word</p> <p>Category: Support and engage multi-stakeholder dialogue Description: An innovative approach on CSR program launched by public administration based on workshop between local public administrator, Government and companies. In this workshop the three actors are balancing different points of view to find the better approach to develop CSR practices between companies at the local dimension. Date: January 2007 Participants: Around 10 companies leaders in CSR in the first round and 60 public administrator in the second round Contact person: Marisa Parmigiani, Secretary General Marisa.parmigiani@accda.coop.it</p> <p>2. Diversity Management</p> <p>Category: Capacity Building/ Support and engage multi-stakeholder dialogue Description: Research project aimed at promoting the culture of diversity and equal opportunities in the social and</p>



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		<p>economic contexts of the region Emilia-Romagna. One of the outcomes is the publication of the Guidelines for SMEs aiming at to implementing diversity (gender, age, race and disability) in the workplace. This <i>vademecum</i> has been developed in collaboration with NGOs with expertise in this sector and discussed with companies and stakeholders (trade unions, advocacy associations).</p> <p>This Guideline is available to everyone and spread by the Public Administration.</p> <p>Date: 5 December 2007 (Guidelines launch event), developed along the year</p> <p>Participants: 30 in the research project, 50 in the event</p> <p>Contact person: Francesca Zarri, project manager, info@improntaetica.org</p> <p>3. CSR Laboratory on Ethical Recruitment and Management of HR</p> <p>Category: Capacity building/_Support and engage multi-stakeholder dialogue</p> <p>Description: Laboratory launched within the European Alliance on CSR with the aim of partly addressing the issues of workers' geographical mobility and social integration, phenomena that are extremely relevant for European growth and social development. In particular, the project focuses on the recruitment and management of workers coming from abroad as crucial processes for achieving sustainable immigration. The final objective of the Laboratory is to deliver Guide Lines including a "step-by-step" process for facilitating the integration of migrant workers into host countries according to a multi-stakeholder approach. The Laboratory is led by Obiettivo Lavoro and facilitated by Impronta Etica.</p> <p>Date: 18 September 2007 (First Lab meeting) – Expected end: June 2008</p> <p>Participants: To this day, around 25 participants have been involved (including representatives of companies, job agencies, trade unions, academia, NGOs, Public Authorities).</p> <p>Contact person: Manuela Zuntini, project manager info@improntaetica.org</p>
<p>Netherlands</p> 	<p>Vereniging VNO-NCW</p> 	<p>On 1 November 2007, the "Netherlands Sustainability Agreement" was signed between the Dutch government and the business community, the main signatory on the employers' side being VNO-NCW. Through this agreement, business and industry commit to achieving concrete results with regard to energy efficiency, renewable energy, CO2 reduction and eco-innovation. The Dutch Government, on its side, commits to supporting these efforts by striking the right balance between sustainability and global competitiveness. Further, this agreement puts a strong focus on innovation and the need to develop the necessary technologies and export them beyond Europe.</p> <p>www.vno-ncw.nl</p>





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Norway 	Confederation of Norwegian Enterprise  NHO	The Confederation of Norwegian Enterprise (NHO) closely cooperates with the Ministry of Foreign Affairs and the UNDP regarding the organisation of a number of Global Compact partnership seminars targeted at a wide range of companies and stakeholders. In addition, NHO is running promotion campaigns for the Global Compact amongst Norwegian companies. www.nho.no
Poland 	PKPP Lewiatan  Lewiatan	In order to promote equality on the labour market, PKPP Lewiatan runs the framework project "Gender Index". The Gender Index is a tool which allows Polish companies to evaluate the level of gender equality/discrimination at corporate level and to improve policies. PKPP Lewiatan organises a yearly "Company of Equal Opportunities" competition where firms are being awarded for their policy of equality between women and men at work. The competition will enter in its third year in 2008. The organisation is also engaged in a project that aims creating a stakeholder platform for the promotion of CSR in Poland. www.prywatni.pl
Poland 	Responsible Business Forum  Forum Odpowiedzialnego Biznesu	<p>1. Report "Responsible Business in Poland 2006. Good practices"</p> <p>Category: Exchange and dissemination of good practices Description: Annual report showing companies' good practices as well as expert articles, press monitoring and agenda of CSR events in Poland. Date: 31 March, 2007 Participants: About 100 participants present during launch of the Report, 1000 copies sent to shareholders, on-line version (with possibilities to search good practices) available. Contact person: Mirella Panek-Owsiańska, General Director, Responsible Business Forum, Mirella@fob.org.pl</p> <p>2. Annual conference "Responsible business 2007"</p> <p>Category: Exchange and disseminate CSR practice/Participate in high level meetings Description: The biggest CSR conference in Poland with 2 panel discussions and 6 workshops (climate change, ethical codes, employees engagement, etc.) Date: 19 November, 2007 Participants: Around 150 people representing business, NGOs, government and academics from Poland and abroad. Contact person: Mirella Panek-Owsiańska, General Director, Responsible Business Forum, Mirella@fob.org.pl</p>

Country	Organisation	Initiatives
		<p>3. Corporate Social Responsibility in Poland. Baseline study</p> <p>Category: Promote research and education on CSR Description: First comprehensive analysis of the situation of Corporate Social Responsibility (CSR) in Poland. The study was carried out within the framework of the regional CSR project funded by the European Commission and the United Nations Development Programme (UNDP). Date: May 2007 Participants: The publication is addressed to business leaders, Government officials and representatives of non-governmental organisations. It provides a map of relevant organisations and initiatives and a snapshot of current CSR situation among businesses operating in Poland. Contact person: Iwona Kuraszko, Program Manager, Responsible Business Forum, iwona@fob.org.pl</p> <p>4. League of Responsible Business</p> <p>Category: Promote research and education on CSR Description: Responsible Business League is a partnership educational programme of Responsible Business Forum and PricewaterhouseCoopers, Danone Poland and Fundacja Bankowa im. L. Kronenberga. Date: September 2006-June 2007, September 2007-June 2008 Participants: LOB is made up a network of students organizations and a group of leaders – the ambassadors of responsibility - who prepare and carry out projects promoting corporate social responsibility in the local academic, business and government environments. Contact person: Justyna Januszewska, Project co-ordinator, justyna@fob.org.pl</p>
Portugal 	RSE Portugal 	<p>1. The Impact of Corporate Responsibility in Social Economy</p> <p>Category: Support and engage multi-stakeholder dialogue Description: This conference that involved all National and Transnational partners, companies and associations and NGO's related with the theme of CSR, had the aim to discuss subjects as:</p> <ul style="list-style-type: none"> - How does Institutions from the Social Economy interpret Social Responsibility; - Forms of connections between private companies and Institutions from the Social Economy; - Creating synergies between the private sector and the 3rd sector;



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		<ul style="list-style-type: none"> - How to break barriers of language and stereotype; - What is the role of the government? Facilitator or Silent Partner? <p>Date: 6th June, 2007 – Lisbon</p> <p>Participants: 45 participants including member companies, national and transnational partners from the EQUAL project, relevant stakeholders, a social worker and the report of a youth from one of these Institutions from the Social Economy.</p> <p>Contact Person: Joelma Remane, joelma.remane@rseportugal.org</p> <p>2. RSE Portugal/ BES Journalism Award</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Description: The RSE Portugal/BES Journalism Award intends to promote CSR within the Portuguese media. This award that had its 2nd edition in 2007 (and 3rd edition this year) is an initiative promoted by RSE Portugal and one of its member companies (BES) and awards the Journalist that has published during the whole year the best articles addressing CSR issues.</p> <p>Date: 8th of May 2007</p> <p>Participants: RSE Portugal and BES</p> <p>Contact Person: Filipa Severiano filipa.severiano@rseportugal.org</p> <p>3. 1st Portuguese CSR Marketplace</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Description: The 1st CSR MarketPlace in Portugal (MarketPlace RSE – Um Mercado de Soluções) gathered Portuguese and Multinacional Companies that had the opportunity to share their CSR solutions with other companies and stakeholders. In this 1st year there were also presented solutions from the projects working on CSR in the framework of Equal initiative.</p> <p>Outcomes: 36 CSR solutions presented</p> <p>Date: 20 September, 2007</p> <p>Participants: Around 200 participants including member companies, RSE's partners, non-profit organization and press.</p> <p>Contact Person: Gonçalo Pernas, Executive Director gonçalo.pernas@rseportugal.org</p>
Scotland	Scottish Business in the Community	<p>1. SBC Employability Leadership Group Research</p> <p>Category: Promote research and education on CSR</p>



Country	Organisation	Initiatives
		<p>Brief description: The SBC Employability Leadership Group was formed in response to private sector businesses recognising that promoting social inclusion and filling the skills gap is key to the long term economic sustainability of Scotland. The Group has commissioned a piece of research into the employability of disadvantaged groups in Scotland, looking at the business imperative and business benefits of recruiting and sustaining disadvantaged job seekers. The research is the first of its kind in Scotland from a business perspective and results will be available in March '08.</p> <p>Date: 2007-2008 ongoing</p> <p>Participants: The research is collating around 16 case studies from SBC member companies, the Leadership Group and its networks using a clear framework. All companies are in programmes to improve access to work for hard to reach groups and are private sector – large, medium and small organisations.</p> <p>Contact person: Maree Drury, Employability Programme Manager, SBC, mareedrury@sbcs Scot.com</p> <p>2. The May Day Network in Scotland</p> <p>Category: Support and engage multi-stakeholder dialogue</p> <p>Brief description:HRH The Prince of Wales' Business Summit on Climate Change held in Edinburgh on 7th November 2007 was a great success and a significant marker for over 100 Scottish companies in their journey towards tackling climate change. Throughout the course of the day, companies made firm commitments to work collectively with employees, suppliers and customers to help them reduce their carbon impacts. By pledging to take action and committing to reporting progress against its pledges, these companies agreed to join the May Day Network in Scotland – a business-led movement for increased action on climate change.</p> <p>Date: 7th November 2007</p> <p>Participants: Over 100 of Scotland's top business leaders across sectors and regions.</p> <p>Contact person: Lisa Dransfield, External Relations Manager, SBC, lisadransfield@sbcs Scot.com</p> <p>3. CSR Training Module</p> <p>Category: Capacity Building</p> <p>Description: The SBC Development team developed CSR training throughout 2007. The training includes: An online module on CSR for business advisors, in partnership with Scottish Enterprise, an introduction to CSR module - half day and full day courses, open to all organisations. We are developing modules in business areas, for instance CSR for HR, and a master class for senior business people. We are working with Napier University in Edinburgh preparing a module in CSR and Leadership</p>





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		<p>for the new Edinburgh Institute. Napier University will validate the courses so they can be used for Chartered Institute of Personnel and Development (CIPD) credits.</p> <p>Date: 2007-2008 ongoing</p> <p>Participants: All organisations, staff at all levels including board level and policymakers.</p> <p>Contact person: Karen Davidson, Development Manager, SBC, karendavidson@sbcscot.com</p>
<p>Slovakia</p> 	<p>Slovak Business Leaders Forum</p> 	<p>1. Promotion of GRI Guidelines</p> <p>Category: Promote research and education on CSR and capacity building</p> <p>Description: Promotion of GRI Guidelines included translation of G3 indicators into Slovak, its dissemination to relevant groups, lecture of Alyson Slater from GRI as a part of fourth Annual CSR International Conference and practical Business Breakfast about G3 indicators for the representatives of companies, government, local government, academia interested in corporate social responsibility.</p> <p>Outcomes: 1000 CDs of G3 Slovak translation distributed to relevant groups, TV debate on G3 Guidelines in Slovak News Channel</p> <p>Date: May 17-18, 2007</p> <p>Participants: 130 participants of fourth Annual CSR International Conference and 40 participants of G3 Business Breakfast, 1000 people receiving CD of G3 Slovak translation</p> <p>Contact person: jana.ruzicka@pontisfoundation.sk</p> <p>2. Our Bratislava</p> <p>Category: Support and engage multi-stakeholder dialogue</p> <p>Description: Volunteering action day where 400 employees of 20 companies helped the environment, mother centres, children, students and socially disadvantaged inhabitants of the capital city Bratislava.</p> <p>Date: September 28-29, 2007</p> <p>Outcomes: 1200 hours dedicated to community, 30 bags of clothes for the Displaced Persons Shelter, 5 bags for the children in the foster home, more than 20 kilograms of collected used batteries</p> <p>Participants: 400 employees of 20 companies, and 20 Non-profit organizations</p> <p>Contact person: jana.ruzicka@pontisfoundation.sk</p>

Country	Organisation	Initiatives
		3. CSR University Education Category: Promote research and education on CSR Description: New CSR university curriculum accredited by Ministry of Education was as a pilot taught at Comenius University and partial lectures were also given at University in Prešov and City University in Bratislava. Date: 2007 Participants: more then 100 students were involved Contact person: jana.ruzicka@pontisfoundation.sk
Slovenia 	Slovenian Employer Confederation 	<p>The Slovenian Employer Confederation ZDS is currently designing a website on CSR, in order to inform companies about CSR in general, raise awareness, foster good practice and encourage the development of activities. In addition, it will facilitate “partner searches” between ZDS members.</p> <p>www.zds.si/en</p>
Spain 	Spanish Employer Confederation CEOE 	<p>The Spanish Employer Confederation CEOE has echoed the European CSR Alliance at national level. CEOE collects information about CSR activities and main challenges, by focusing on specific topics closely related to the European Alliance, including, for example equal opportunities and environmental issues. In order to enhance the visibility of companies’ activities, the information will be sent to key experts and stakeholders on CSR at national and European level. Future work in this process will concentrate on the identification of key issues to work on through specific laboratory meetings at national level. www.ceoe.es</p> <p>Spanish Savings Banks, whose association CECA is also a member of CEOE, have decided to establish joint operational projects to address CSR challenges in the framework of the European Alliance. In this respect, Spanish Savings Banks have identified two areas where they feel that considerable improvements are needed and where savings banks can also help to mainstream CSR to their customers and society as a whole:</p> <ul style="list-style-type: none"> • Introducing environmental concerns in saving bank's activities, whether of operational or financial nature. The expected output of this laboratory is the elaboration of a 'White Book on the contribution of savings banks to the conservation of the environment'. • A Laboratory to improve saving bank's aggregate reporting has been created. <p>Both laboratories are action-oriented and will deliver concrete outputs.</p>

Country	Organisation	Initiatives
Spain	Forética	<p>1. CSR Marketplace España, el mercado de la RSE</p> <p>Category: Exchange and disseminate CSR practice Description: Business practitioners present their company solutions to CSR challenges and share experience with other companies in an informal environment that favored easy relationship between participants and the exchange of ideas. Date: 4th October, 2007 Participants: More than 40 organizations and 60 different solutions. Nearly 300 participants could vote to decide for the best CSR practice. Contact person: Laura Maure, Communication Director. Imaure@foretica.es</p> <p>2. Encuentros Forética</p> <p>Category: Exchange and disseminate CSR practice Description: It a series of one day meeting focused in different industrial sectors where we get together businesses and organizations leaders on CSR who explore and share CSR innovative practices. Date: 3 events in 2007, 21st March Distribution Sector, 25th April Public Procurement and 22nd November Food Industry Participants: Organizations and sectorial leaders as Toyota, Grupo Norte and Public Administrations in the meeting focused on Public Procurement, El Corte Inglés, Carrefour or ACES in the Distribution Meeting and Nestle, Unilever, Grupo SOS in the Food Industry Meeting. Contact person: Laura Maure, Communication Director. Imaure@foretica.es</p> <p>3. Curso de Verano Forética “El modelo de empresa del siglo XXI: Hacia una estrategia competitiva y sostenible”(summer course on CSR)</p> <p>Category: Promote research and education on CSR Description It is a one week course which aim is to get together university field and the world of companies. We try to approach and discuss the different visions of CSR including leading companies, journalist, university researchers, teachers and students. There is a grant for 15 students that can assist completely free. Date: 16th to 20th July 2007 Participants: Leading companies as IBM, Ferrovial, Novartis, Carrefour, other organizations as CSR Europe, Eurosif and Fundacion Carolina, University Professors, and students. Contact person: Laura Maure, Communication Director. Imaure@foretica.es</p>

Country	Organisation	Initiatives
		<p>4. Cuadernos Forética (booklets on CSR topics)</p> <p>Category: Exchange and disseminate CSR practice/Promote research and education on CSR</p> <p>Description: It is a series of publications that explore and analyze different specific issues on CSR. They are written by international experts. We published them with the intention to facilitate the access of CSR specialist to knowledge of really specific issues.</p> <p>Date: We published 3 cuadernos (small books) along the year analyzing different issues including management of gender equality, Public Procurement and CSR and Innovation and CSR</p> <p>Contact person: Ricardo Trujillo, Analysis Department, rtrujillo@foretica.es</p>
<p>Sweden</p> 	<p>CSR Sweden</p> 	<p>1. The 2nd Nordic MarketPlace on CSR</p> <p>Category: Exchange and disseminate CSR practice</p> <p>Description: A conference where companies' solutions are in focus. 12 companies displayed their practical solutions and the issues that were treated in panel discussions focused on the financial sector's ability (or lack thereof) to work with corporate responsibility. the theme for the conference was "Shareholder Value and/or Corporate Responsibility" and many prominent representatives from the financial sector appeared in panel discussions</p> <p>Outcomes: 12 companies displayed their solutions in an exhibition. 200 people attended the conference. 25 prominent speakers appeared in panel discussions. Media coverage in Svenska Dagbladet, one of the main newspapers in Sweden. Companies, organizations, politicians, students and others came together to exchange experiences.</p> <p>Date: 15 March, 2007</p> <p>Participants: Around 200 participants including member and non-member companies, organizations, politicians, students, consultants, journalists and others.</p> <p>Contact person: Marianne Bogle. Tel: +46 8 551 124 02. Mail: Marianne.bogle@csrsweden.se</p> <p>2. Lunch seminar with General Electric</p> <p>Category: Support and engage multi-stakeholder dialogue/participation in high level meetings</p> <p>Brief description: A joint project between CSR Sweden, AmCham and SvD Executive Club – a business lunch featuring Ferdinando "Nani" Beccalli-Falco, President & CEO, General Electric International. Beccali-Falco presented the GE's Ecomagination project, and the presentation was followed by a panel discussion featuring a sustainability expert, an analyst specialized in CSR and a business journalist.</p> <p>Outcomes: A very appreciated high-level lunch meeting, which served as inspiration and a concrete reminder that there</p>

Country	Organisation	Initiatives
		<p>is money to be made in approaching environmental issues strategically and long-term. It was rewarding co-arranging an event like this; it gives us access to new target groups.</p> <p>Date: Wednesday September 5, 2007 at grand Hotel Stockholm</p> <p>Participants: 70 participants</p> <p>Contact person: Marianne Bogle. Tel: +46 8 551 124 02. Mail: Marianne.bogle@csrsweden.se</p> <p>3. A Members only workshop about CSR and Communication</p> <p>Category: Exchange and disseminate CSR practice/ Capacity building</p> <p>Description: A half-day workshop on the topic of CSR and Communication, for CSR Sweden members only. One of the member companies, The Swedish Post, was the host and began by presenting their CSR work. After that two prominent Swedish researchers presented CSR and Communication in science and after that they moderated a discussion on good and bad practice in terms of communicating a company's CSR work.</p> <p>Date: 4th December, 2007</p> <p>Participants: App. 25 people from CSR Sweden's member companies, mainly press officers and CSR managers.</p> <p>Contact person: Marianne Bogle. Tel: +46 8 551 124 02. Mail: Marianne.bogle@csrsweden.se</p>
<p>Switzerland</p> 	<p>Philias</p> 	<p>1. Philias Award</p> <p>Category: Exchange and disseminate CSR practice / Promote research and education on CSR</p> <p>Description: The aim of this award is to raise young generations' awareness to CSR by allowing them to have a practical experience in a company. Students participating in the award have the opportunity to get practical knowledge on what corporations do. The best practical research or case study is chosen by a multidisciplinary jury, who has the responsibility to evaluate students' understanding of the case.</p> <p>Date: April 24, 2007</p> <p>Participants: Philias members and Zurich University</p> <p>Contact Person: Laetitia Gill laetitia.gill@philias.org</p> <p>2. Community Investment – How to Measure it</p> <p>Category: Capacity Building</p> <p>Description: Philias presented the London Benchmarking Group model for the first time in Switzerland. the model focuses</p>

Country	Organisation	Initiatives
		<p>on the impact of the companies' contributions both on the community and the business. The LBG helps companies better manage, measure and report corporate community investments.</p> <p>Date: April 24, 2007</p> <p>Participants: Philiias members</p> <p>Contact Person: Laetitia Gill laetitia.gill@philiias.org</p>
United Kingdom 	Confederation of British Industry (CBI) 	<p>The Confederation of British Industry (CBI) in 2007 set up a Task Force comprising business leaders from key sectors of the UK economy to look at how UK companies should tackle climate change as part of responsible behaviour in the environmental sphere. In November 2007, the Task Force issued a report which makes a number of recommendations to policy-makers on how to mitigate the effects of climate change. Under the slogan "business must become green to grow", the report contains numerous commitments by British companies, including reduction of their carbon footprint, improving energy efficiency and working with employees and the supply chain to reduce emissions. This report was presented to MEPs on 29 January 2008. The document has also been launched in China and India in order to reflect the international dimension of the fight against climate change. www.cbi.org.uk</p>
Turkey 	CSR Turkey 	<p>1. Accelerate the Implementation of CSR Practices in Turkey as a Vehicle for EU Harmonization</p> <p>Category: Capacity Building</p> <p>Description: Accelerate the implementation of CSR practices in Turkey as a vehicle for EU harmonization, improving competitiveness and social cohesion. This is expected to be achieved by comprehensively mapping out the CSR activities and actors, identifying capacity gaps and areas where support to both business and the governments is needed, exchange of experience and good practices, awareness raising and supporting national stakeholders.</p> <p>Outcomes: Provided a comprehensive situational analysis of CSR activities in Turkey, across a wide representation of stakeholders, with a view to determine the extent of dialogue on CSR between various actors and their level of understanding, awareness and engagement in CSR activities, as well as the level of practice (including the business case) in order to instigate companies to become involved in CSR activities.</p> <p>Enhance awareness about CSR among stakeholders in Turkey, support sharing experiences and exchanging good practices on CSR as well as discussion on how to enhance CSR promotion and implementation.</p> <p>Date: 29 November, 2007</p> <p>Participants: we have interviewed 57 companies, and organized 2 local workshops with each of them had more than 75 participants (total 150)</p> <p>Contact person: Serdar Dinler, President serdar.dinler@csrturkey.org</p>

Country	Organisation	Initiatives
		<p>2. Turkey Corporate Social Responsibility Roundtable Meetings</p> <p>Category: Exchange and disseminate CSR practice / Promote research and education on CSR Description: In 2007 we founded the Turkey Corporate Social Responsibility Roundtable which we have scheduled for every six weeks (between September – June) to discuss issues of CSR in Turkey. For each meeting we invite a key note speaker related to issue and after the speech we discuss the issue and prepare a report, which we share with all stakeholders. Date: Every six weeks between September – June Participants: 23 organizations have signed-up for the round table meetings and each meeting we host about 30-40 participants. Contact person: Serdar Dinler, President, CSR Turkey, serdar.dinler@csrturkey.org</p> <p>3. Accelerating CSR Practices in the New EU Member States and Candidate Countries as a Vehicle for Harmonization, Competitiveness, and Social Cohesion in the EU” Project Report</p> <p>Category: Promote research and education on CSR Description: As part of the “Accelerating CSR Practices in the New EU Member States and Candidate Countries as a Vehicle for Harmonization, Competitiveness, and Social Cohesion in the EU” Project, the Turkish NET has produced a country report on CSR. This report is intended to provide information on CSR practices in Turkey and it is based on the outputs from desktop research and interviews with companies and stakeholders. Date: March – May 2007 Participants: 1000 copies of report has been distributed Contact person: Serdar Dinler, President, CSR Turkey serdar.dinler@csrturkey.org</p>

Annex: Project RESPONSE – Seven Key Findings at a Glance

Project RESPONSE: Seven Key Findings at a Glance	
Insights from the Research	Implications for Action
1. Alignment Matters. Businesses with the highest levels of social performance are characterised by a greater degree of alignment between managers and stakeholders about the risks and responsibilities the company faces and on how well it is dealing with them.	Corporate social responsibility does not mean that individuals in businesses have to think or act just like NGO activists, but a lack of alignment on goals and ambitions can be a barrier to both external action and internal change processes.
2. Mind the Gap. Whereas stakeholders reveal a broad, multi-faceted and proactive perception of what corporate responsibility means to them, managers tend to frame the issue with a narrow focus on risk avoidance and 'do no harm' type of objectives.	Even companies considered leaders in CSR need to reflect on the fundamental perception gaps identified and invest accordingly to enable managers to "walk their leaders' talk" by seeing CSR as a driver of innovation, integrated into business.
3. Moving Targets, Sharper Aim. Business environments characterised by rapid change appear to be most conducive to the development of understanding between stakeholders and managers. This pattern was found when comparing dynamic and static business strategies, stakeholder demands, industries and regions.	Initiatives and policies related to the integration of corporate social responsibility should focus on enabling businesses to continually respond and adapt to changing economic, social and environmental challenges. CSR is about the capacity to change oneself, one's company and its environment.
4. Corporate Social Innovation. High alignment companies tend to be those where social and environmental challenges are viewed as drivers for innovation and corporate responsibility is used as an approach to the unlocking of new opportunities.	The most useful motivation for corporate responsibility centres on its role as a driver of innovation in strategies, products and processes. This approach involves managers reaching for greater understanding of external interests, taking risks and developing new solutions to constantly shifting social and environmental challenges.
5. From the Inside-Out. Companies that excel in their approach to corporate responsibility tend to be those that integrate the principles of sustainability into both their everyday business processes and their strategic decision-making.	Companies, policy makers, investors and stakeholders in general should place more importance on how corporate social responsibility principles are integrated into the strategic decision-making and core business practices of business corporations.
6. Reinventing Stakeholder Engagement. Stakeholder engagement appears to be an important step, but not sufficient in and of itself to achieve excellence in corporate social responsibility. Engagement might be most effective where it focuses on supporting learning and change.	Stakeholder engagement should be redirected, at least in part, from the current emphasis on the joint promotion of external initiatives to more explicit and active collaboration aimed at embedding responsibility principles and routines in all relevant operating and strategic processes.
7. Developing Responsible Managers. Experiment data suggest that novel coaching approaches, such as meditation and relaxation techniques, could have an important impact – in addition to traditional executive development frameworks – on the integration of responsibility into day-to-day decisions and actions.	Education and training providers in business schools and companies should establish systematic pre-post impact measurement of CSR training programmes (both on behaviour and behavioural influences) and should consider experimenting with more innovative approaches to develop better social consciousness in managers.

Source: "Understanding Corporate Responsibility: An Executive Briefing. Results and Insights from Project RESPONSE" (2007). The full report is available from the project website at http://www.insead.edu/ibis/response_project