

BEST
PRACTICES
CATALOGUE
in Corporate
Responsibility





Wherever you see a successful business, someone once made a courageous decision.

Peter Drucker (1909-2005)

Considered as the Father of Management

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Eduardo Montes Letter

I have always believed that the best way of promoting a methodology, management system or new way of operating is to publish the performance of the most advanced companies in their fields. This motivation has been fundamental in developing the Club de Excelencia en Sostenibilidad Catalogue of Best Practices in Corporate Responsibility.

When we started to work on this project one year ago, we set ourselves two basic objectives; the first was that the best practices of companies should help in the development of similar activities in any national or international company wishing to emulate them. For this reason, the Catalogue has been published in both English and Spanish. The second was that the different elements which make up corporate responsibility along the value chain, such as social work, responsible innovation, dialogue with stakeholders, responsible management of human resources, corporate government, integration in the workplace and environmental preservation, should be dealt with.

I would like to thank the forty five companies that have passed their good practice on to us, because this project would not have been possible without their invaluable help. Likewise, I would also like to thank the group in charge of preparing the Catalogue for their work, and especially Red Eléctrica de España and its President, my good friend Luís Atienza, for the support that they have given the Club to help this project become a reality.

I hope that upon reading it, positive lessons are learned which will strengthen the position of our companies in a global and competitive environment, in which with every passing day corporate responsibility is being established as an indisputable axis for innovative and modern companies.

Eduardo Montes
President
Club de Excelencia en Sostenibilidad

Prologue by Lu s Atienza

The 21st century is offering fundamental changes in the way businesses are being managed. Not too long ago, when defining the driving principles behind their management, companies would give the stock answers: having the most proficient production lines, being the owners of the most eye-catching installations and obtaining optimal results in the short term. In this new century, the values and culture of consumers are changing on a daily basis. We now know that a company's reputation accounts for 70% of the end customer's decision to purchase.

How influential is reputation? What is it that current consumers hold in highest esteem? According to the latest national and international studies, the consensus is that there are three key elements to a company's final reputation: the quality of its business supply, the ethical and exemplary management of the business, and corporate responsibility and the explicit support of sustainable development.

90% of large companies with over 500 employees already take on board and manage the importance and value of corporate responsibility, and over 75% of them are fully aware of investors and shareholders' increasing interest in their ethical, social and environmental involvement. Without doubt, we are witnessing its growing importance in enhancing the competitiveness of large companies, and we shall also see it in SMEs.

In view of the mounting challenges we are facing, it is highly important that companies should be capable of designing efficient corporate responsibility projects and initiatives, and that they should supply value to the enhancement of competitiveness, to the minimisation of the ecological footprint, to supporting society —especially the more disadvantaged sectors— and to the consolidation and strengthening of ethical and responsible management. In this context, a document that brings together the best practices in projects or activities in favour of sustainable development is an excellent idea, and something of unquestionable value. Red El ctrica de Espa a is proud to participate in it, and to collaborate year after year in the Club de Excelencia en Sostenibilidad, promoting and disseminating corporate responsibility in the business fabric of our country and in different fields of action.

I hope that this catalogue of best practices, which should be conceived as a set of actions that have given rise to positive results in a specific context, may serve as a useful reference for other similar contexts, provide positive results, and enable us to make progress towards leaving a better world for the generations to come.

Luis Atienza
Chairman
Red El ctrica de Espa a

Approaching a definition of Best Practice in Corporate Responsibility

The generic concept of “Best Practice” refers to a systematised and documented experience that is based on the application of methods of excellence and/or innovation, which give added value to the performance of different management processes. For the first time, this concept was linked to social and sustainable development in the United Nations’ second Conference on Human Settlements “HABITAT II”, in Istanbul, Turkey, in 1996. The conference focused on debating ideas and adopting commitments to improve the environment and the quality of life of the inhabitants of an increasingly built-up planet. The reflection process showed a commitment to identifying urban policies and actions that, based on sustainability criteria, would prove to be effective at improving living standards in cities and villages. In 2001, the United Nations ratified its interest in the General Assembly, *committing the international community to guaranteeing the effective presentation and the expansion of best practices and policies* (paragraph 63 of the Final Declaration of the special session).



In order to fulfil this objective, the United Nations has created the Dubai International Award for best practices to improve living standards, the Best Practices and Local Leadership programme, the Latin-American and Caribbean Forum about best practices and the electronic library “Cities for a more sustainable future” (Cf+S). In these and other programmes, the United Nations specifies that its notion of “Best Practices” is that of “outstanding contributions to improve the quality of life and sustainability of our cities and communities” and identifies the following elements in its description:

- 1) They must have a tangible impact on people’s quality of life.
- 2) They must be the result of an effective association between actors from the public and private sector and civil society.
- 3) They must be sustainable from a cultural, social, economic and environmental point of view.

The United Nations notion of “Best Practice” includes criteria that have to be taken into account to link this concept to social and sustainable development. However, it does not consider other no less important criteria, which come from the essence of the generic concept itself. Among the criteria related to existing social and sustainable development a project should have a provable impact leading to tangible improvements, be developed in association with other social actors, have guarantees of continuity and benefit quality of life and the sustainability of the environment. Criteria from the generic concept of “Best Practices” such as innovation and value generation of management processes are excluded.

For the purposes of the present catalogue, the notion of “Best Practice” in CR which will be adopted includes both criteria. Although there is no common notion of CSR, SR or CR, there is a consensus concerning the criteria that should be taken into account by an organisation that wishes to incorporate CR values to its business management: the participation of all those involved, as far as possible, in its design, introduction and evaluation; actions must arise from a necessity, clear or latent, of the organisation or one of its stakeholders; and must affect a key process of the organisation or one of its services/customer care activities.

Through the combination of all these elements, this catalogue’s approach to the notion of “Best Practices” will be: **“Initiative that proposes innovative, sustainable, relevant and effective ways of acting to create value for the company and some of its stakeholders, and that could be transferred to other contexts.”**

Criteria for the identification of Best Practices in Corporate Responsibility



The Club de Excelencia en Sostenibilidad has reached a consensus on a series of criteria to determine whether or not an action constitutes best practice. The basic elements taken into account were the same criteria adopted by the United Nations for its "Best Practices" awards. These criteria are not prescriptive (the organisation can either comply with them or not), for the appropriate identification of the best practice and they are based on the following premises.

- It should propose innovative ways of action within their context.
 - Practice should arise from a necessity, clear or latent, of the organisation or one of its stakeholders.
 - It should affect a key process of the organisation or one of its services/customer care activities.
- It should have a provable impact leading to tangible improvements in people's quality of life in any of the proposed spheres of action.
 - Other social actors should be associated with its development.
 - It should be based on verifiable data or evidence in order to justify its necessity and prove its results.
 - It should have a guarantee of continuity. A best practice has to be sustainable (economically, organisationally and technically) in the long term, until it is improved or replaced by another.
 - All the people involved should participate, as far as possible, in its design, introduction and evaluation, and they should adopt the measure.
 - It should carry on the possibility for exchange and repetition of experiences.
 - Measures should be appropriate to local conditions.
 - Gender equality and social inclusion: initiatives that accept and respond to social and cultural diversity and promote social equity and equality, for example in terms of income, gender and age, physical/mental states and recognise and value different abilities.
 - Systematisation of the best practices allowing the experience to be repeated.
 - Networking ability should be demonstrated: collaboration of (or alliances with) other organisations involved in or leading organisations in the design and/or execution of the best practice.
 - It should have the support and participation of management.

Santander universities

Social entrepreneurship

Linking programme with the society through university education

Best Practice details

Organisation

SANTANDER BANK

Implementation location

Spain, Portugal, United Kingdom, nine Latin American countries, Russia, United States, Morocco and China

Project tutor

José Antonio Villasante,
General Manager of Santander Bank
and Santander Universities Global Division
Director
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Stakeholders

Universities
University groups (students, teachers, researchers, employees)
Employees
Society

Resources employed

Euros: 490 million (since 1996)

Participating organisations

Santander Bank
Education institutions

Reasons for the project

For Santander Bank, investment in education and research is the best way to contribute to social and economic progress in the countries where it is present. Since 1996, the Bank has maintained a strategic alliance with universities through the financing and institutional support of projects that improve the teaching quality, promote research and technology transfer, favour the internationalisation of academic activity and support the introduction of new technologies.

Objectives and strategies

Support the university and its groups to achieve more open, balanced and competitive societies.

Methodology

Collaboration with university and research institutions through bilateral agreements. 650 academic institutions have already received Santander support for the development of initiatives related to:

- Teaching projects
- Mobility and study support
- Research programmes
- University-Company relationships
- New technologies
- Global projects (Universia, Miguel Cervantes Virtual Library).
- Other initiatives: sport and cultural activities.

Measuring system

The trust that vice-chancellors, teachers and university students put in the bank. In response, the bank aspires to keep managing, globally, the institutional commitment to higher education and university students in all the countries and regions where it is present.



Internal benefits

• financial:

3 million university intelligence cards issued.

• non-financial:

Corporate reputation.

Stakeholders benefits

- 2,000 university projects are financially supported by the Bank.
- 12,270 grants and financial help for studies given in 2007.
- The university intelligence card puts technology at the disposal of 3,700,000 university students.

• financial:

- Offer of special financial services for students and university institutions.
- Discounts in shops when buying with the university card.

• non-financial:

- Knowledge transfer
- University internationalisation
- Innovation
- University management
- Research
- Teaching

Points for improvement

The general improvement of the project is being pursued.

Lessons learned

The university is a key institution and plays a decisive role in the development and social progress of all countries.

Repeatability of the best practice

The programme could be transferred to other countries and companies.

Cepsa awards for social entrepreneurship

Social entrepreneurship

Award giving to NGOs helping underprivileged groups through projects proposed by Cepsa employees

Best Practice details

Organisation

CEPSA

Implementation location

Spain

Project tutor

Communications department of the
"La Rabida" refinery (Huelva)
Communications Department (Madrid)
responsabilidad.corporativa @cepsa.com

Stakeholders

Employees
Society
Service companies
Public and private institutions
NGOs

Resources employed

Euros: 57,000

Participating organisations

Cepsa
Public Institutions
Private Institutions
NGOs
Associations

Reasons for the project

Cepsa has always considered active participation in the communities where it operates fundamental, favouring mutual understanding and contributing to create and maintain, through dialogue, good relationships based on transparency, reliability and proximity.

Objectives and strategies

- **External:** to support persons and groups belonging to the most underprivileged sectors of the society in which it operates, helping to promote their social and work integration as well as their living standards.
- **Internal:** to promote supportive values, and cultural and educational development, involving employees as an essential part of the company.

Methodology

- **Initiatives presentation** by the "supportive benefactor": one or various Cepsa employee(s) from any services company working at the "La Rabida" refinery (Huelva) present supportive projects from public and private institutions, NGOs and other groups. The proposals must be initiatives with a positive outcome in society and must contribute to improving the living standards of the most underprivileged groups.
- **Initiatives selection:** after all the projects have been received, a jury (made up of persons related to the field of social entrepreneurship as well as representatives of the company) decides which initiatives will be supported.

Cepsa collaborates with the financing and development of the chosen projects. Awards of support are made at an institutional ceremony.

Specifically, in Madrid's edition, two kind of projects are awarded: those which support the most underprivileged groups (in general), and also those that specifically promote the integration of disabled people into the labour market, as a result of agreements reached between Cepsa and the Adecco Foundation.

Cepsa awards for social entrepreneurship

Social entrepreneurship



One of the winners of Cepsa Awards for Social Value in Huelva: ASPRODESORDOS (Association of Parents of Deaf Children).

Internal benefits

• non financial:

Greater employee motivation and identification with the company.

Stakeholders benefits

The organisations to benefit in 2007 were:

- In the Madrid region:
 - Norte Joven Cultural Association.
 - Bobath Foundation.
 - APANEFA.
 - The Madrid Downs Syndrome Foundation.
- In Huelva:
 - Asprodesordos.
 - ONUSOL Foundation.
 - Estuaría.
 - Disabled Sportspeople.
 - Sisifo.

• financial:

Financial resources.

• non-financial:

- Promotion of social and work integration.
- Improvement in living standards of the most underprivileged.

Measuring system

In three years, more than 830 persons have sponsored one of the 182 projects submitted.

Points for improvement

- Prize-giving to take place at the supported association's facilities in order to introduce the project and the people benefiting.
- Increase employee participation by improving internal communication about the initiative.
- Encourage participation from associations and organisations in the regions where the company operates.
- Improve the presentation of and information about the awards as well as about the associations receiving the awards and the participants.

Lessons learned

- The general outcome is that employees have responded positively. For example, in Madrid, over about 20 days, more than 80 people took part in looking for projects that could benefit from the initiative.
- The project connects internal and external communication.
- Internally, supportive values are promoted.
- Externally, associations are made aware of aspects of Cepsa related to Corporate Responsibility.

Repeatability of the best practice

The aim is to organise these awards in Cepsa Portugal and in the Tenerife refinery (Canary Islands) in 2008.

This best practice could be repeated by any organisation, regardless of sector and size.



Another Smile Foundation

Social entrepreneurship

Foundation sponsored by ISS with the aim of generating job creation in developing countries. Its action is completely financed by voluntary contributions from ISS Spain employees and from the company itself

Best Practice details

Organisation

ISS FACILITY SERVICES

Implementation location

The Republic of Ecuador

Project tutor

Ramón Folch Soler,
CR Manager and Foundation Director
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Stakeholders

Employees
Society

Resources employed

Euros: 180,000
Hours: more than 3,000

Participating organisations

ISS
CC.OO.
UGT
Codespa Foundation
Populorum Progressio Ecuadorian Fund (PPEF)

Reasons for the project

Create integration and cooperation ties between ISS employees and the most underprivileged communities and the environment in which the company operates.

Objectives and strategies

Generate direct and indirect jobs through the creation and strengthening of micro-companies, offering training and finance and helping to market their products and services, funded by the voluntary contribution of a proportion of the salaries of ISS Spain employees.

Methodology

- The Another Smile Foundation invites all ISS Spain employees to contribute cents of their salaries, an amount that is topped up by a financial contribution from the company.
- **Selection of the beneficiary country.** The Foundation Board (made up from ISS, CC.OO. and UGT representatives) decides on the country where the project will be implemented, taking into account the origin of the immigrant community working for ISS.
- **Selection of the project executor:** for the execution of the project, the Foundation gets support from an organisation with experience and credibility in the beneficiary country: in Ecuador, it worked with Codespa Foundation, a Spanish NGO that also gets help from Populorum Progressio Ecuadorian Fund (PPEF).
- **Accompanying and monitoring.** An ISS delegation goes out to monitor the project and discover what actions are taking place, meet the beneficiaries and give more transparency to the foundation through the presence of employees associated with it.



Mazar cooperative in Pindilig, province of Cañar (Ecuador), with ISS and the Foundation President (Joaquim Borràs), the Foundation Vice President and ISS General Director (Ricard Casas) and the Foundation Director and the company's CR Manager (Ramon Folch)

Internal benefits

• non-financial:

Greater feeling of belonging to the company and an increase in collaborative spirit between colleagues.

Stakeholders benefits

• financial:

ISS employee contribution: 50,000 €. This amount is topped up by a financial contribution from the company.

• non financial:

- Social improvement in very run-down areas and support for women who are head of the family and who have children.
- 371 direct and 1,700 indirect jobs.
- Creation of an emotional link, not only between employees but also between employees and the company.
- Job creation means:
 - Dignity.
 - Development.
 - Autonomy for the people and their families.
 - Opportunity.
 - Hope for a better future and subsistence.
 - Excitement.
 - Support for people and their dreams.
 - Increase in community self-esteem.

Measuring system

- Quantitative, metrics depend on each project.
- Qualitative, through personal interviews in Ecuador, with the coordinators of the projects as well with the beneficiaries.

Points for improvement

- Official announcement phase.
- Identify strategies to encourage a higher number of volunteers to support the Foundation economically.
- Greater involvement and time availability for the volunteer aid workers who promote the initiative.

Lessons learned

- Integration and cooperation with communities and the society has barriers such as social scepticism and xenophobia, which require greater efforts at communication in order to be overcome.
- The collaboration has to last. There is still a lot to do.

Repeatability of the best practice

Suitable for all kinds of sectors and companies; large companies and small and medium-sized businesses.

The action could be extended to suppliers, customers, family and friends.

MRW social entrepreneurship

Social entrepreneurship

Strategy for the creation of value from MRW social investment based on stakeholders' consultation and fundraising through voluntary contributions from MRW employees

Best Practice details

Organisation

MRW

Implementation location

Spain

Project tutor

Francisco Sosa,
External Relations Director
p.sosa@mrw.es

Stakeholders

Customers
Suppliers
Society
Environment
NGOs
Public administration

Resources employed

Euros: 9,923,860 in social entrepreneurship
(1.56% of gross turnover)

Participating organisations

MRW
More than 6,000 non-profit-making organisations

Reasons for the project

Since 2002, the transfer of advertising investment to support NGOs has been an established part of MRW policy. From that point on, it has been necessary to establish a strategy to find and select the entities to be funded which would create greater value for all the stakeholders.

Objectives and strategies

Assign more than the 1% of gross turnover (social development projects section) to plans and projects based on the needs and initiatives of the stakeholders.

Methodology

- **Open consultation:** franchise staff inform its stakeholders that they can present social initiatives for funding.
- **Study and selection:** the Ethics and Arbitration Committee, at the request of the social entrepreneurship department, studies the requests and approves the Help Plan.

Measuring system

MRW social entrepreneurship measuring comes from the following rankings produced by external institutions:

- "2007 Report on companies best perceived for their social entrepreneurship": MRW Social Entrepreneurship Programme has been the best perceived one (based on product/service) according to 333 participant experts in the ranking produced by the Empresa y Sociedad Foundation. This is the third consecutive year in which MRW will head the ranking of companies best perceived for their social entrepreneurship.
- In the annual ranking of the Empresa y Sociedad Foundation, MRW is in third position amongst companies with the highest number of disabled employees.
- MERCOR: In 2008, MRW was in 27th position in the ranking "Monitor Español de Reputación Corporativa" (Spanish Monitor of Corporate Responsibility), which evaluates the 100 most reputable Spanish companies.
In the same ranking MRW's chairman, Mr Francisco Martín Frías, was ranked as the 38th most reputable leader.
- "Great Place to Work" Institute: in 2007, MRW was recognised as one of the best 30 companies to work for in Spain, according to the annual list produced by the institute.

MRW social entrepreneurship

Social entrepreneurship



Internal benefits

• financial:

- Increase of 12.04% compared to last year's turnover.
- Opening of 36 new franchises in 2007. Every 10.14 days a new franchise opens and none of the existing ones closes.
- Increase in the volume of operations: more than 2,250,000 deliveries per month.

• non-financial:

- In 2007, MRW received 1,173 requests to buy or open new MRW franchises.
- In 2007, MRW's information line and website, received 11,631,595 phone calls and queries, and 309 people have visited MRW headquarters in Madrid.

Stakeholders benefits

There are direct and indirect beneficiaries from the more than 6,000 NGOs listed in the Help Plan and of the 81 supportive campaigns in which MRW has participated.

• financial:

1.56% investment in general interest activities, including social entrepreneurship.

• non-financial:

Supporting communities' social initiatives.

Points for improvement

Extend communication about MRW's social entrepreneurship, involving national media in particular.

Lessons learned

- Need to be guided by the sensitivity and common sense of the company, regardless of whether the action will bring financial benefits.
- By doing so, it has been demonstrated that there are personal benefits for all MRW members when they help those who need it most.

Repeatability of the best practice

MRW's experience is transferable as a concept to other companies, showing that it is possible to help and gain at the same time.

The MRW management model has been the subject of a methodology "case" study on the masters programme at IESE and the Instituto de Empresa.

The MRW experience is also studied at the San Telmo University in Seville and has been presented through ESADE at Harvard University.

Proniño programme

Social entrepreneurship

Programme for the progressive eradication of child labour in Latin America through educational improvement by using the technological and management abilities of the Telefónica Group

Best Practice details

Organisation
TELEFÓNICA

Implementation location
Argentina, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Peru, Uruguay and Venezuela

Project tutor
Oscar Battistón,
Proniño Programme Director
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Stakeholders
Shareholders
Society

Resources employed
Euros: 10.9 million (in 2007)

Participating Organisations
Telefónica Foundation
Telefónica Móviles in Latin America and more than 100 educational NGOs, schools and public and private institutions in the countries where it operates

Reasons for the project

In 1998 Proniño was created, a Telefónica social action programme, managed by its Foundation together with Telefónica Móviles operators in Latin America, which contributes to the eradication of child labour, which is an infringement of these children's rights.

According to ILO, there are currently 211 million children and teenagers, aged between 5 and 17 years old, working worldwide and almost three quarters of these are working in dangerous situations. According to the same data, in the Latin American and Caribbean area alone, 5.1 million children are working.

Objectives and strategies

To contribute significantly to the eradication of child labour in Latin America through improvements in the quality of education, investment in social-institutional reinforcement, increased awareness about the situation of child labour, and above all, in the comprehensive protection of the affected children, using the technological and management abilities of the Group, through the following strategies:

- Contribute to the progressive eradication of child labour through continuous and high quality education.
- Give children and teenagers the opportunity to access and develop secondary and higher education
- Allow them to make their digital inclusion a reality.
- Improve the social and economic environment of these minors.
- Promote their families' education, facilitating the generation of funds as well as new opportunities.
- Create social networks and strengthen those institutional mechanisms that contribute to supporting different actions for the eradication of child labour.

Methodology

The Proniño programme is founded on three strategic premises: comprehensive protection of working children, continuous and high quality education for these minors and strengthening the social agents and institutions that must take part in the fight against child labour in order to guarantee the sustainability of the social intervention in the medium and long term.

In this way, the Proniño programme has carried out many activities to cover the basic and educational needs of both the children and their close environment.

Proniño programme

Social entrepreneurship



Internal benefits

• non-financial:

- Greater feeling of belonging to the company. The corporate volunteering programme, managed by the Foundation, is a valuable support for Proniño. Telefónica volunteers have contributed to the initiative with financial resources, time, talent, and above all excitement, affection and happiness.
- Better relationship capacity with the whole society, which allows the development of the concept of a sustainable company committed to the countries where it operates.

Stakeholders benefits

The Proniño programme is currently present in 13 countries and more than 93,000 children have already benefited from it. The objective is to extend the programme's reach to 100,000, improving comprehensive attention for 100% of beneficiaries.

• non-financial:

- Collaboration with the compliance of regional goals in the eradication of the worst kinds of child labour in Latin America by 2015 and of all child labour by 2020.
- Innovative experiences, educational inclusion and equity and digital inclusion through the introduction of advanced learning experiences (Educared) based on information and communication technologies in highly vulnerable social environments.
- Social agent development, particularly of the third sector, through the construction of highly effective social management models thanks to the incorporation of private sector management experience adapted to those social agents and environments.

Measuring system

Numbers for direct beneficiaries/participants from the Telefónica Foundation are taken from an internal information system for the monitoring of the programmes and the projects carried out, as well as data provided by the social, educational and cultural entities that collaborate and participate in those initiatives.

With the objective of taking a step forward in the search for rigour, since 2007 the Foundation has been developing a document containing indicators of the processes and results of the social intervention which will be completed by a network for the monitoring and evaluation of results which allows the Foundation, among other things, to have an information system for the structured classification and organisation of the quantitative data related to its activities.

Similarly, the programme's social information is verified annually by Ernst & Young as part of the process of producing the Telefónica Foundation Report.

Lessons learned

- To mitigate social and family instability, integrated action must be taken, with the family, school and the community all involved.
- The school becomes an effective field for child labour prevention. Proniño guidelines are developed not only in accordance with International Labour Organization (ILO) recommendations but also innovative models are being tried out, such as the improvement of educational processes through information and communication technologies.
- Join forces with existing local actors in order to obtain guarantees of seriousness, image, reliability, experience and history so they can take charge of the social project development, with necessary monitoring from the company.
- Collaborative social network organisation –as an intervention strategy promoted by the private sector– requires an advanced and modern CR concept while, on a daily basis, it constitutes a very rich public-private cooperation with the third sector.

Repeatability of the best practice

The programme is being carried out in several countries. To the extent to which local actors are involved in management. This allows for awareness raising and the generation of knowledge and technical requirements that may be repeatable. However, given the complexity and high costs of the programme, the best practice will only be transferable to those places where a high degree of institutional commitment exists.

Agbar/Cetaqua, Water technology centre

Competitiveness and responsible innovation in products and services

Alliance between a private company and the academic and research world in the search for an efficient solution to the challenges posed by the management of the water cycle in the 21st century

Best Practice details

Organisation

AGBAR

Implementation location

Spain, France, United Kingdom, Chile

Project tutor

Luis Ángel Gutiérrez,
General Manager of CETaqua and Director
of R&D&i for the Agbar Group
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Stakeholders

Customers
Suppliers
Society
Environment

Resources employed

Euros: 1.9 million
Hours: 35% of Human Resources budget

Participating organisations

Agbar
Polytechnic University of Catalonia
CSIC

Reasons for the project

Non-existence in Spain of a centre of this nature in the water sector. CETaqua is a pioneer in the alliance between private companies and the academic and research world in the search for efficient solutions to the challenges posed by the management of the water cycle in the 21st century.

Objectives and strategies

CETaqua's objective is the development and undertaking of R&D&i projects in the field of the water cycle.

Linked to this main activity, other activities are being developed to help reinforce it. These are: the transfer of results, advisory activities, scientific disclosure, knowledge management and the international and national expansion of the centre.

Methodology

CETaqua, the water technological centre (set up as a non-profit -making private foundation), is an organisation for the integration and management of research, technological development and innovation in the water sector, with special emphasis on the urban cycle with a national and international remit.

CETaqua is based on the need to have a world class centre in the water sector, able to develop specific R&D&i activities and at the same time offer solutions which are highly applicable to the sector.

CETaqua is the result of the union between the business and the scientific world, it contributes new services and processes to businesses, users, administrations and the Agbar Group itself, generating R&D&i in a competitive and strategic way.

Agbar/Cetaqua, Water technology centre

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

- 57% of the project financed by a third party.
- €24m of added investment (direct result of R&D&i projects undertaken from which the company can get benefits).

• non-financial:

- Access to specialised know-how (international, high-level, independent and diverse).
- Increase in the level of technology (allowing the creation of new initiatives).
- Knowledge transfer to companies (territorial implementation of the results).
- Improvement of asset and operational management (reduction in operational risks and costs, and improved customer satisfaction).
- Improved social perception.
- Access to new contracts and/or renewal of the current ones.
- Development of new activities, complementary to the current business.

Stakeholders benefits

Persons associated with research groups, companies from the sector and millions of people as a result of the technological applications created through R&D&i in the water sector.

• financial:

Increase of the national investment indicators in R&D&i, getting closer to Lisbon objectives.

• non-financial:

- Beneficial for the environment and for society.
- Promotion of the collaboration between public and private sector, big companies and small and medium-sized companies, etc.

Measuring system

- More than 20 collaboration agreements.
- Active participation in two international and four national networks.
- 34 people devoted to the development, implementation and management of projects.

Points for improvement

Transfer (applicability guarantee) of the results to the projects carried out.

Lessons learned

- The importance of improving the coordination processes in a multidisciplinary and multi-stakeholder task.
- The alliance between business and academics can generate R&D&i in a competitive and strategic way.

Repeatability of the best practice

Introducing energy efficiency into a company is a good practice suitable to be applied by any company, not only in large companies but also in small and medium-sized companies.

Rail transport solutions that respect the historical heritage of cities

Competitiveness and responsible innovation in products and services

Designing technology promoting trams as public transport and contributing to the preservation of historical heritage in protected city centres

Best Practice details

Organisation

ALSTOM TRANSPORT

Implementation location

France

Contact person

Esther Toledo,
Quality and Environment Director
esther.toledo@transport.alstom.com

Stakeholders

Shareholders
Employees
Society
Environment

Participating organisations

Alstom Transport

Reasons for the project

Current demand for public transportation in cities is oriented towards environmentally friendly public transport, promoting the use of rail transport like the tram. However, in some protected city centres, like the historical centres of certain towns, this form of transport can pose a threat to heritage preservation, unless new technology is used to neutralise negative, environmental impacts.

Objectives and strategies

Design technology compatible with any overhead wire tram network which can guarantee the preservation of historical heritage.

Methodology

- Study the site conditions.
- Inspection tram network.
- Adaptation of new technology:
 - traction supplied by batteries.
 - power supply from the ground.
 - flywheel.
- Evaluation and improvement.

Measuring system

- Number of km of autonomy.
- Electricity consumption.

Points for improvement

Increase the number of kilometres the tram can cover without needing overhead power cables.

Rail transport solutions that respect the historical heritage of cities.

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

Cost reduction (traction supplied by batteries).

• non-financial:

Higher quality service.

Stakeholders benefits

• non-financial:

- Preservation of protected city centres (Nice, Bordeaux, Ormans..).
- CO₂ emission reduction. Use of stored, renewable energy.
- Electricity supply to the tram by the ground, guaranteeing total pedestrian safety.
- Visual impact minimised.

Lessons learned

Business success and corporate responsibility are not only compatible, but also reinforce each other by opening up new business opportunities which respect the environment.

Repeatability of the best practice

Rail sector companies.

Personal development and talent management

Competitiveness and responsible innovation in products and services

Strategy for trust building between Bancaja and its customers

Best Practice details

Organisation

CAJA DE AHORROS DE VALENCIA,
CASTELLÓN Y ALICANTE, BANCAJA

Implementation location

Spain

Project tutor

Pedro Miguel Baixauli Ridaura,
Products and Marketing Department Director
Productos@Grupobancaja

Stakeholders

Employees
Customers

Resources employed

(May 2005-December 2007)
Euros: 19,628,000.

Participating organisations

Bancaja

Reasons for the project

For Bancaja to be recognised and differentiated from other financial organisations by pursuing customer relations based on effective customer care.

Objectives and strategies

Bancaja's strategic positioning is focused on balanced customer relations. This is made clear in the message "If it's not good for you, it's not good for us" and is fulfilled through the Bancaja Commitment.

Methodology

Commitments:

1. Clearer contracts with no small print.
 2. Tell the customer what it will cost them before carrying out a transaction.
 3. Inform customers of insufficient funds and non-payments via SMS.
 4. We will not return domestic bills.
 5. No account commissions for young or elderly people (under 26 and over 65).
 6. Response to loan applications in 24 hours.
 7. Any information about products or accounts provided within 24 hours.
 8. Claims are paid first and then analysed.
 9. Information about the status of claims within 48 hours.
 10. If the ATM does not give you cash, we will pay twice the commission charged.
 11. Card replacement in 24 hours.
 12. Publishing of a Compliance Report and an Improvement Plan.
 13. People under 26 will not be charged for their cards.
 14. Defer mortgage payments for up to 6 months if you lose your job.
 15. No hidden or disguised service charges.
 16. 15 days to change your mind after signing up for a product.
 17. €600 sent to you via your mobile if your card is lost or stolen.
- Commitment application: applicable to all Bancaja customers on any domestic operation carried out in Spain. Professionals and companies, although benefiting from many of the introduced measures, are initially excluded from the compensation payments.

Personal development and talent management

Competitiveness and responsible innovation in products and services



Internal benefits

• non-financial:

- Improvement in the brand's reputation: rise in position on the MERCO corporate reputation monitor for corporate reputation and brand management, from 9th position in 2005 (date of the commitment) to 2nd in 2007.
- Increase in the number of customers and their satisfaction: in 2006, according to a study carried out by FRS Inmark about retail banking based on 10,000 interviews, Bancaja was the entity that gathered most customers in relation to its users portfolio.
- Awards and external recognitions:
 - 2007: Award for the best repositioning in the Centro de la Marca Awards, ALPHA excellence award for business excellence, award for the most innovative company.
 - 2006: Award for the best advertisement and financial product.

Stakeholders benefits

• non-financial:

On a scale of 0 to 10, customer satisfaction levels have gone from 8 to 8.28 for commercial banking customers and from 8.59 to 8.62 across all personal banking customers, during the period between 2005 and 2007.

- Corporate values: efficient customer care and ethics in relationships is transferred to the whole human team as one of the corporate culture's values, the employee's code of conduct and the management system, defining, at a very practical level, the principles that must govern the employees' behaviour in their relationships with third parties.
- Employee training: employees receive continuous training and a corporate guide and procedures manual is permanently updated in the intranet.
- Monitoring and control: compliance levels are controlled quarterly, and improvement plans are worked out annually. Information: the improvement results and plans worked out are published and sent out annually.
- Customer surveys: surveys are carried out annually so that customers can assess Bancaja's commitment.

Measuring system

Through metrics and surveys that are published quarterly for internal use and annually in the Bancaja Group CR Report, published on its website. Here there is a description, among other items, of: results reached, compliance levels, operations covered, costs involved, benefiting customers and improvement plans.

Points for improvement

Bancaja is committed to taking on new commitments adapted to the needs of its customers, improvement actions will be established where needed.

Lessons learned

Customer approach formulas based on intangible assets such as trust relationships and social acceptance are crucial resources to build solid and sustainable commercial advantages.

Repeatability of the best practice

Any kind of goods or services company.

SRI and BBVA's Employment Plan

Competitiveness and responsible innovation in products and services

First and only Pensions Plan in Spain, managed as a 100% SRI (Socially Responsible Investment) and taking on PRI (Principles for Responsible Investment)

Best Practice details

Organisation

BBVA

Implementation location

Spain

Project tutor

BBVA's Plan Control and Pension Fund Commission
rrc@grupobbva.com

Stakeholders

Shareholders
Employees
Customers
Suppliers
Society
Environment
Third sector
Multilateral organisations

Resources employed

- Rating tool: 60,000 euros/year
- 1 full-time risk analyst: 60,000 euros/year
- pension plan sustainability certification: 20,000 euros
- Others: 10,000 euros
- Total: 150,000 euros approx

Participating organisations

BBVA

Reasons for the project

Since 2005, BBVA's Employment Fund investment policy has expressed the intention of managing part of its assets with SRI standards. The Control Commission is composed of the following unions: CC.OO., UGT, Confederación de Cuadros and CGT and representatives of the beneficiaries.

After lengthy negotiations, the Commission reached an agreement and approved management of BBVA's entire employee pension fund under SRI standards. BBVA's Employment Fund thereby became Spain's first pension plan fully managed under SRI standards while also adopting the UN's PRI.

Objectives and strategies

- SRI management of the total fund*:
 - Reinforce BBVA's SRI leadership in Spain.
 - Contribute to the promotion of SRI in Spain with the aim of aligning us with European and American trends.
 - Anticipate the increasing awareness of SRI standards among some of our stakeholders.
 - Incorporate sustainability criteria (social, ethical, environmental and from corporate governance) in the fund's portfolio management and extend this practice to other Spanish funds.
 - Manage the extra-financial risks of the portfolio's assets to improve its economic performance in terms of sustainability.
- PRI signature:
 - Take on this commitment fully.
 - Integrate PRI in the assets selection process and investment management of BBVA's Employee Plan and its extension to the rest of the pension plans managed by BBVA Group (since the Gestora de Previsión y Pensiones, GPP BBVA, also subscribes to PRI).

* On 30-06-08 BBVA's Employment Fund assets, managed by the Gestora de Previsión y Pensiones reached approximately 1.965 million euro.

SRI and BBVA's Employment Plan

Competitiveness and responsible innovation in products and services



Internal benefits

• non-financial:

- Investment in companies and countries complying with the sustainability criteria fixed by the Control Commission.
- Contribute to SRI promotion in Spain.
- Dialogue promotion with the member companies of the assets portfolio.

Stakeholders benefits

- Direct: more than 40,000 participants in BBVA's Employment Fund.
- Indirect: the stakeholder of every company making up BBVA's assets portfolio.

• financial:

Fund performance improvement taking into account possible extra-financial risks.

• non-financial:

- Satisfaction improvement of the funds' participants compared with other companies.
- Generation of pride among employees participating in the fund.
- Promotion of dialogue between the fund's Control and Management Commission and the Fund Manager with the aim of improving the fund's economic performance in terms of sustainability.

Methodology

This pioneering project is part of a major commitment to promote SRI taken on by BBVA, which implies the need for the Gestora de Previsión y Pensiones (GPP) to look for additional human capital support and rating tools to guarantee excellence in SRI management.

In addition, dialogue concerning the fund's management under SRI criteria between the GPP and the Control Commission has intensified.

Another recent milestone in the development of this strategic project has been the creation of SpainSIF, a forum for the promotion of SRI for the financial community, fund managers, pension plans, rating agencies, together with the non-profit-making sector linked to SRI. BBVA has played a major role in its creation.

Measuring system

The fund manager issues quarterly reports on the fund's performance in terms of profitability and risk assumption.

The bank is working on a fund certification process in terms of sustainability that validates the procedures carried out.

Lessons learned

- Offering goods and services with criteria integrating social, ethical and environmental concerns show the company's commitment to Corporate Responsibility.
- SRI development must be tackled from a multi-stakeholder perspective in which the different people involved work together.

Repeatability of the best practice

BBVA's example could be followed by other public or private employment funds.

The ecologically-designed “Love Planet” griddle

Competitiveness and responsible innovation in products and services

Introduction of an ecological design management system, in accordance with UNE 150301 regulations, in the Vitoria griddle development centre, and its application in the development of Ufesa “Love Planet” griddles

Best Practice details

Organisation

BSH ELECTRICAL APPLIANCES, PLC

Implementation location

Spain (Vitoria)

Project tutor

Eneko Asarta,
Responsible for the ecological design management system of the griddle development centre
eneko.asarta@bshg.com

Stakeholders

Customers
Suppliers
Environment
Administration
Certification and normalisation organisations
NGOs

Resources employed

Euros: 90,000 (partially subsidised by IHOBE)
Hours: 2,800

Participating organisations

BSH
IHOBE
Ecología y Desarrollo Foundation

Reasons for the project

For many years, BSH Group has had an internal ecological design rule ensuring that the environmental impact of its electric appliances is taken into account during the design process in the same way that technical performance and cost optimisation are. In product and process planning, concrete objectives related to the most relevant environmental aspects are established. However, the griddle development department did not use Life Cycle Assessment (LCA) in a systematic and continuous way since they did not have the appropriate tools.

Likewise, the product's environmental aspects were not part of the information exchanged between the product development and marketing departments.

Objectives and strategies

To comply with the environmental commitment stated in the corporate mission statement and business policy, as well as to develop new, innovative and sustainable products.

Methodology

- Introduction of an ecological design management system according to UNE 150301 regulations and integrated into the environmental management system according to ISO 14001 regulations.
- Application of the simplified LCA tool for the identification and introduction of environmental improvement in griddle development.
- Certification of the management system in ecological design and inclusion of the griddle models that incorporate environmental improvements in the list of ecologically designed products.
- Communicating the improvements made to the products, as well as the importance of having a sense of the life cycle in distribution and consumption through the launch of the “Love Planet” series from the Ufesa brand (www.ufesa.es).
- During a 5 month promotion, emissions generated by the manufacture of “Love Planet” griddles during the first year of use are off set (“ZeroCO₂” initiative from the Ecología y Desarrollo Foundation).

The ecologically-designed “Love Planet” griddle

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

Cost reduction (lower use of materials, components simplification and optimisation of transport processes).

• non-financial:

- Acquisition of new abilities thanks to the incorporation of the LCA vision into the griddle development centre.
- Greater innovation and competitiveness.
- Environmental marketing arguments, with an improved assessment by society.
- Better image for the Ufesa brand and BSH.

Stakeholders benefits

• financial:

Lower energy (up to 30%) and water (up to 60%) consumption during the use of the products if the advice given by the brand is followed.

• non-financial:

- Lower environmental impact of the ecologically-designed products during their whole life cycle.
- Raising society's awareness (about the importance of taking environmental aspects into account during the manufacturing life cycle and the major impact products have on the environment).
- CO₂ emissions off-set derived from the product's use.

Measuring system

- The simplified LCA tools used allow measurement of the global environmental improvement of the product.
- Ecological design management system audits allow verification that the system has been introduced correctly as well as verifying the improvements made in the ecologically-designed models.

Points for improvement

- Simplified LCA tool improvement.
- Higher training in use of the tool.
- Extension of this management model to all BSH Appliances product development departments in Spain.

Lessons learned

- Viewing the life cycle avoids carrying over impacts from one phase to another, thereby ensuring an environmental improvement.
- Environmental improvements do not necessarily imply a higher product cost and can even help to reduce its costs.

Repeatability of the best practice

This methodology can be transferred to any business that develops products or services.

Assisting SME customers to prepare CR reports

Competitiveness and responsible innovation in products and services

Support client companies as they integrate CR practices into their business strategies as a competitive advantage

Best Practice details

Organisation

CAJA NAVARRA

Implementation location

Spain

Project tutor

Rosa Jaso,
Associate General Deputy Director
rosa.jaso@cajanavarra.es

Stakeholders

Customers
Employees
Environment
Suppliers
Society

Resources employed

Euros: 200,000. Caja Navarra has prepared customer reports for free; but for CAN it is an investment more than a cost since it makes it a reference point in social and financial innovation

Hours: 1,500. The work has been carried out by Caja Navarra solely, based on its know how. The Companies, CR, Communications and Charitable Activities departments and the commercial network have participated

Participating organisations

Caja Navarra

Reasons for the project

Caja Navarra is a pioneer in Civic Banking, a business model that breaks away from traditional banking and introduces a new way to relate to the customer based on transparency, the introduction of relationships of equality, the creation of new rights for customers-citizens and the assumption of new duties by the bankers.

One of its priorities is helping its SME customers to compete better, which is why Caja Navarra has created a tool that allows them to show their stakeholders that their actions on social responsibility and the social contributions they make through Caja Navarra matter, converting their financial expenditure into social assets (Caja Navarra customers finance the social projects they choose with a large part of the profits their money generates in the entity).

After obtaining the “Best Sustainability Report in Spanish Companies” award in December 2007, the bank decided to share its knowledge with its SME clients, since many of them had been carrying out CR actions for a long time, but only a few of them had reported on their activities in a CR Report about their actions, progress and improvement objectives for economic, environmental and social matters.

For this reason, Caja Navarra designed an accessible questionnaire that meets GRI requirements and that SMEs fill in with the help of a bank advisor. Once it has been filled in, Caja Navarra returns the number of CR Report copies requested, edited, printed and ready for distribution, to its customers free of charge. There is also a more abbreviated version called a Social Entrepreneurship Report.

Objectives and strategies

Caja Navarra's objective is to help its client companies to improve their CR practices and include them in their business strategy because this will allow them to compete better. In this way, more than 2,000 SMEs, through their CR Reports or Social Entrepreneurship Reports, have raised awareness of the social contributions carried out by the initiative: “You choose: you decide” and its CR practices. Altogether, there are more than 130,000 copies of these reports circulating around Spain, providing information on, among other things, the added value that working with Caja Navarra implies for a company.

For Caja Navarra, this is also a key differentiating element in its strategy to be a reference point for social and financial innovation.

Assisting SME customers to prepare CR reports

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

For this first year of the initiative, no direct financial return on the investment is foreseen.

• non-financial:

- Loyalty from client companies to which the initiative has been offered.
- CR training to the companies' financial adviser staff so they can offer the service to the client companies.
- Important support lever for the company's strategic development.

Stakeholders benefits

More than 130,000 copies of reports from 2,000 companies have been distributed.

• non-financial:

Participant companies have positioned themselves with respect to CR and have prepared their first Sustainability Report, informing the companies' stakeholders of the social projects they carried out.

Methodology

The project consists of two services offered to the bank's customers:

- Firstly, the production of a CR Report free of charge. The report contains the following sections: strategy and analysis, nature of the report and company profile, social action through Caja Navarra's civic account; Governance, commitment and stakeholder participation; performance indicators with economic, social and environmental sections; and improvement objectives. This report, a simplified version of the Global Reporting Initiative (GRI) model report has been created for more than 130 companies.
- Secondly, the preparation, also free of charge, of a Social Entrepreneurship Report has been offered to the companies. This report collects together an extensive list of the social contributions made by every company through the initiative 'you choose: you decide'. Nearly 1,900 companies have chosen this format.

Measuring system

- Before launching the project, a preliminary study was carried out in order to see how the initiative would be received amongst client companies.
- After the project's launch, satisfaction surveys were carried out among companies who participated in the initiative.

Points for improvement

- Extend the initiative to more client companies.
- Improve the systematic practice of the initiative.

Lessons learned

- Many SMEs get involved in sustainability. 68% have positively assessed the initiative. If CR had not yet managed to reach them it was because, until now, they had probably not been offered the appropriate tool.
- There is still a percentage of SMEs that do not consider sustainability as one of their priorities.

Repeatability of the good practice

This methodology can be transferred to any business that offers products or services.

ECOELCE- Cheap energy from recycling

Competitiveness and responsible innovation in products and services

Innovation in the billing process for electricity supply to low-income consumers

Best Practice details

Organisation
ENDESA

Implementation location
Ceará state (Brazil)

Project tutor
Odailton Arruda,
Innovation Management and investigation
projects Manager
Vinicius Cunha,
Ecoelce Project Coordinator

Contact person
Hernan Cortes,
Environment and Sustainable Development
Department Deputy Manager
hcortes@endesa.es

Stakeholders
Employees
Customers
Environment

Participating organisations
Coelce (Endesa Brazil)

Reasons for the project

In Brazil, 7.5% of the population earns less than \$1/day, according to the 2006 UN Millennium Development Goals Report and, generally, there are broad sections of the population living in poverty, with reduced purchasing power. In this context, the lack of financial liquidity and the culture of non-payment for public services is a constant.

The following factors also have to be taken into account:

- Low-income customers have to make a big effort to pay for basic services, such as electricity.
- Limited levels of awareness of the importance of recycling in local communities.
- No infrastructure exists to carry out this recycling.
- Consistent environmental and hygienic impact of discarded waste.
- Need to reinforce the electricity supply company's efforts to control fraud and defaults.

Objectives and strategies

Contribute to solid waste recycling and provide liquidity for low-income consumers' energy accounts mainly, through the following strategies:

- Fluent contact with the central administration (approved by the National Electrical Energy Agency) and local authorities.
- Development of agreements with recycling companies to organise waste treatment.
- Development of agreements with local associations and other community institutions to organise waste collection at mobile stations.
- Introduction of a fixed collection structure, attractive to the public.
- Development of a flexible control and invoicing system that allows on-line monitoring of the amounts collected, the credit given to each customer and the opportunity for account holders to donate those credits to social causes.

ECOELCE- Cheap energy from recycling

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

- 57% reduction in arrears rate, taking into consideration all the project's participants.
- Greater control of losses in the communities where the project is carried out.

• non-financial:

- Improvement of the company's connection with customers.
- Image improvement in general.

Stakeholders benefits

More than 40,000 people have participated in the project.

• financial:

- More than R\$ 290,000,00 in accumulated credits distributed among its customers.
- Almost 2.5 million kg of waste collected.

• non-financial:

- Decrease of illness caused by the inappropriate disposal of waste in the environment, e.g. dengue fever.
- Decreased environmental impact caused by waste in the streets.
- Recycling industry development (more than 52 direct and 200 indirect jobs created).
- Waste recycling index improvement.

Methodology

- Collection and treatment of recyclable material.
- Control and monitoring of the credits obtained.
- Agreements with local organisations to organise collections.
- Design and implementation of the collection places.
- Developing web applications (www.ecoelce.com.br) to allow the personalised monitoring of the project's status.

Measuring system

- Amount of waste collected and recycled.
- Amount of raw materials saved due to recycling.
- Number of participants customers.
- Amount of credits accounted for.
- Number of collection stations/towns in the programme.

Points for improvement

- Increase the number of collection points to improve the project's presence across the entire state of Ceará.
- An effective methodology for waste prices.

Lessons learned

- A significant amount of effort is needed for the Ecoelce project to seek out alliances with many actors in the communities: alliances with recycling companies, local authorities and with community leaders are essential.
- The need to adjust processes to customers' social and economic needs and expectations.

Repeatability of the best practice

Electricity companies.

The scheme is already up and running with Endesa's other distribution company in Brazil (Ampla) and the possibility of extending the initiative to other countries where Endesa is present is being studied.

Rural electrification

Competitiveness and responsible innovation in products and services

Programme to make photovoltaic technology accessible to underprivileged communities for access to water (photovoltaic electrification in pumping systems), education (electricity in schools) and health (electricity in hospitals), among others

Best Practice details

Organisation
ISOFOFÓN

Implementation location
Ecuador, Dominican Republic, Morocco...

Project tutor
Isabel Sánchez,
Marketing Department
isabel.sanchez@isofoton.com

Stakeholders
Shareholders
Employees

Resources employed

- More than €100,000
- Time and knowledge of all the partners of Energía Solidaria Foundation (170 partners, a quarter of the staff)
- 14 volunteer employees relocated to the destination countries to carry out the project
- Free contribution of all the required materials to carry out the project

Participating organisations
Isofotón

Reasons for the project

Isofoton's "technology for development" strategy contributes to the achievement of the Millennium Development Goals (MDG) through rural electrification projects.

Objectives and strategies

There are four lines of action:

- 1. Raising awareness among public institutions and civil society** about the advantages to be gained from rural, solar energy electrification development through the promotion of R&D&i in solar energy, as well as transmitting knowledge and best practices through alliances with other institutions such as Energía sin Fronteras.
- 2. Development of financed projects.** Isofotón is one of the leading companies in the global rural electrification market, working in conjunction with all the stakeholders involved. This experience is reflected in the company's knowledge, which guarantees the sustainability and continuous improvement of the rural electrification project, and which will be used during the development of non-profit-making projects.
- 3. Development of non-profit-making projects** in especially vulnerable populations, supporting the development of fundamental services such as education and health, in accordance with the MDGs. Taking into account Isofoton's presence in developing countries, the organisation focused on looking for new challenges and employees became actively involved in the projects carried out in these countries. As a consequence, in 2005 the Energía Solidaria Foundation was created. The foundation allocates its funds to carry out rural, solar energy electrification projects in developing countries. It follows a strategy that includes promoting corporate volunteering, strengthening public private partnership networks and analysing the needs of underprivileged communities.
- 4. Experiences and new opportunities.** The experience accumulated and direct knowledge of the markets generates new business opportunities, consolidating an important basis for Isofoton's growth. Over the years, in addition to its commitment to the community through Foundation projects, Isofotón has gradually established an international network of subsidiaries and offices to guarantee its presence in the rural electrification market, offering the necessary knowledge to continue spreading the word about the advantages and solutions solar energy has to offer.

Rural electrification

Competitiveness and responsible innovation in products and services



Internal benefits

• non-financial:

- Consolidation of an internationally important network. The company operates in more than 60 countries and has 5 international subsidiaries.
- Presence in emerging markets with high development potential.
- Establishing strategic alliances.
- Development and improvement of products adapted to the population's needs.

Stakeholders benefits

More than 383,000 beneficiaries in 2007.

• financial:

- Economic development of the area.
- Small, local, rural electrification distribution markets (as a consequence of finance from micro-credits and other subsidies for rural areas).

• non-financial:

- Social development and access to better standards of living.
- Long-term sustainability of the facilities.

Methodology

- Carrying out non-profit-making projects.
- Network generation.
- Diffusion of knowledge and good practices.
- R&D&i promotion.
- Corporate volunteering.
- Development of adapted technological solutions.

Measuring system

- Amount of funds invested in every project.
- Number of projects carried out.
- Number of beneficiaries.
- Number of employees relocated to the destination country where the project will be carried out.

Points for improvement

The company must be continuously open to operational improvements. Isofotón tries to analyse every project in order to find out areas for improvement which will enrich its experience and guarantee that later projects will be done better.

Lessons learned

In all the projects a triple value generating aspect exists: economic, social and environmental values, which are generated simultaneously. In this way, all the actors involved (beneficiaries, employees, the company, local organisations, etc.) benefit from it and have the possibility to improve their abilities and an opportunity to develop new ways of working together.

Repeatability of the best practice

Isofotón transfers technological knowledge and innovation to the communities where it operates. Its experience in handling projects allows Isofotón to get to know the local reality in depth so that technological transfers are always adapted to specific needs.



Good practices agreement for “Health and safety at work” in the coordination of business activities between Orange and other operators

Competitiveness and responsible innovation in products and services

Sharing of facilities between mobile phone companies in order to avoid accidents and maintain the quality of business services

Best Practice details

Organisation

FRANCE TELECOM SPAIN LTD

Implementation location

Spain

Project tutor

Esteban Jañez,
Head of H&S at Work
esteban.janez@orange-ftgroup.com

Stakeholders

Employees
Suppliers
Other operators

Participating organisations

France Telecom

Reasons for the project

- Sharing facilities between mobile phone operating companies creates new scenarios for management and responsibility identification regarding H&S. The aim is to prevent accidents and delays and so maintain quality standards for services.
- Facilitating unified criteria for managing access by personnel to different locations.
- Speeding up operations within our companies.
- Establishing preventive measures (not so far introduced) to improve safety levels.
- Establishing a basis for future agreements between operators.
- Clarifying the framework of responsibilities.

Objectives and strategies

Establishing a framework for cooperation between companies adhering to the agreement to apply H&S at Work regulations, based on the resources necessary to coordinate protection and workplace risk prevention when people from two or more companies are working in the same centre (whether at the same time or not).

Methodology

- Establishing “shared commitments”.
- Assigning spokespersons in the departments.
- Guidelines for the development of sharing.
- Instructions for job development.
- Establishing exceptions and actions to be taken in these cases.

Good practices agreement for “Health and safety at work” in the coordination of business activities between Orange and other operators

Competitiveness and responsible innovation in products and services



Internal benefits

• non-financial:

- Improvements in quality of maintenance services.
- Improvements in response times and network deployment periods.
- Reduction in work accidents.

Stakeholders benefits

• non-financial:

- Improvements in response times.
- Improvements in the quality of maintenance services at shared facilities.
- Improvements in outsourced maintenance tasks.
- Improvements in safety conditions at shared facilities.
- Establishing responsibilities for work procedures.

Points for improvement

Follow-up on implementation of the agreement by operative units and information exchange.

Lessons learned

- It is possible to reach agreements with competitors in order to solve common problems unrelated to the competition between companies in the market.
- A global agreement between operators does not have to involve changes to either company's management model.
- An agreement with the participation of all the units involved is of a substantially better quality, as well as having better acceptance on implementation.

Repeatability of the best practice

This best practice could be applied within any company, not only in large companies but also in SMEs.

Responsible Innovation: mobile phone products and social services for groups with special needs

Competitiveness and responsible innovation in products and services

Social services based on the specific needs of people from vulnerable groups and with special needs

Best Practice details

Organisation

VODAFONE SPAIN

Implementation location

Spain

Project tutor

José Manuel Sedes,
CR Manager
jose-manuel.sedes@vodafone.com

Stakeholders

Customers
Suppliers
Society
NGOs
Public administrations

Resources employed

Given that the development of products and social services is incorporated in the development of general products and services, no separate quantification of the resources employed in the development of these social products and services has been carried out

Participating organisations

Vodafone Spain

Reasons for the project

Approximately 39.1%* of the Spanish population permanently or at some point in their lives face barriers that make accessibility and personal autonomy difficult.

The percentage of the population with some form of temporary or permanent disability is 18%, which implies that demand for technical solutions that facilitate their lives is not only widespread but is also expected to grow significantly over the next few years. According to the most optimistic UN and EU predictions, and maintaining the current birth rate, by 2050, 40% of the European population will be older than 65.

Objectives and strategies

With the aim for the company to reach its strategic objective: "To be a Responsible Company", Vodafone has been developing 5-year CR Strategic Plans; the plan includes the strategy of using the potential of telecommunications to extend vulnerable groups' accessibility to telecommunications services.

Methodology

The products and social services are developed and marketed together with organisations representing the target groups, local authorities, experts on accessibility and the end users to guarantee that their specific expectations are fulfilled. It is a way to approach those vulnerable groups whose needs have not yet been covered by the conventional mobile phone products and services.

These products and social services are directed at vulnerable groups, in which, among others, the following are included:

- People with any disability (auditory, visual, physical, etc.).
- Elderly and/or dependent people (mobile phone assistance).
- People suffering from chronic illnesses (e.g. Alzheimer's, diabetes, hypertension).
- Victims of domestic violence.

Measuring system

Vodafone Spain carries out periodic surveys on expectation and perception levels among different stakeholder groups showing that the development of products and services directed at groups with special needs is a highly valued issue amongst them.

*According to data published by the ONCE Foundation and the Institute for the Elderly and Social Services (IMSERSO) (2006).

Responsible Innovation: mobile phone products and social services for groups with special needs

Competitiveness and responsible innovation in products and services



Internal benefits

• financial:

The generation of direct benefits is not expected, given the vulnerable groups towards which the project is oriented.

• non-financial:

Reputation improvement.

Stakeholders benefits

The potential users of products and services in Spain:

- More than 800,000 blind people or people with visual impairment.
- More than 900,000 deaf people or people with auditory impairment.
- More than 7 million people older than 65 or with reduced manual skills.
- More than 800,000 dependent people or people with Alzheimer's.

• financial:

These products are subsidised as a consequence of a policy establishing that these groups should not have to bear excessive costs associated with the products' special characteristics.

• non-financial:

- Increase the social/work integration of vulnerable groups.
- Increase mobile phone manufacturers' awareness of usability and design for everyone.

Points for improvement

Increase the availability of the technology, products and services for people with special needs.

Lessons learned

- The specific and differentiated needs of every vulnerable group imply economy of scale aspects in products designed worldwide.
- The integration of the corresponding vulnerable groups into the usual product development process.
- Involving organisations representing those groups in the development of social products and services.

Repeatability of the best practice

Vodafone Spain is collaborating with INTECO (National Institute of Communications Technology) on the development of the National Accessible Technologies Centre, a project proposed jointly by the State Secretary for Social Services, Families and Disabilities, the Royal Board for Disabilities and State Secretary for Telecommunications and the Information Society. The general purpose of the National Accessible Technologies Centre, is the promotion of tools and solutions to facilitate accessibility to technology across the board and particularly for those groups with greater access difficulties.

Vodafone Spain is part of the INREDIS project (Relationship Interfaces between the Environment and People with Disabilities), a project led by Technosite (a technology company owned by the ONCE Foundation) that develops technologies to create communication channels and interactions between disabled people and their environment and which favours a global vision of the market, inter-sector standards transfers and at the same time generates opportunities for specialist companies and services with added-value.

Vodafone Spain has a permanent exposition at the State Centre for Personal Autonomy and Technical Help (CEAPAT) which constitutes a leading example of exhibitions of this type.

In addition, Vodafone Spain is a leader in the development of products and social services among Vodafone Group operators and takes part in best practices transfer conferences, which has meant that many of these products and services are now available in other countries. For this reason, the Vodafone Group Centre of Excellence for these products has been set up in Spain.

Promotion and communication of sustainability values to stakeholders

Dialogue with stakeholders

BASF stakeholders management system in their Tarragona factory

Best Practice details

Organisation

BASF, LTD

Implementation location

Spain (Tarragona)

Project tutor

Factory Management
responsabilidad-corporativa-y-calidad@basf.com

Stakeholders

Employees
Customers
Suppliers
Society
Environment
Administrations
Associated companies
Academic institutions
Associations
Media
Corporate bodies

Participating organisations

BASF

Reasons for the project

Sustainable development is one of the company's main values and principles, the project is consistent with this and contributes to the company's own sustainable development.

Objectives and strategies

- Fulfilling the company's vision: "To be the leading chemical company in the Iberian market, recognised by its sincere social commitment".
- Compliance with the company's sustainability policy.

Methodology

These are some of the measures concerning the stakeholders:

- BASF Group corporate bodies: audits of the Global Competence Centres, satisfaction surveys of the Business Units, internal Sustainability Network and Progress Commitment network.
- Customers: have information about all the products (safe use, environmental aspects and an ecological efficiency analysis that allows them to choose between several options) and periodic satisfaction surveys on environmental matters are carried out.
- Collaborators: training in environmental and safety matters for employees and contractors, suggestion system that rewards ideas, biennial forum where the best sustainability practices of each company in the Group are presented, communication of annual objectives in ethical and sustainability matters, General Reports on Health and Safety and the Environment, and dialogue between unions, among others.
- Materials suppliers: chosen after classifying those materials according to their nature and geographical location.
- Carriers: must comply with safety and environmental standards. They are evaluated according to SQAS regulations.
- Associated companies (located in the production centre): agreement to comply with Safety and Environmental standards.
- Institutions and Public administrations: involvement in discussion of public policy with regard to energy, chemistry and renewable raw materials; collaboration with different environmental or social organisations in projects of public interest.

Promotion and communication of sustainability values to stakeholders

Dialogue with stakeholders



Internal benefits

• financial:

Higher brand value.

• non-financial:

- Positive assessment of the company by media, customers and employees.
- Awards and recognitions at national, regional and local level.
- 200 environmental talks to 950 employees.
- High participation from collaborators.
- High level of training in emergency issues.
- More than a thousand items related to sustainability on the Intranet.
- Communication of the number of incidents to do with environment and safety.
- Great number of improvement proposals.
- Ethical behaviour of managers and collaborators.

Stakeholders benefits

• non-financial:

- High level of information to customers.
- Training in environment and safety for contractors.
- Active intervention in courses, projects, etc.
- Presence on different environmental and preventive committees.
- Sponsorship and external social action.
- Indices used to communicate accident rate.
- Maximum GRI rating for the Sustainability Report for the last 4 consecutive years.
- Contribution to global reports (chemical associations for example) and transparency.

- Academic and educational institutions: agreements for training, academic awards, collaborations, etc.
- Private associations and institutions: the company is part of Club de Excelencia en Sostenibilidad, FEIQUE (Chemical Industry Federation) and AEQT (Chemical Business Association of Tarragona), among others.
- Local community: participation in local forums, organisation of open days, collaboration with local associations.
- Certification or authorisation entities: the company undergoes different kinds of audits (ISO 14001, EMAS...).
- Media: surveys are carried out in order to find out the opinion about corporate reputation in Spain.
- Society in general: co-sponsorship of forums, congresses and publications; active participation in conferences, congresses, etc; publication of a Sustainability Report.

Measuring system

- Value Based Management: management indicator system, for which every year objectives or appropriate actions are established. The system is broken down until it covers the whole organisation.
- Interview with collaborators: outlining of objectives and evaluation of the success of achieved ones.
- Reports and Integrated Management System audits: evaluation of the compliance level of the Environment and Safety objectives.

Points for improvement

Introduction of a permanent and updated information system based on the project's activities.

Lessons learned

Global vision of the huge range of actions for communication with the different stakeholders viewed as a harmonious group, based on a business strategy that it is necessary to maintain, develop and evaluate.

Repeatability of the best practice

Model applicable to similar companies.

Stakeholders' inclusion

Dialogue with stakeholders

Cementos Portland Valderrivas Group stakeholders management system

Best Practice details

Organisation

CEMENTOS PORTLAND VALDERRIVAS GROUP

Implementation location

Spain

Project tutor

Carlos San Félix Garcia,
Environment and Sustainability Manager
csanfelix@valderrivas.es

Stakeholders

Employees
Society
Environment
Experts
Representatives of associations from different sectors
Local and autonomous administrations
NGOs
Neighbourhood association
Media

Resources employed

Euros: 30,000
Hours: 135

Participating organisations

Cementos Portland Valderrivas Group

Reasons for the project

One of the fundamental pillars of the Group is to maintain constructive and collaborative relationships with its stakeholders, so consultation sessions were initiated to get their participation at the end of 2007, an unprecedented activity in the Group.

The consultations were thought of as a fundamental step to formalise systematically the inclusion and participation of stakeholders in the Group's strategic sustainability management cycle.

The Group's sustainability is managed by the:

- Sustainability Committee of the Management Committee (SCMC), led by the Chief Executive Officer. It defines, coordinates and adapts the strategy and the CR policy.
- Work Committee for Sustainability (WCS), made up of representatives of the main business, corporate areas and the most important facilities. It is in charge of introducing the defined objectives, developing CR initiatives, promoting social action initiatives and collaborating in the preparation of the Sustainability Report.
- Sustainability and Environment Department (SED): guarantees the coordination of all the actions and the vertical integration of all the initiatives in the Group, leading the preparation of the Sustainability Report and proposing and channelling the strategic lines to develop.

Objectives and strategies

- Identify the stakeholders' needs and expectations.
- Communicate the work carried out and obtain a higher recognition by society in general.

Methodology

Meetings with stakeholders took place in the centres at Alcalá de Guadaíra in Seville; El Alto, Velilla and the Madrid headquarters; Hontoria in Palencia; Monjos and Vallcarca in Barcelona; Andújar in Jaén and Olazagutía in Navarre.

The sessions were carried out with employees and representatives of the local population closest to the centre. They began in the last quarter of 2007 and finished in 2008.

13 consultation sessions took place with 154 people, 83 workers from the Group and 71 representatives of the closest population.

Stakeholders' inclusion

Dialogue with stakeholders



Internal benefits

- **non-financial:**

- Progress in introducing the Group's sustainability policy.
- Increase in brand reputation.
- Increase in our stakeholders' trust.
- Challenges published in 2006 report have been met.
- The project has been useful as a dialogue engine between departments and allows actions to be developed in line with the commitments stated in the parent company's, FCC, management plan keeping a point of reference position within the Group.

Stakeholders benefits

Everyone with legitimate interests in the company's activities (who have been represented by 153 direct participants in this initiative).

- **non-financial:**

The stakeholders have the possibility to express and inform top management of their opinions, interests and worries about the company's activities and start an analysis process inside the Group to respond to them.

Measuring system

All the sessions were developed with a "Focus Group" methodology with the participation of expert consultants.

The information collected in the sessions has allowed us to identify and rank 20 subject areas according to their importance.

In addition, a study was carried out in which the Work Committee for Sustainability (WCS) was asked to rank the 20 areas previously identified and prioritised by stakeholders. All this work has allowed a ranking by importance of the interest areas identified to be established, based on the views of stakeholders and the WCS.

With the results obtained from the consultation sessions a specific report for every geographical area and a global report that has been sent to the Sustainability Committee of the Management Committee (SCMC) have been prepared to establish what corporate strategy to follow.

Prior to the presentation of results to the SCMC, a working session was also carried out with a group of experts in sustainability and CR.

Points for improvement

The Group will keep progressing with the following actions:

- Define the sustainability strategy for the following years, taking into account the most relevant topics so far identified. The Environment and Sustainability Strategic Plan 2009-2010 is currently in approval stage.
- Carry out consultation sessions with the stakeholders that did not participate in the first phase: customers, shareholders and suppliers.
- Extend them to new geographical areas.
- Carry out a new phase of consultations with stakeholders that have already participated in the initial process, establishing a basis by which progress can be judged.
- Prepare a Sustainability Report following, as far as possible, the recommendations collected in the previous consultation sessions.

Lessons learned

The stakeholders are a very important source of information that we must pay heed to, in order to progress with the continuous improvement of our business behaviour.

Repeatability of the best practice

Carrying out consultation sessions with stakeholders is a good practice that can be transferred to any company.

Survey to stakeholders

Dialogue with stakeholders

Identifying the concerns and interest of our stakeholders with regard to aspects concerning sustainability linked to our company, as well as verifying their appraisal of Cemex's performance in these aspects

Best Practice details

Organisation
CEMEX PLC

Implementation location
Spain

Project tutor
María Gil de Antuñano,
Head of Communications and Institutional
Relations
maria.gildeantunano@cemex.com

Stakeholders
Neighbours
Employees
Suppliers
Customers
Administration
NGOs
Local institutions/associations

Participating organisations
Cemex PLC

Reasons for the project

- Cemex's concern for the impact that its activity has on the environment.
- Interest in ascertaining what image our stakeholders have of Cemex, as well as their concerns.

Objectives and strategies

- Developing a sustainable strategic plan on the basis of the survey results.
- Defining a communication policy in keeping with the most relevant aspects.
- Having more information available on risk management.
- The results of the survey will be analysed by region and by plant in order to adapt our plan of action to the needs required by each setting.

Methodology

- Computer-programmed semi-structured questionnaire:
 - Personal interviews with residents in towns/cities close to operative units.
 - E-mail survey carried out on the rest of focus groups.
- Questionnaire design and survey distribution by internal Cemex personnel.
- Field work, codification and tabulation of results through independent external provider.
- Analysis of results by in-house personnel.
 - Cemex is the proprietor of all information, for any specific exploitation.

Measuring system

- Ranking of priority sustainability policies according to each focus group (ordering of priorities).
- Degree of satisfaction with the Cemex's performance in favour of said policies (degree of satisfaction scales from 1 to 10).
- Spontaneous suggestions and comments (open response).

Ideas 10 and Get integrated

Dialogue with stakeholders



Internal benefits

• non-financial:

- Intensifying relations with groups of interest
- Finding out their concerns
- Prioritising sustainable actions
- Improving the company's image through a greater commitment to sustainability.

Stakeholders benefits

3,000 individuals have been able to express and share their ideas.

• financial:

Sustainable projects:

- Investment in the community.
- Collaboration with local associations.
- Local contracting.
- Environmental investments.

• non-financial:

- Intensification of communication.
- Greater contribution to improving the environmental and social setting.
- Pride in working for a committed company.
- Conciliation of personal and professional life.

Points for improvement

Greater interrelation with stakeholders.

Lessons learned

- Better results are obtained with a simple, straightforward questionnaire.
- Need to have up-to-date data on stakeholders.
- The greater the sample size, the higher the response rate.
- High level of awareness on the part of our focus groups, observed in a high percentage of response and provision of comments.
- Need to repeat the survey annually owing to the expediency of the results.

Repeatability of the best practice

In all sectors and all types of businesses, in both large companies and SMEs.

Defining frameworks for dialogue with external stakeholders and improving relationships

Dialogue with stakeholders

Red Eléctrica stakeholders' management system

Best Practice details

Organisation

RED ELÉCTRICA DE ESPAÑA

Implementation location

Spain

Project tutor

Ángel Ibisate,
CR and Quality Department Manager
aibisate@ree.es

Stakeholders

Shareholders
Customers
Suppliers
Society
Environment
Analysts, Media

Resources employed

Euros: 180,000
Hours: 2,600

Participating organisations

Red Eléctrica de España

Reasons for the project

The company's relationship with NGOs, analysts, the media and social actors was completely reactive, one-off and non-systematic. This constituted a minimal and insufficient basis of dialogue for achieving good corporate responsibility results and managing for excellence in the company.

Objectives and strategies

- Shift in strategic viewpoint, programmes and management systems for stakeholders.
- Comments, contributions and improvements to the above.
- Create systematic and permanent communication channels.
- Explore the expectations, requirements and suggestions for improvement of "all" the stakeholders.
- Establish action frameworks with all the stakeholders.

Methodology

- Identification of stakeholders: definition and categories (based on processes and activities).
- Cataloguing: segmentation and prioritisation (according to volume, urgency, impact and frequency of interaction with the organisation).
- Design of relationship frameworks: dialogue, matrix and relationship catalogue design.
- Planning and scheduling: triennial plans and annual programmes.
- Implementation.
- Evaluation and improvement strategy: annual reports, results, weaknesses and adjustments.

Measuring system

- Metrics about the established frameworks and the efficiency of projects and activities.
- Studies and periodic satisfaction surveys of the stakeholders.
- External management evaluation with them.
- Evaluations of dialogue platforms with the stakeholders.

Defining frameworks for dialogue with external stakeholders and improving relationships

Dialogue with stakeholders



Internal benefits

• non-financial:

- Adaptation of processes, services and activities towards the stakeholders' needs.
- Integration of the organisational units in projects to collect and deal with stakeholders' needs.
- Integration of needs and transfer of CR to the external stakeholders.
- Minimisation of crisis situations and their impact.
- Creation of alliances to undertake aims or projects unattainable independently.
- Getting closer to the company's problems and processes.
- Increase in applications to REE to participate in developing regulation and other kinds of actions.
- Improvement in society's perception and national and international organisations' perception.
- Establishing improvements in the development of mutual and participative trust, the ability to influence and resolve conflicts.
- Improvement in the company's reputation and positioning with regard to stakeholders.

Stakeholders benefits

Approximately 9,000 people benefiting.

• non-financial:

- Improvement of stakeholders' visibility.
- Transfer of needs, expectations, requirements.
- Development of mutual projects.
- Higher knowledge of the stakeholders' problems.
- Services more oriented to their needs.

Points for improvement

- Information systems that facilitate the monitoring and development of the relationship frameworks established.
- Standardisation of the different dialogue mechanisms to make them less costly.
- Achieve compliance with systematic plans.
- Improve the essential character of these actions in day to day activity.

Lessons learned

- Knowing how stakeholders think, their requirements and expectations, is extremely useful when it comes to improving processes and services.
- More fluent and understanding relationships as they become personal rather than professional and strengthening the concept of mutual benefit.
- Integrating different organisational units into common goals and improved teamwork.
- Strengthening the ability to orient oneself towards the external customer and other stakeholders.
- Incorporating dialogue with stakeholders into business management at a strategic, tactical and operational level is a key factor.
- By communicating problems and weaknesses, stakeholders help to improve the company.
- Improving stakeholder management is probably one of the most important means of improving reputation:
 - MERCO reputation monitor : progress from position 242 to 61.
 - Quality services evaluation: 2004: 7.54 / 2007: 7.75.
 - Global satisfaction progress: 2002: 5.7 / 2007: 7.52.
 - Claims reduction: Number of claims every 1,000km line: 2005: 0.79 / 2006: 0.90 / 2007: 0.56.
- Awards:
 - Best practice in stakeholder management for DJSI 2006.
 - Best practice for Club de Excelencia en Sostenibilidad (CES) in 2007.

Repeatability of the best practice

In all kind of sectors and companies, in both large companies and SMEs.

Equality and conciliation pact

Talent management and work-life balance

Programme for reconciling the professional, personal and family lives of persons

Best Practice details

Organisation

LA CAIXA

Implementation location

Spain

Project tutor

Human Resources Management
rrhh@lacaixa.es

Stakeholders

Employees
Society

Participating organisations

"la Caixa"

Reasons for the project

Since its foundation, "la Caixa" has implemented a progressively greater number of provisions in accordance with gender equality and work-life balance criteria.

Among the positive action plans of the Optima programme, a certification created by "la Caixa" in 2005, the Armonía Project began with the aim of designing and implementing Gender Equality and Work-Life Balance policies that would contribute to the reconciliation of the professional, personal and family lives of people working at "la Caixa".

Within the framework of this project, the objective of reaching a consensus on a Gender Equality and Work-Life Balance Pact was decided and on December 17th of 2007, the Equality and Work-Life Balance Protocol was signed by "la Caixa" and union representatives.

Objectives and strategies

- Obtain a rigorous Gender Equality and Work-Life Balance Protocol with financial and organisational sustainability criteria involving long term policies consistent with the organisation's culture, values and management model that will become reference points in the field of work-life balance and gender equality.
- Need to overcome the identification of "maternity" with "work-life balance" and make the case for extending this concept to many other situations.

Methodology

- Workplace atmosphere survey analysis in 2005 about Gender Equality and Work-Life Balance.
- Carrying out a survey about Gender Equality and Work-Life Balance matters with 25,000 employees.
- 11 focus groups for an in-depth analysis of the different "la Caixa" stakeholders.
- Deployment of a communications plan with reference to the project and its evolution.
- Initial proposal and union negotiation.

Equality and conciliation pact

Talent management and work-life balance



Internal benefits

• non-financial:

They have not been measured although they will be based on the monitoring of the next workplace atmosphere survey.

Stakeholders benefits

• non-financial:

They have not been measured although they will be based on the monitoring of the next workplace atmosphere survey.

Measuring system

The Pact incorporates a Monitoring Commission that evaluates the use indicators. Impact indicators are evaluated in the organisational workplace atmosphere survey.

Points for improvement

Points to improve for the programme will not be established until the first measurement is carried out.

Lessons learned

- The importance and strength of a project led by top management and consistent with the institutional values of the same.
- Work, personal and family reconciliation goes beyond maternity policies and includes other topics like equality, non-discrimination, redefinition of work habits and time management.
- Diversity policies must begin by identifying the organisation's diversity in terms of employee origin, culture or gender and the kind of centre they work in.
- The Gender Equality and Work-Life Balance Pact must be put into practice in the interest of employees, the organisation and customers.

Repeatability of the best practice

All sectors and types of company, not only large companies but also SMEs.

Results of participative management in the Lacera Group

Talent management and work-life balance

Equality plan, result of a Participative Management Model

Best Practice details

Organisation

LACERA GROUP

Implementation location

Spain (Asturias)

Project tutor

Belén Luzuriaga,
Responsible for Legal Issues, Support and
Processes
bluzuriaga@lacera.es

Stakeholders

Customers
Employees
Suppliers
Society

Resources employed

Euros: 60,000
Hours: 250 per year

Participating organisations

Lacera Group

Reasons for the project

To foster a human resources management model that promotes work satisfaction, increasing external and internal communication. Work groups were created in order to gather suggestions, but without losing sight of the final objective: defining and reaching a consensus on action proposals to be presented to management. Among the proposals taken to management level by the Workgroups in 2006, the most notable was that for the creation of a group to develop a Work-Life Balance Plan. This group later worked on the Gender Equality and Work-Life Balance Plan for the Lacera Group and on its Flexibility and Work-Life Balance measures.

Objectives and strategies

- Ease of hiring for employees' relatives (internships for their children, hiring the children of employees who have worked more than 25 years in the company and the children of parents who died due to a work-related accident or illness).
- Awareness raising campaigns (environment, equality, workplace risk prevention, etc).
- Recoverable "hour banks".
- Agreements with organisations, companies and professionals who facilitate the hiring of services for the employees.
- Work solutions for domestic violence victims.
- Teleworking and reconciling the workplace and home.
- Equal opportunities.
- Flexible working hours and work meetings between 9 am and 5 pm.
- Continuous working day in summer and Friday afternoons off all year long.
- Change in the holiday system: from 30 natural days to 23 working days, enabling it to be combined with family holidays.
- Part-time working day during the whole pregnancy and during the baby's first year and for fathers during and up to the first year.
- Creation of a communications channel available on the website.
- Diffusion of best practices on equality matters to other organisations, through participation in courses, conferences and other types of forum.

Methodology

Approach: Since July 2007, the Lacera Group has had a Gender Equality Plan which complies with that outlined in the Effective Equality Law. In addition, the Group's General Management appointed a Head of Equality Matters for the organisation so that equality is managed beyond what is currently required by law.

Results of participative management in the Lacera Group

Talent management and work-life balance



Internal benefits

• financial:

- Increases in turnover in the period 2004-2007.
- Customer diversification.

• non-financial:

- Improved brand evaluation thanks to awards received during 2006 and 2007 (ISO 9001, ISO14001, Bronze hallmark EFQM...).
- Employee loyalty.

Stakeholders benefits

Increase in staff since 2004.

• financial:

- Access to the labour market is facilitated and job creation is promoted.
- Creation in 2008 of a Special Job Creation Centre: Lacera Integra. Lacera Group has a training centre with approved classes to teach FIP Plan courses. One of the lines developed by the company has been the training of employees for their integration into the labour market.

• non-financial:

- Significant increase in the number of customers.
- The company has been given several awards: Asturias Flexible Company, National Flexible Company, Best Practices in Human Resources Management, Young Businesspeople of Asturias Best Social Action award, National best cleaning company award, among others.
- Decrease in the number of accidents and reduced rate of absenteeism.

Informing people:

- "Payslip advertisement": the payslip is used to inform the employees of items of interest in the social and work arena.
- Ideas about the effectiveness of equality in the Group sent via its website.
- The Head of Equality's participation in different opinion forums (improvement of external and internal image).

Evaluation and monitoring: through the EFQM model. The gender equality and work-life balance situation has been assessed and the results show that gender equality is completely integrated into the business management system of the Group just like any other element.

Measuring system

- Motivation/Production.
- Retention: employee loyalty.
- Absenteeism reduction (due to measures that facilitate the obtaining of permission for time off, flexible working hours...etc).

The most notable work conflicts (absenteeism, lack of commitment, lack of punctuality, recruitment difficulty) have been minimised.

Points for improvement

Consolidate the Lacera Group's position as a reference point in leading innovative human resources management policies, promoting the introduction of a higher number of work-life balance and flexible working hours measures.

Lessons learned

The results obtained have been a direct consequence of the policies designed by the company's management. Human resources management policies, based on work-life balance and gender equality are of mutual benefit to both staff and company.

Repeatability of the best practice

Many organisations have invited the Lacera Group to share their experience. This is a source of great pride for the Lacera Group, given that it shows the group is a pioneer in the introduction of these management systems.

Personal development and talent management

Talent management and work-life balance

Programme for the training and keeping of future NH directors

Best Practice details

Organisation
NH

Implementation location
Spain

Project tutor
Juan M^a de Mora,
Human Resources and CR Director
j.mora@nh-hotels.com

Stakeholders
Employees

Resources employed (2003-2007)
Euros: 857,000
Time: 180 hours per participant

Participating organisations
NH
NH University

Reasons for the project

The strong expansion of NH Hotels has led Human Resources Corporate Management to create its own future manager selection programme, thereby anticipating the future needs of the company. The most important programme, called the Internal Development Programme or IDP and put into practice in 2003 is oriented towards the development and keeping of future company executives. This programme has been developed by NH University (the NH Hotels training department).

Since 2008, NH University has also begun to develop its Internal Development Programme for Middle Managers.

At NH University all training programmes are coordinated on an international level.

Objectives and strategies

Identify and develop people working for the chain who have potential and prepare them to attain positions of responsibility in NH Hotels and especially in the Operations area, thereby responding to the company's strategic needs.

Specific objectives:

- In-depth study of knowledge relating to different areas of the Corporate Centre, and in particular, its strategy and projects in order to improve their view of the company's value chain.
- Increase and update knowledge about hotel management.
- Develop their managerial abilities to achieve excellence in their team management skills.
- Carry out internships in business areas that do not form part of their current profiles or special skills, through exchanges at both a national and international level.
- Increase the company's attractiveness as an employer.

Methodology

- Before the IDP: a candidate selection process is carried out via several tests that evaluate the minimum abilities and knowledge needed to participate in the programme.
- During the IDP: over the course of the programme and in each module, the participants are evaluated by the programme teachers and coordinators both for knowledge acquisition and learning predisposition shown during the modules.

Personal development and talent management

Talent management and work-life balance



Internal benefits

• financial:

940,000 euros saved.

• non-financial:

Better prepared directors, trained in the philosophy that characterises the chain, coming from the company, committed to it and highly motivated. NH Hotels identifies and keeps internal talent, improves performance and promotes a unique culture.

Stakeholders benefits

188 participants (2003-2007).

• financial:

There is a specific salary plan that improves the financial circumstances of the selected participants, parallel to their professional development.

• non-financial:

- Personal and professional development of the participants.
- Promotion to new and more important positions with more responsibility.
- Managerial abilities training.
- Pride of being a member of a company that promotes internal growth.

• After IDP:

- Expert tutoring: if a participant in an IDP is appointed to a position of different responsibility, he/she will be monitored for a 2-year period by a senior professional in that position who will act as an adviser regarding the technical aspects of the participant's new area of responsibility.
- Tutoring by Human Resources: in all cases, IDP participants who have passed the programme will be individually monitored by the human resources team whose objective is to provide personalised advice regarding their professional development in the chain through an individualised development plan.

Measuring system

- Before the IDP: talent and abilities are measured with reference to both the knowledge and behaviour of the selected employees. Those with the best assessment will access the programme. Those not selected receive a report detailing areas for improvement identified during the assessment, giving them the opportunity to improve and participate in future development plans.
- During the IDP: after the programme's modules and activities have been completed, the knowledge acquired is assessed and participants are asked to carry out different projects related to the issues dealt with on the programme. These projects are presented to assessment boards that evaluate the knowledge acquired by the participant.
- After the IDP: participants carry out an internship period in the hotels. NH University monitors and evaluates the professional path of all the participants inside the company.

Points for improvement

Medium and short term expectations of management.

Lessons learned

- The design of the training modules has been improved, for example, on-line training to standardise knowledge, the combination of attending modules with an internship and more comprehensive skills training.
- There is an opportunity to widen the development programme to include the group of Middle Managers who will be the next IDP candidates.

Repeatability of the best practice

Hotel sector companies.

PortAventura University

Talent management and work-life balance

Programme to train and retain human resources in PortAventura

Best Practice details

Organisation

PORTAVENTURA PLC

Implementation location

Tarragona (Spain)

Project tutor

Enrique Fontecha,
Human Resources Director
enrique.fontecha@portaventura.es

Stakeholders

Employees

Participating organisations

PortAventura

Reasons for the project

PortAventura's vision clearly states its intention to be "Europe's best destination for family, business and residential leisure time". For that reason, PortAventura aims to make every single moment of its relationship with its customers part of a unique experience: in the theme or water park, in the hotel, the restaurants, shops, etc. Customers are what make PortAventura, but so do its employees.

PortAventura has great professionals who are given the opportunity to develop academic training to complement their professional experience. It also employs a high percentage of women aged 45 years old or more (11% of the staff) for whom PortAventura is their first job.

Offering training opportunities to these groups, as well as to the employees in general, is a way of recognising their value and motivating them in their daily work. In this context, the training programme, PortAventura University, was born, aimed exclusively at PortAventura's full-time and seasonal employees and accredited by the Rovira i Virgili University (RVU).

Objectives and strategies

Employees are a key part of PortAventura's success and in the Human Resources department areas where the PortAventura University programme can contribute, improvements are constantly being identified, for example:

- Increasing training and level of specialisation.
- Employee retention and loyalty.
- Recognising the work and aptitudes of employees who carry out a very good job but who do not have official qualifications.
- Facilitating internal promotion.
- Covering new job positions due to the amusement park's growth (a new hotel, a conventions centre, a mall and three golf courses).

For that reason, a training programme is held each year in PortAventura's buildings involving different levels and courses accredited by the Rovira i Virgili University.

The programme is a training tool adapted to PortAventura's needs and the needs of people who want to increase their knowledge and gain internal promotions and whose efforts are recognised with a university extension degree.



Internal benefits

• non-financial:

- The programme's positive reception and success.
- Increase of employee skills and training levels.
- Talent retention and employee loyalty.
- New profiles and job offers are covered with internal staff, who know the company and have taken its corporate culture on board.
- PortAventura is one of the leaders amongst companies concerned about their employees.
- Synergies are created with existing organisations (university) and the duplication of resources is avoided (creating its own university).

Stakeholders benefits

• non-financial:

- Employees increase their training and knowledge level.
They get a n university certificate. The three courses (hotel management, catering and theme and leisure park operations) will be accredited by RVU.
- Possibility of promotion and making a career in the organisation.
- Specialization in different business areas.

Methodology

PortAventura's range of available training is very wide and flexible:

- From simple modules of a few hours to longer workshops using e-learning (on-line course); full and part-time attendance in and out of work hours. These modules and workshops cover various subjects like office automation, languages and skills development. There are more than 350 places.
- Specialised training with a university extension certificate issued by the RVU and related to PortAventura's business areas: hotels, theme and water park, shows, restaurants, shops, conference centres and golf courses. The academic programme is delivered and monitored by the university itself and taught by, previously trained, specialised staff from PortAventura who adapt the training, as far as possible, to the job and facilitate knowledge transmission. In 2008, the programme had 3 specialist courses: hotel management, catering, and theme and leisure park operations with 40 places on each and a theme park management programme for managers with 20 places.

Measuring system

Measurement is based on the identification and monitoring of indicators such as the following:

- Number of applications for the course.
- Number of employees/students who finish the course.
- Training hours carried out by all employees.
- Assessment by the tutors of all the projects carried out.
- Training assessment by the employees/students themselves.

Lessons learned

- The programme's reception by the employees has been exceptional. They value very positively the knowledge acquired and applications to the programme have increased remarkably.
- The programme's internships carried out at other resort units makes the employees/participants more employable and gives them better promotion opportunities.

Repeatability of the best practice

- Workshops and modules: employees can learn and/or develop different abilities that can be transferred to the job position: languages, computer tools and work-related management and personal development skills.
- Specialist courses: employees who follow this specific course in tourism and leisure become specialists in the field, developing their skills and competencies and applying them at work.

24x7 management process innovation for managing systems security

Talent management and work-life balance

Programme to improve the working conditions of the S2 technical team and find a balance between their job and their family life

Best Practice details

Organisation
S2 GROUP

Implementation location
Spain (Valencia)

Project tutor/Contact person:
Antonio Villalón,
Security Director
avillalon@s2grupo.es
José Rosell,
General Director
jrosell@s2grupo.es

Stakeholders
Employees

Resources employed
Euros: 25,000
Time: 780 hours

Organisations taking part
S2 Organisational Processes Innovation Group

Reasons for the project

The security services managed by S2 Group are 24x7 services and require highly qualified staff to resolve security incidents in client companies' information systems. An alarm raised for any of these incidents requires fast action that meets the response and solution time established in the customer quality agreement.

This situation (when it happens outside working hours) requires round-the-clock presence or the need for a transfer to the workplace to gain secure access to the protected systems.

If these kind of events occur frequently, they can have a high impact on an employee's family or personal life.

Objectives and strategies

The technical team offering managed security services is a highly qualified team that requires continuous training and offers the possibility of working in teams.

The objective of the project is to minimise the impact on the personal life of the technical team responsible for managing information security for S2 Group customers and at the same time, improving the service's quality, and thus helping to fulfil the terms of the service quality agreement.

The strategy is to "unlink" the technical specialist's presence at the monitoring centre. For that reason, correlation event mechanisms that reduce the number of incidents requiring human intervention will be developed. In addition, action mechanisms with the same objective will be established.

On another note, the technical team is provided with HSDPA communication encoded laptops (ultra-portable computers) with point to point connection with the centre, allowing the technician to work from anywhere without compromising the service's security.

24x7 management process innovation for managing systems security

Talent management and work-life balance



Internal benefits

• non-financial:

- Reconciliation of personal and professional life.
- Improvements to the technical team's working conditions.

Stakeholders benefits

15 people benefited, from the security area of the Argópolis centre (security monitoring and company management).

• non-financial:

- Improvement in the quality of life of specialist technicians by eliminating the need for a round-the-clock presence or travel to and from the S2 centre.
- Reconciliation of personal and professional life.

Methodology

- Hourly statistical analysis of incidents.
- Incident classifications.
- Design of performance procedures and "rotation" policy.
- Development of the event correlator and of monitored systems actuators. The correlator filters the security events applying artificial intelligence skills in order to avoid the technical team receiving false alarms or being called for non-urgent events. The actuators can take the initiative in documented and proceeded cases to avoid human intervention (only in very clear cases of action).
- Design of a mobile workstation. Securing of laptops (ultra-portable computers) and of the communication channel.

Measuring system

- The event and alarm management system itself measures the quality service parameters in real time.
- Personal surveys conducted with the technical team.

Points for improvement

- Correlation rules.
- Actuator efficiency.

Lessons learned

The approach undertaken takes as one of its main objectives the reconciliation of personal and professional life, which has allowed us to configure a better quality service, as it is much easier for high level specialists to participate in this service with the mobility conditions mentioned.

Repeatability of the best practice

This practice could be transferred to any company managing information systems in which the technical team is obliged to be on 24-hour duty or return to the workplace to resolve security incidents in customers' information systems.

Integrating Corporate Responsibility into the company's strategy

Corporate Governance and ethical management

Design of a plan that provides CR guidelines

Best Practice details

Organisation

ADIF, ADMINISTRADOR DE INFRAESTRUCTURAS FERROVIARIAS

Implementation location

Spain

Project tutor

Pedro Alonso,
External relations and Communications
Manager
pjalonso@adif.es

Stakeholders

Employees
Customers
Suppliers
Society
Environment
Public administration

Resources employed

Euros: 115,000
Hours: 900

Participating organisations

Adif

Reasons for the project

Adif's strategic plan establishes the development of a common culture as one of the company's priorities, based on social responsibility and a vocation for public service. For this reason, it is necessary to have a CR policy that:

- Links Corporate Responsibility initiatives to business strategy (in so far as they have been treated separately).
- Integrates the efforts of the different business areas.
- Promotes new programmes and projects.

Objectives and strategies

Link CR with business strategy through the design and implementation of a plan that provides Corporate Responsibility guidelines ("Plan Empresa Ciudadana", PEC08).

Methodology

1. Diagnosis. Carry out an internal and external analysis to determine the point of departure.
2. Identify the main challenges the company faces and the commitments acquired by Adif to respond to them:
 - Comprehensive safety of the rail system.
 - Preservation of environmental and cultural heritage.
 - Strengthening pride in being part of Adif.
 - Increase the company's value to citizens.
 - Strengthen our ethical behaviour and transparency.
 - Promote relationship and dialogue with the stakeholders.
3. Deployment of these challenges in 20 strategic objectives and 36 projects and an action plan to carry them out.
4. Management system to assign responsibilities, to link coordination and decision-making bodies and establish indicators for the evaluation of results (CR Committee and CR Performance Scorecard).
5. Implementation and monitoring.

Integrating Corporate Responsibility into the company's strategy

Corporate Governance and ethical management



Internal benefits

• non-financial:

- Improvement in coordination between the company's different departments.
- Familiarising the whole organisation the CR strategy.
- Promoting of new projects.
- Management and performance improvements.
- Reduction in risk to company's reputation.
- Reinforcing trust and Adif's credibility.
- Innovation and learning improvements
- Increased capacity to attract and retain talent.
- Improvements in management and the detection of strategic opportunities.
- Greater capacity to influence actors in the sector.

Stakeholders benefits

• non-financial:

Acceptance of Adif's presence in the local environment where it operates.

Measuring system

In order to guarantee control and monitoring of the PEC, a CR Committee covering all the company's management areas has been created. The most strategic decisions taken in that committee regarding CR are sent to Adif's Management Committee for their approval.

Moreover, a CR Performance Scorecard has been designed to evaluate the organisation's progress on Corporate Responsibility through a set of indicators.

Points for improvement

- Control and evaluation systems maturity.
- Deepening and extending the change in management culture.

Lessons learned

- Importance of leadership by top management. (conviction and boost from the "top").
- The importance of the participation of all the company's business areas CR management.
- CR demands a change in business culture and the way of thinking about the company's role in society.
- CR must reach the organisation's operational processes.

Repeatability of the best practice

Repeatable in any kind of organisation, regardless of sector or size.

Implementation of a Policy against Bribery and Corruption in an SME

Corporate Governance and ethical management

Achieving equal opportunities for subcontracted companies in the construction sector

Best Practice details

Organisation

JAVIERRE, LTD

Implementation location

Monzón (Huesca)

Project tutor

Antonio Javierre Montaner,
Managing Director
antonio@javierre.es

Stakeholders

Shareholders
Employees
Customers
Suppliers
Society

Resources employed

Hours: 76/year

Participating organisations

Javierre Ltd

Reasons for the project

Javierre operates in the construction sector as a company subcontracted by other, larger companies. To a lesser extent it takes on small jobs with municipal and regional administrations.

Objectives and strategies

- Put equal opportunities and the values of honesty and good governance into practice.
- Obtain financial resources in a transparent way making dependence on factors external to the organisation unnecessary.
- The belief that a company is truly profitable when it makes money while complying with all aspects of legislation and respecting market rules.
- Attract honest and transparent customers.
- Gain a competitive edge by providing increasingly more efficient service, achieving a high level of customer satisfaction and establishing a relationship of trust and mutual benefit for the organisation and the market in which it operates.

Methodology

Steps for the introduction of an anti-corruption policy:

1. Identification of the principal risk focus, describing these in a document containing the biggest part of assumed and current risks in the sector.
2. Presentation of this policy to the company's workers and partners. The reasons for the policy and the commitment to be adopted are commented upon and discussed and their implementation is approved.
3. Sending of personalised letters of commitment and policy Implementation describing it point by point to company customers and suppliers.
4. Publication in local and regional press. Also, since 2006, the policy has been published on Javierre's website: www.javierre.es

Implementation of a policy against bribery and corruption in an SME

Corporate Governance and ethical management



Internal benefits

• non-financial:

- Intangible risk minimisation.
- Reputation increase.
- Clear and differentiated positioning in the market.
- Freedom and non-dependence on external actors.

Stakeholders benefits

• non-financial:

- Promotion of competitiveness and equal opportunities.
- No price alteration in services.
- Promotion of information and transparency.

Implementation process: guidelines to identify the situations where managers and employees encounter this risk, a means to communicate it to the manager's office, what measures to take and appropriate rejection methods and in documented cases, establish procedures for reporting the event to the authorities.

- Both customers and suppliers are annually evaluated in accordance with this aspect, those with obvious signs of or confirmed judgments against them on matters of bribery or corruption will be rejected.
- Identified attempts at bribery or corruption and situations where these occur are documented internally. They are then used as feedback for training and information for new customers, employers and suppliers.

Javierre has also signed the Global Compact initiative and is the only Spanish company to have joined the World Economic Forum PACI initiative against bribery and corruption.

Measuring system

- Writing up and describing the case, avoiding the names of people, businesses or brands.
- File these cases internally for their use in training and awareness raising.
- Indicator: cases or attempts identified per year.

Points for improvement

- Communicate the importance of transparency and honesty in commercial transactions to more customers.
- Raise stakeholder awareness about the negative effects of this kind of practice and identify the real reason behind certain business actions (invitations, gifts, sponsorships, etc.)

Lessons learned

The slow growth of a company does not mean inefficient management, as claimed by most political, economical and social actors. Sometimes it can just be a different form of management, with different strengths, lower risks and innovative opportunities.

Repeatability of the best practice

Any company in the construction sector, in particular those that operate as subcontractors. Also, Javierre demands the implementation of the same "Anti-Bribery and Corruption Model" in all of its franchises.



Corporate Responsibility and Governance Commission

Corporate Governance and ethical management

Borrad of Director's advisory commission on Corporate Responsibility and Governance

Best Practice details

Organisation

LECHE PASCUAL GROUP

Implementation location

Spain

Project tutor

Aldo Olcese,
President of the Corporate Responsibility and Governance Commission and Group Advisor
olcese@fincorp.es

Stakeholders

Shareholders
Customers
Consumers
Employees
Environment
Suppliers
Society
Public administrations

Participating organisations

Leche Pascual Group

Reasons for the project

The Leche Pascual Group's Board of Directors has been one of the firsts in Spain to create an Advisory Commission on Corporate Responsibility and Governance. The commission was created in a decision taken by the Group's board on October 5th, 2006 and since then it has been clarifying its functions, under the presidency of the independent advisor, who, together with the Group's President, initiated the commission's creation. The reasons behind the commission were the following:

- The will to introduce CR strategy to the highest decision-making level in the company.
- The need to incorporate CR in the Group's management structure at all levels.
- An interest in promoting CR functions and activities as a powerful differentiating tool for a new business model.
- The will to demonstrate (internally and externally), a high level of commitment to the company's new finances.
- The desire to establish and develop, through these concepts, a motivation and loyalty strategy for employees.
- Confidence in the promotion of relationships with stakeholders.
- Decided commitment to sponsorship through the Tomás Pascual Foundation and the Institute for Nutritional Quality and Research.
- The consolidation of a Succession and Family Protocol process, as the best guarantee of the company's endurance and success.

Objectives and strategies

The objective behind the commission's creation is to develop the following functions:

- Define and propose CR strategy to the Board of Directors and monitor all CR related activities, especially:
 - Corporate governance.
 - Information and accountability transparency.
 - Environment and sustainability.
 - Social entrepreneurship.
 - Working relations with the media, stakeholders and public administrations.
 - Competition.
 - Sponsorship.
 - Research, development and innovation.

Corporate Responsibility and Governance Commission

Corporate Governance and ethical management



Internal benefits

• non-financial:

- Improvement of relationships with stakeholders.
- High assessment (internal and external) of the company by the stakeholders due to the company's firm commitment to them and its transparency.
- CR promotion gives added value to the company.
- Group management improvement.
- Greater capacity to attract and retain talent.
- Increase in the Group's credibility.

Stakeholders benefits

• non-financial:

- Satisfied employees due to an improved quality of life and their feeling of belonging to a committed and responsible company.
- Loyalty from suppliers and customers.
- Research and innovation promotion.

- To define and propose to the Group's Board of Directors:
 - The appropriate Corporate Governance structure.
 - The most efficient corporate structure for the Group and its subsidiaries as well as the content and reach of the delegated authority at all the Group's companies.
 - Board of Directors' regulations and internal Codes of Conduct.
 - The establishment and the responsibilities of the Board's Advisory Commissions.
 - Procedures for the identification, prevention and resolution of conflicts of interest.

Methodology

The Commission is made up of two independent advisors and two external advisors. The Commission's President, who is also one of the independent advisors, holds the casting vote. In this way the company has a recognised majority in favour of the independent advisors which represents a significant advance in this type of Corporate Governance.

Ordinary meetings of the Commission are held 4 times a year. Its President reports to all Group meetings, at which reports from the advisory Commissions are a fixed point on the agenda.

Measuring system

The Commission's agenda is included in the annual CR report to make all the issues dealt with in their meetings transparent to third parties.

The Commission President, together with the company President, presents the CR report to the media once a year.

Lessons learned

- Until now, the Commission has promoted and monitored the creation of the Tomás Pascual Foundation and Institute for Nutritional Quality and Research as well as the company's plans for Gender Equality and Work-Life Balance, the new Board of Directors' regulations, a Code of Conduct, a protocol against sexual harassment and mobbing, the annual Responsible Advertising Plan and the yearly CR reports.
- The Commission's work has been extremely useful for the company's business model, in creating an atmosphere of motivation and for the improvement of employee, supplier and customer satisfaction and in fully involving the Board of Directors in the CR strategy as a fundamental pillar of company policy.

Repeatability of the best practice

The practice could be transferred to any kind of company that wants to integrate a CR strategy into its higher governance body.

Fundación Integralia

Equal opportunities for groups with special needs

Entity created for the work integration of seriously disabled people and people with degenerative illnesses.

Best Practice details

Organisation

DKV SEGUROS Y REASEGUROS, PLC

Implementation location

Spain

Contact person

Cristina González,
Integralia Foundation Director
cristina.gonzalez@dkvseguros.es

Stakeholders

Employees
Customers
Suppliers
Society
Public administration
Other companies

Participating organisations

DKV

Reasons for the project

Integralia is a non-profit making private foundation created by DKV Insurance in 1999 with the objective of facilitating the social and work integration of disabled persons, and providing training that allows them to work. In February 2000, its main project was put into practice, the Phone Contact Centre.

Objectives and strategies

The Foundation's activities have a twin aim:

- **Health care**, promoting the social integration of disabled people as a way to recover their health and self-esteem.
- **Social**, since it gives support, assistance and training so they can gradually be integrated into the professional world.

The main objective is to increase the company's social dimension through planning, development and start-up of different plans that promote the employment and work integration of disabled people. Likewise, the organisation offers different information programmes to these people and their relatives and carries out the important job of spreading information and raising social awareness of the main problems and barriers this group needs to overcome.

Methodology

Besides the Phone Contact Centre, the organisation has developed several other initiatives and projects:

- Implementation of an active policy to spread information about the daily realities faced by this group of people through forums, business conferences, etc.
- Collaboration with foundations, institutions and associations to promote and create employment.
- Planning of complementary activities, especially those focused on leisure time (adapted ski courses, scuba diving and other spare time activities).
- The training and work integration of disabled people without experience in the labour market or with huge difficulties finding a job. Work integration is organised in the following way:
 1. Creating new positions for disabled people.
 2. Favouring the hiring of its employees on behalf of companies through collaboration agreements.
 3. Ceding Integralia's staff to standard companies, in exchange for a financial consideration for their services and with the possibility of replacing or reincorporating the employee if the company or the employee considers it appropriate.

Fundación Integralia

Equal opportunities for groups with special needs



Internal benefits

• financial:

615,207 answered phone calls in 2007.

• non-financial:

The creation of the Integralia Foundation has involved a huge effort from DKV Insurance which has been rewarded in full. The personal satisfaction of all those who have participated in the project has been unanimous and vocal as they have seen the objective of improving the quality of life and the wellness of a group of disabled people through work being fulfilled.

For a year, most of the company's departments collaborated in putting the foundation into practice, the time between the initial idea and Integralia's creation in 2000. This participation meant there was a strong link with the project.

Stakeholders benefits

During 2007, 160 people benefited from this programme.

• financial:

100% stable employment.
30% indefinite contracts.

• non-financial:

Integralia's main effort has been to support disabled people with serious difficulties integrating into the social and professional world.

The Integralia Foundation strives especially for integration into companies and to achieve this, it places a strong emphasis on training not only at work but also to offer its employees a network that allows disabled people to improve their social skills.

Measuring system

Activity indicators: 722,238 phone calls received; 60,186 phone calls per month; 615,207 phone calls answered; 85% of phone calls answered; 107,211 faxes sent; 1,422 e-mails received and answered.

Customers: activity increased by 25%; 1,262,113 contacts with customers.

Integralia training: 3,958 training hours, 33 training programmes with 215 participants.

Lessons learned

Integralia's creation was complex due to the many implications it had for different areas of the company and required the resolution of several complex problems:

Technological problems: technology platform selection.

Legal problems:

- Operational feasibility: analysis of the real possibilities of hiring the most appropriate professionals.
- Legal feasibility: comprehensive study of the legal and fiscal implications that the creation of a foundation with this aim could have.

Persuasion: the search for internal and external support.

Staff selection and training.

Facilities search.

Repeatability of the best practice

The El Prat de Llobregat (Barcelona) contact centre, opened in 2000, was the first in Europe to be staffed by disabled people, and the Madrid centre, opened in 2006, currently has 25 disabled staff.

Recently, the foundation created a work training centre in Jerez de la Frontera (Cádiz), with a capacity of 30 people and in November, a new centre was opened in Denia (Alicante), which is made up of 15 people.

Currently, Integralia has more than a hundred seriously disabled employees (spinal cord injuries, paraplegia or quadriplegia) or with degenerative illnesses like multiple sclerosis or chronic diabetes. This has created a precedent which has been followed by other companies and organisations and constitutes an important achievement since one of its objectives is to spread the example so it can be repeated.

“Waterlift”

Equal opportunities for groups with special needs

Product that improves accessibility to the swimming pool for all users who need it.

Best Practice details

Organisation

ASTRALPOOL (FLUIDRA GROUP)

Implementation place

Internationally available product

Project tutor

David Tapias,
AstralPool Technical Director
dtapias@astralpool.com

Stakeholders

Employees
Customers
Society
Environment

Participating organisations

AstralPool commercial company and producer of Metalast equipment (Fluidra Group)

Reasons for the project

Offer the market a product with specific characteristics, made for people with temporary or permanent reduced mobility, so that no groups will be prevented from swimming due to swimming pool access problems. The job Waterlift does is vital to maintain the quality of life for these groups.

Objectives

Offering a product that unites the following characteristics:

- Comfortable access for the whole public (with no discrimination).
- Access safety (there is no need to worry about slipping).
- User autonomy (the user controls the rise and descent him/herself).
- Ease of installation (thinking of the professional).
- Adaptability to existing swimming pools and to new ones.
- Respect towards the environment (high percentage of recyclable materials).
- Aesthetic integration with the rest of the swimming pool.

Methodology

- Product specification.
- Construction.
- Validation.
- Participation in pilot stage.
- Promotion.
- Commercialisation.
- Customer feedback.

Measuring system

Customer and user satisfaction is measured as an objective indicator. For that reason, surveys have been carried out on lifeguards in swimming pools, where there is a Waterlift installed, since through them and through observation, information about the users is obtained. The equipment records all the cycles in memory which can be uploaded to a PC to analyse its operation and allows possible anomalies in the pilot stage to be detected.

“Waterlift”

Equal opportunities for groups with special needs



“Waterlift”

Internal benefits

• financial:

Non-quantifiable as yet.

• non-financial:

Strengthening AstralPool’s image as an innovative company meeting the market and society’s needs.

Stakeholders benefits

All users of a swimming pool with a Waterlift.

• financial:

Non-quantifiable as yet.

The product’s ability to attract users/customers to the facilities where it has been installed still has to be evaluated.

• non-financial:

Improvement of user accessibility to the swimming pool. In surveys and interviews with customers who have tried the equipment, the loyalty index is high.

Points for improvement

- Improve product’s reliability in the long term.
- Extend the user database with product changes and developments.

Lessons learned

- Involve the customer in the project: it is vital to count on the collaboration of customers who lend ideas and offer the use of their facilities.
- On-site testing: especially in highly innovative projects it is essential to assure the product’s reliability through an appropriate pilot phase. Rushing to initiate the sales phase can damage the image of an excellent product.
- In the setting of a public swimming pool, it is essential to count on the opinion of all the social agents involved, even if they are not users of the product.

Repeatability of the best practice

Specific product for swimming pools.

Involved project

Equal opportunities for groups with special needs

Programme for the integration of disabled persons in the modern concept of the market economy

Best Practice details

Organisation

IBERDROLA

Implementation location

Spain

Project tutor

Alfonso Menoyo,
Institutional Relations Director
amenoyoc@iberdrola.es

Stakeholders

Public administration
Society
NGOs

Resources employed

Euros: 500,000

Participating organisations

Iberdrola
Iberdrola Foundation
Autonomous entities
NGOs
UNED
Training fund
BBK
Lantegi-Batuak

Reasons for the project

Iberdrola, during a period of strategic reflection, concluded that the aims of a value creating company do not exclude social commitment, and in collaboration with its foundation, decided to propose the development of the Involved project, aimed at disabled persons, and which seeks to facilitate their integration in the modern concept of a market economy, by making the most of their experience and knowledge.

Objectives and strategies

- To facilitate access to the labour market for disabled persons.
- To increase the number of competitive professionals in the disabled persons community.
- To create job positions with a higher added value.
- To create competitive companies, based on non-profit-making organisations.
- To promote collaboration between Spanish non-profit-making companies to boost the economic activity of the tertiary sector.
- To carry out all of the above with absolute transparency and complete collaboration with the autonomous governments.

Methodology

- Carry out a project in collaboration with Autonomous Authorities who wish to take part in the project to look for profitability in the work-related, economic activity of non-profit-making organisations. The project is led by the Autonomous Authorities, alongside Iberdrola, its Foundations and a non-profit-making organisation nominated by the Autonomous Authorities. During the project, the Distance Learning University (UNED), the Training Fund, BBK and Lantegi-Batuak will contribute their expert knowledge.
- Recruitment and training of entrepreneurs for the non-profit-making organisation that allow them to compete in the labour market.
- Intensification of the relationship and collaboration between them in order to generate complementary synergies.

Involved project

Equal opportunities for groups with special needs



Internal benefits

• non financial:

Improvement in reputation.

Stakeholders benefits

900 persons.

• non-financial:

Integration of disabled people in the business world.

Tools used:

- Active training and practical examples.
- Explanation and exchange of experiences between the organisations.
- Development and implementation of the project with advisory services.

Lessons learned

- Implementation of social projects directly involved in the company's strategy and of high complexity due to the number of partners involved.
- Given the success of the launch (the project was developed in the autonomous communities of the Basque Country, Madrid, Murcia and Castilla La Mancha) the scope will be widened to include other communities where the company operates.

Repeatability of the best practice

In all sectors and companies, not only in large companies but also in small and medium-sized companies.

Medical products and services to improve the quality of life of people with special needs

Equal opportunities for groups with special needs

Medical services adapting to the concrete needs of disabled persons

Best Practice details

Organisation
SANITAS

Implementation place
Spain

Project tutor
Yolanda Erburu,
Communications, CR and Foundation Director
dir.comunicacion@sanitas.es

Stakeholders
Employees
Customers
Society

Resources employed
Euros: 3,3 millions (2006-2008)

Participating organisations
Sanitas Hospitals
Sanitas Residential
Sanitas Foundation

Reasons for the project

In Spain, according to a survey carried out by INE (National Statistics Institute) in 2008, more than 3.84 million people have some kind of disability. That means that almost 1 in 10 people is disabled. Of those, 8.5% of the population, more than 30,000 people have spinal cord injuries.

There are also 32,000 people with Down's Syndrome. The health programmes oriented towards these people have increased their life expectancy (from 45 to 60 years old).

When it comes to acquiring private insurance, most disabled people face many problems: not being able to apply, exclusion from certain specialist treatments, high premiums, etc. No company offers insurance that matches their needs, with a dedicated medical team and including the services which, due to their disability, they need most.

Objectives and strategies

Creation of services according to the specific needs of disabled people as an opportunity to learn how to make the specialized attention to people's health and quality of life needs more flexible. The global approach of the Disability Programme is developed along four strategic lines:

- Design of products and services according to disabled people.
- Promotion of accessibility to medical centres.
- Work integration and purchases from special employment centres.
- Research and generation of knowledge about disabilities.

Methodology

- Designing custom-made products and services.
- Work integration of disabled people. In 2007, the Sanitas Group created 41 positions for disabled workers. Likewise, the Sanitas Group actively collaborates with entities that promote the incorporation of persons at risk of social exclusion into the workplace.
- Purchases from special employment centres: Sanitas promotes the creation of indirect employment for this community through alternative measures considered in the LISMI (Social Integration Law for Disabled people).
- Goods and services acquisition is promoted through special employment centres with disabled employees, thanks to an agreement signed in 2005 with Fundosa (ONCE Group).
- Projects with other entities that benefit these groups.
- Promoting research and knowledge about disability.

Medical products and services to improve the quality of life of people with special needs

Equal opportunities for groups with special needs



Internal benefits

• financial:

49,033 customers of products for disabled people: ONCE, Sanitas Accessible Spinal Cord Injury and Sanitas Accessible Down's Syndrome.

• non-financial:

- Creation of a network of 18 accessible centres in Madrid's autonomous community.
- Medical team specifically trained in dealing with disabled people.
- Learning process in marketing to adapt proposals to the specific needs of these groups.

Stakeholders benefits

49,033 customers of products for disabled people: ONCE, Sanitas Accessible Spinal Cord Injury and Sanitas Accessible Down's Syndrome.

• financial:

- Sanitas is committed to reinvesting all the benefits generated by Sanitas Accessible in:
- a) Specialised training of the medical team's professionals in disability from spinal cord injury.
 - b) Adaptation of its new centres and extending the cover of this original insurance.
 - c) Adaptation of Sanitas medical centres to turn them into centres without architectural barriers.
 - d) Progress on the work integration of disabled people.

Measuring system

Quantitative indicators to measure the programme's progress:

- Number of direct employees in Sanitas Group staff.
- Purchase volume from special employment centres.
- Number of insured people in products designed for disabled persons. (ONCE / Sanitas Accessible).
- Number of accessible medical centres.
- Number of places in residences for young disabled people.

Points for improvement

- Extend cover to include other disabilities.
- Extend accessible centres network.
- Adaptation of Sanitas medical centres to improve accessibility.
- Advance in work integration of disabled people in Sanitas Group staff.
- Web access to transaction contents.

Lessons learned

- Need to work jointly with associations for disabled people to design products and services.
- A global approach gives value and coherence to all the programme's initiatives.
- Flexibility is a fundamental element in adapting and responding to diverse needs.
- Raising awareness and internal and external training are necessary.
- Knowledge about disability has to be promoted in order to adapt the offer to the needs.
- Work from corporate values.

Repeatability of the best practice

Any company that offers medical products and services.

Global accessibility

Equal opportunities for groups with special needs

Creation of a work environment that offers equal opportunities to all employees

Best Practice details

Organisation

SIEMENS

Implementation location

Spain

Contact person

Goritzza Zlatanova,
Responsible for the Excellence Area
goritzza.zlatanova@siemens.com

Stakeholders

Shareholders
Employees

Participating organisations

Siemens

Reasons for the project

Siemens's global accessibility project was created with the objective of creating a physical, sensory and human work environment able to satisfy, attract and integrate the best professionals in accordance with their abilities and the specified requirements for every job position, eliminating all other determining factors not directly associated with those requirements.

Objectives and strategies

- Attract and integrate the best professionals regardless of their physical condition and state.
- Design and implementation of the Global Accessibility Management System.

Methodology

- Establish an accessibility policy which provides the organisation with guidelines.
- Define, design and adapt existing processes with the aim of guaranteeing accessibility: these comprise Human Resources processes related to selection, hiring, risk prevention in the workplace, work place fittings, and documentation, audits or reviews by management.
- Give training, (especially important aspect) to all people who interact or have any function inside the System: reception staff, subcontracted cleaning companies, canteens, security, etc.
- Carry out awareness-raising programmes, aimed at collaborators who have their work places in the company's head office.
- Design and introduction of a measuring, monitoring and continuous improvement system.

Global accessibility

Equal opportunities for groups with special needs



Internal benefits

• non-financial

- Commit to diversity, which improves competitiveness by increasing the potential of ideas and innovation. Heterogeneous groups, that face problems from different perspectives achieve higher productivity and better solutions. We benefit from the potential of diversity not only in a global context.
- Incorporate the concept of accessibility into management and the day to day culture of the organisation.
- A physical, sensory and human work environment offering equal opportunities to all employees.
- Recognition from different foundations and associations (Famma Award).

Stakeholders benefits

• non-financial:

- Solve accessibility problems for disabled employees.
- Recognition from collaborators and society in general.

Measuring system

A system is in place to measure performance in terms of the number of disabled people hired, architectural measures introduced, the degree of efficiency of these measures and the number of training hours, among others.

Points for improvement

The management system itself produces results indicating aspects for improvement, on which the annual action plan is based.

Continuous improvement process.

Lessons learned

- Advice from external, qualified staff guarantees the efficiency of the measures.
- Take accessibility into account when designing new buildings and thereby avoid the high costs associated with corrective measures and architectural improvements.

Repeatability of the best practice

This best practice could be introduced into any office, although it is much easier in recently constructed buildings.



Avanza project: planting for growing

Environmental preservation and improvement

Reinforcement of the values and environmental culture of Banco Popular employees

Best Practice details

Organisation

BANCO POPULAR

Implementation location

Guadalajara. Mazarejos/Cobeta. Alto Tajo

Project tutor

Ángel Antonio Cervantes Moreno,
Training Centre Director
rsc@bancopopular.es

Stakeholders

Employees
Suppliers
Society
Environment
External Foundations

Resources employed

Euros: 12,500
Hours: 2,400

Participating organisations

Banco Popular

Reasons for the project

The project stems from an executive training and development programme. This programme, for a group with clear professional potential, provides resources to help them develop strategic abilities for their professional growth and favours the diffusion of the corporate culture.

Once core values such as initiative, communication, team work, involvement and commitment have been explored, it is considered important to place them in a different framework and not only prove how, by putting them into practice, professional growth is promoted but also that the above mentioned values are seen as the basis for any social or environmental aid intervention, and experienced by the participants through direct action.

Objectives and strategies

- Raise awareness among executives with a professional future about the need for commitment to social and environmental activity and how, as a part of their personal project, it will make them better professionals.
- Transfer concern for environmental conservation and protection through direct experience of contributing to its improvement.
- Spread the importance of and need for continual collaboration with social and environmental projects in the organisation.

Methodology

- Expert explanation about the importance of the regeneration of natural spaces devastated by fire. Description of the consequences of these disasters on the environmental and social framework.
- Orientation about reforestation activities. Techniques to use. Examples of integrated conservation in mediterranean forests.
- Participants' direct action (guided by experts):
 - Finding surviving trees or shoots born after a fire.
 - Elimination of competition for light, nutrients or the space around.
- Favouring the development of the best specimens, protecting them.
- Select the best shoots to promote the tree's development.
- Prune willow specimens for an optimal development.
- Sow oak seeds in seedbeds for their later planting in a greenhouse.
- Building nesting boxes.

Avanza project: planting for growing

Environmental preservation and improvement



Internal benefits

• non financial:

Development of professionals with strategic management abilities: reinforcement of corporate feeling, growth as a social and environmentally responsible company, higher awareness of people towards environmental problems.

Stakeholders benefits

300 people benefited.

• non-financial:

- Regeneration of natural spaces in Alto Tajo area.
- Reinforcement of social and environmental foundations.

Measuring system

- Measurement of the reforested surface area.
- Number of seedbeds sowed for oak growth.
- Number of nesting boxes built.
- Satisfaction questionnaire for participants about the activity carried out and their perception of its success and awareness of environmental problems.

Points for improvement

Increasing employees' environmental awareness, through pictures, diverse documentation (newspaper library, videos, dossiers) and real scenarios, showing that human actions have a direct impact on the environment and that the power to make that impact positive or negative lies in our hands.

Lessons learned

The importance of environmental development for people and social sustainability.

Repeatability of the best practice

This type of programme is suitable for any kind of company, regardless of sector and size.

Ecobanesto plan 2008-2010

Environmental preservation and improvement

Set of measures involving stakeholders in the fight against climate change

Best Practice details

Organisation
BANESTO

Implementation place
Spain

Project tutor
Sustainability Committee,
coordinated by the Presidency Cabinet
jefegabinete@notes.banesto.es

Stakeholders
Shareholders
Employees
Suppliers
Customers
Society
Environment
Foundations, business organizations

Resources employed
Euros: 550,000
Hours: 2,700

Participating organisations
Banesto
Banesto Cultural Foundation
Biodiversidad Foundation
Jane Goodall Institute

Reasons for the project

There has been a significant increase in social awareness regarding the effects of climate change. Banesto employees are very sensitive to environmental issues and have requested concrete initiatives promoted by Banesto.

In Banesto, all Corporate Banking portfolio companies have been environmentally assessed, representing 250 economic groups, about 1,300 customers and an estimated investment of 13,110 million euros.

In addition, investments in renewable energies have been financed to the value of more than 7,000 million euros. These projects are focused on wind, solar and photovoltaic energy and on waste, water and biofuel treatment plants.

Banesto's CR policy commits the company to being a reference point in the fight against climate change and for environmental protection. This is achieved through action in four areas: customers and products, internal consumption and suppliers, employees, and society.

Objectives and methodology

The 2008-2010 EcoBanesto environmental protection plan is focused on four areas of action:

- **Customers and products.** Encouraging behaviour likely to promote environmental protection amongst customers with the launch of specific products and services.
- **Products:** e-bill, Ecobanesto flat rate account (customers with accounts that support sustainable development), Banesto EcoDAE deposit for Owners Communities and SMEs (support to owners' communities to introduce energy saving and environmental improvement projects).
- **Internal consumption and suppliers.** Achieving a better management/rational use of internal consumption (energy, emissions, paper, water and waste management), as well as promoting suppliers' environmental protection behaviour.
- **Employees.** Responding to their worries and raising their awareness about the responsible consumption of resources (electricity, water and paper) and waste management (reusing and recycling).
- **Society.** Raising public awareness about the need to contribute to sustainable development.
- e.g.: BioDiverCiudad: innovative education programme (2007- 2008) from the Jane's Goodall Institute, Banesto Cultural Foundation and Biodiversity Foundation. The programme's objectives are to inform young people and raise their awareness of the existence and importance of biodiversity in the urban environment.

Ecobanesto plan 2008-2010

Environmental preservation and improvement



Internal benefits

• **economical:**

- -10% electricity consumption.
- -15% water consumption.
- -15% paper consumption.

• **non economical:**

- Big internal impact of the adopted initiatives.
- Training and environmental awareness raising programmes for employees.

Stakeholders benefits

- 9,800 employees.
- 100,000 BioDiverCiudad users.
- 20,000 emprendedores.tv.com daily video users.
- 1,200 suppliers.

• **non-financial:**

Raising stakeholders' environmental awareness.

- **Environmentally committed business people:** publicises cases of business people who make business development and job creation compatible with sustainable development (www.emprendedores.tv.com, www.banespyme.org). Through different initiatives on TV channels and over the Internet, Banesto's Cultural Foundation will publicise information about the successful business experiences of environmentally responsible business people with clean energy, recycling, agriculture, organic cattle rearing, etc.

Measuring system

The calculation of CO₂ emissions is based on the international initiative "Greenhouse Gas Protocol" from the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI), which makes a series of tools available to help companies calculate their atmospheric emissions from different sources (business trips, consumed electricity, etc.) as a consequence of all the activity generated during the year.

The calculation included electricity consumption, business trips (by plane, train and car) and transfers to the workplace.

Points for improvement

- Consolidation of all the initiatives put into practice.
- Introduction of results measuring systems for the end of 2008.

Lessons learned

- Big impact and external/internal acceptance of the environmental initiatives.
- The obtaining of positive and measurable results/achievements in the first initiatives, implies a guarantee of success for the project: the 2008-2010 Ecobanesto protection of the environment plan.

Repeatability of the best practice

Any company in the sector.

Energiculture and sustainable growth

Environmental preservation and improvement

Management model focused on the search for sustainable and profitable growth that creates value for all Gamesa stakeholders

Best Practice details

Organisation

GAMESA TECHNOLOGICAL CORPORATION PLC

Implementation location

Countries where it operates

Project tutor

Guillermo Ulacia,
President and CEO
sostenibilidad@gamesacorp.com

Stakeholders

Shareholders
Employees
Customers
Suppliers
Public administration
Communities
External Foundations

Participating organisations

Gamesa

Reasons for the project

Gamesa has coined the term “Energiculture” to define a revolution in the uses and habits that follow from the efficient and sustainable management of energy. A more sustainable and less pollutant management model has to be incorporated into the energy generation set. A set in which the presence of renewable energy will play a significant part.

Firstly, because it allows the ecological footprint that fossil fuels produce to be reduced. Secondly, because it helps people to understand that respect for the environment does not mean renouncing human and economic development standards, the other two components of sustainable development.

Objectives and strategies

Gamesa’s mission is the creation and distribution of wealth and quality of life among and towards those who interact with the company in economic, social and environmental terms.

Together with that mission, and precisely to guarantee its compliance, it has a vision of leading the development of technological solutions for efficient and sustainable energy management.

The ultimate goal of the key points established by the Business Plan for the period 2006 – 2008 is achieving the transformation of the company through a management model focused on the search for sustainable and profitable growth, that creates value for all Gamesa stakeholders.

Strategic Actions defined in the business plan:

1. Focus on strategic markets (Europe, United States and China) and key customers.
2. Re-engineering of the international supply chain. Gamesa’s international industrial base is located in three strategic markets with 25 production centres in Spain, four in the United States and three in China.
3. Business Portfolio Management: strategic alliances with the Daniel Alonso Group (to create a world leader in the manufacture of wind towers) and the Bergé Group (to guarantee excellence in logistics).

Energiculture and sustainable growth

Environmental preservation and improvement



Internal benefits

• financial:

- Sales increase of 36% compared to 2006.
- Net benefit increase of 10%.
- Profitability on capital used: 16%.
- EBITDA increase of 14%.

• non-financial:

- Attracting the best professionals.
- International recognition of the commitment to sustainable development in world indexes: FTSE4Good, KLD Global Climate 100 Index, Ethibel Sustainability Indexes, Dow Jones Sustainability Index, as well as the G3-A+ acknowledgment by Global Reporting Initiative (GRI).

Stakeholders benefits

• financial:

- 54% of total remuneration for the shareholder (second company on the Ibex 35 in stock market revaluation).
- Gross total dividend of 0.23 euros/share (11.1% higher than last year).

• non-financial:

- 68% of contracts were permanent.
- 24 training hours per employee (92% more than last year).
- More than half of the staff is covered by collective agreements.
- Customer satisfaction index :94%.
- Continuous dialogue with suppliers.
- Very good evaluation of the company by local administrations (7.6 out of ten according to a study carried out by Complutense University of Madrid).
- More than 500,000 euros invested in the sponsorship of foundations or organisations that work for social and cultural development.
- Thanks to the energy generated by renewable sources, the emission of 20 million tonnes of greenhouse gases, has been avoided. An amount representing more than 80 times the amount of emissions generated in its production.

Methodology

In 2007, three action areas were developed:

- **Design and manufacture of wind generators:** Gamesa leads world rankings of wind generator manufacturers and is one of the three most active companies in the sector.
- **Promotion and sale of wind parks:** completing coverage of Gamesa's wind value chain through a full service to the end customer through the turnkey delivery of wind energy power plants – Gamesa's wind parks. The activities carried out by this unit are the following:
 - Wind research.
 - Promotion.
 - Construction.
 - Sale.

In December 2007, altogether Gamesa had 114 wind parks operating around the world, which represents around 3% of the world wind power market.

Its park promotion activities make Gamesa an independent world leader in the promotion of wind parks with one of the highest-volume portfolios on the market, and at the same time is focused on highly profitable and visible assets.

- **Manufacture and development of solar parks:** Gamesa focuses mainly on the promotion, construction and sale of photovoltaic parks. 2007 was notable for the consolidation of a business for the manufacture of components and the development of solar parks.

Measuring system

- EBITDA's growth objective for 2008: >15%.
- Profitability objective 2008 (ROCE): >16%.
- Financial strength objective: net debt/EBITDA <2,5x.

Lessons learned

In order to stay in business, a company has to successfully meet the challenges of the future; the competitive advantage involved in each challenge has to be permanently adapted to. This means innovating and adapting its structure and products to real market needs in order to compete globally in terms of price, time and quality. One of the conditions to achieve this is, without a doubt, the research and development of increasingly more efficient and competitive products.

Repeatability of the best practice

Energy sector companies.

Gravel restoration at “El Puente”

Environmental preservation and improvement

Making the industrial use of the gravel pit compatible with the creation of new spaces appropriate for aquatic birds

Best Practice details

Organisation

HOLCIM SPAIN

Implementation place

Seseña (Toledo) and Aranjuez (Madrid)

Project tutor

Carlos Abella Ligués,
Arids Regional Director, Central Area
carlos.abella@holcim.com

Stakeholders

Employees
Society
Environment

Resources employed

Euros: 589,270

Participating organisations

Holcim(Arids) Ltd

Reasons for the project

The wetland where the gravel pit is located constitutes one of the planet’s richest ecosystems, due to its high biological productivity. However, wetland areas currently represent one of the most endangered and scarce environments worldwide (about 1% of the earth’s surface), estimating that approximately half of the extent it had just a hundred years ago has disappeared.

The gravel pit “El Puente”, has made a commitment to restore the land it uses to an environmental quality equal or higher to what it was prior to its exploitation, through the restoration of natural spaces affected by gravel extraction and by contributing to the creation of new wetlands of great use to aquatic birds.

Objectives and strategies

The intention of the project is to make the industrial use of the gravel pit compatible with the creation of new spaces that are suitable for the fauna, particularly aquatic birds, and demonstrate that the rational exploitation of resources, when adequately managed, does not jeopardise the conservation and strengthening of a natural environment and is compatible with the maintenance of landscape quality and an environmentally very interesting area.

The main objective of the restoration work aimed at recovering the natural habitats of aquatic birds is to provide enough food, shelter and appropriate areas for reproduction for the different species. For this reason, the actions carried out try to increase the number of different existing biotopes in the “El Puente” gravel pit and its surroundings, trying to adapt the topographic characteristics of the land to the specific requirements of the species that will hopefully be drawn to it.

Methodology

- After 10 years of the exploitation of aggregates in the gravel pit a series of pits have been produced, located mainly below the freatic level, which are almost completely flooded.
- The unavoidable treatment and excavation of the existing land shapes (with the resulting production of a number of bodies of water) is combined with the present vegetation, to try to cover the basic needs of the different species.

Gravel restoration at "El Puente"

Environmental preservation and improvement



Internal benefits

• non-financial:

- Improvement of the company's image.
- Reduced visual impact through the appropriate design of the scene of exploitation and the construction of visual screens.
- Reduced dust emissions through the irrigation of access tracks, fairing the conveyor belt, installation of filters, periodic track watering and reduced activity during times of strong wind.
- Correction of impact on soil storing of planted and barren land, for its later use in the restoration works.
- In June 2008, the gravel pit received an award from the Castilla La Mancha Association of Aggregates Manufacturers for Best Environmental Practices. The award given for the restoration work at Seseña gravel pit, because of its excellence in the creation of natural spaces as habitats for birds.

Stakeholders benefits

Inhabitants of Seseña and Aranjuez.

• non-financial:

- Creation of a space for birds, the only one in the region.
- Natural environment restoration.
- Contribution to the recovery of these kinds of globally, highly endangered ecosystems.
- Enriching the environment.

- In these cases, constant water levels must be assured, the best possible depth in the pits and a maintenance of water quality at acceptable levels.
- In the already stabilised gravel pits three areas are differentiated: the Coastal Area (the strip closest to the shore), the Pelagic Area (free water space) and the Benthic Area (bottom substrate).
- When creating these new habitats some factors were taken into account such as: the creation of slightly sloping shores, the creation of different bodies of water of different sizes or the undertaking of a later re-planting where necessary, among others.

Measuring system

Measurement of the project's success is carried out by an ornithologist, who makes a detailed analysis of the project. A total of 175 species were identified at the gravel pit during the research period (1995-99).

Overall, there has been a dramatic increase in both the number of pairs and the number of nesting species since the establishment and consolidation of the reserve.

Points for improvement

A remarkable improvement opportunity is to enhance poaching control so the location remains an ideal place where birds and fish can continue feeling safe and protected.

Lessons learned

- It is possible to make the industrial use of a gravel pit compatible with the creation of new and appropriate spaces for aquatic birds.
- In this way, it is obvious that it is possible to conserve and reinforce a natural space while rationally exploiting resources.

Repeatability of the best practice

Practice suitable to be transferred to any company that manufactures aggregates for construction and operates near a highly valuable ecological area.

Clean, efficient and environmentally friendly construction (CEEFC)

Environmental preservation and improvement

New knowledge generation in the sustainable construction framework

Best Practice details

Organisation

ISOLUX CORSÁN

Implementation location

Spain (Madrid)

Project tutor

Ramiro Sanchez Lopez,
Responsible for the project
rsanchezl@isoluxcorsan.com

Stakeholders

Customers
Suppliers
Society
Environment

Resources employed

Euros: 21,400
Hours: 350,000 from the associate members
and 250,000 from collaborating companies

Participating organisations

Isolux Corsán
Eleven collaborating companies

Reasons for the project

The great growth foreseen in linear infrastructures in coming years will have a significant effect on the environment, partly predictable and therefore, subject to preventive, not corrective measures. A series of areas have been identified: quantitative loss of species, alteration of habitats, soil degradation, waste generation and potential reuse, gas, light and acoustic emissions, use of renewable energies and security of infrastructures in relation to emergency situations where preventive measures must be researched and applied. The areas handled in the project, are generally in an early stage of development.

Objectives and strategies

The new infrastructure development models raise definitive awareness about the need for sustainable development, placing this criteria at the same level as operational and economic criteria. The achievement of a really sustainable model makes the generation of new, specific knowledge necessary, based on previous research with well-defined objectives in the framework of sustainability. This is the CEEFC project's *raison d'être*.

Methodology

The specific objectives of the project are focused on the following areas: waste, impact on flora and fauna, emissions, new materials, increase in the provision of existing materials and security in relation to emergencies.

Clean, efficient and environmentally friendly construction (CEEFC)

Environmental preservation and improvement



Internal benefits

• financial:

None. The project has been conceived inside CENIT's programme framework, whose purpose is the creation of new knowledge that promotes new R&D&i projects focused on technological development and innovation.

• non-financial:

- Raising awareness among the company staff about current environmental issues.
- Increase of the R&D&i business culture.

Stakeholders benefits

• financial:

• Direct:

- Reuse of recycled materials.
- Use of renewable energies.
- Production of new materials for construction.

• Indirect: from improvements to the population's quality of life (acoustic, gases and light emissions reduction) and improvement of the environment.

• non-financial:

- The Spanish construction sector will enjoy a series of tools incorporating environmental criteria in a decisive way in the design and construction parameters of linear infrastructures, thereby shaping the future of linear transport infrastructures in Spain.
- The intervention of big companies and SMEs together with technological centres and universities, means that a practical approach is taken to research and solid ties are built between the academic and industrial worlds. This contributes to a proper focus on R&D&i efforts, achieving developments in the sector's productivity and competitiveness and Spain in general.

Measuring system

In order to facilitate the monitoring and control of the project's achievements, the project was divided into seven main activities, broken down into twenty-seven tasks and these in turn, into nine subtasks. Each task, subtask and activity has a clearly defined line of research and completion date. Quarterly technical and financial monitoring of each project's progress is carried out.

Points for improvement

Continue with this initiative undertaking development and innovation projects based on the knowledge gained through the CEEFC programme.

Lessons learned

- There is a huge creative and innovative ability within the technical staff of construction companies.
- The science-company synergy contributes to more efficient R&D&i results.

Repeatability of the best practice

All construction companies that are part of the project are co-owners of the generated knowledge and they are all free to publicise the results in scientific articles or any other kind of publication as long as they are registered. Otherwise, specific authorisation from other project members will be required.

Commit yourself, Windows Live Forest

Environmental preservation and improvement

Users involvement in the fight against climate change

Best Practice details

Organisation

MICROSOFT IBÉRICA

Implementation place

Proaza Council (Asturias, Spain)

Project tutor

Eduardo Sagüés,
Microsoft consumption marketing and
online services communication Manager

Contact person

Olvido Nicolás, CR Director
onicolas@microsoft.com

Stakeholders

Employees
Society
Environment

Resources employed

Euros: 15,000
Hours: 100

Participating organisations

Microsoft online services

Reasons for the project

Microsoft was the first company to respond to Al Gore's call for the Live Earth initiative. From that moment on, the company worked on different initiatives for raising awareness about climate change. The most popular was the exclusive live broadcast of concerts through the MSN website on July 7th 2007 from 7 cities, 24 hours of music featuring 150 of the most important international artists. From Microsoft Headquarters in Redmond it was requested that every subsidiary work on a local initiative, as a result of which, the web sites comprometete.es and Windows Live Forest were born.

Objectives and strategies

The main objective was to involve the MSN/ Windows Live community, made up of more than 15.5 million users, in the fight against climate change. The aim was to raise every user's awareness of this problem in order to make them commit to the green revolution.

Methodology

In Microsoft Spain, a strategy focusing on the characteristics of the Spanish market and the huge potential of MSN/Windows Live community was designed. The main actions were:

- Launching a press release with all the Live Earth information.
- www.comprometete.es web site, with information about the concert, daily advice on the environment and images.
- On the web page, a specially-designed anti-climate change buddy (a Windows Live Messenger icon) was included. Users who wanted to download it had to commit to fulfilling five very simple environmental measures that include recycling and water and energy saving. For every person who committed, MSN/Windows Live would donate 0.50 euros to the creation of a forest.
- In order to make this initiative local, Windows Live Forest was created. Thanks to the commitment of 28,000 users, MSN/Windows Live Forest is already a reality.
- After evaluating several options, Microsoft decided to donate the money to FAPAS www.fapas.es and created a forest that supported the "Fruits for the Bear" project, where specimens would be planted and used the opportunity to explain the importance of this project in improving of the brown bear's habitat, the kind of fruit varieties being used, the characteristics of the plantation, etc.

Commit yourself, Windows Live Forest

Environmental preservation and improvement



Internal benefits

• non economical:

Involvement of the company and the employees in environmental protection.

Stakeholders benefits

• non-financial:

- 30,000 users committed to environmental care.
- 1,250 trees in the "MSN / Windows Live Forest".
- 1.4 hectares of forest sown.

Measuring system

- Internet (web pages visited, one-off visitors, trees planted).
- 217,630 pages visited on the web www.comprometete.es.
- 192,161 one-off visitors.
- 30,000 users committed to the cause.
- 1,250 trees in the "MSN / Windows Live forest".
- 1.4 hectares sown.
- 1 NGO involved: FAPAS.

Points for improvement

The campaign was organised in just a month. This kind of social action needs time to make the most of the Internet's social network.

Lessons learned

The internet has become an essential medium of communication. The power of calling the Internet community to raise users' awareness (28,000 users committed themselves) about this kind of problem is remarkable, as well as the extent of information penetration, allowing the Windows Live Forest to be planted in Asturias over the course of just one month.

Repeatability of the best practice

This practice could be transferred to any business.

Ecological restoration of spaces affected by infrastructure construction

Environmental preservation and improvement

R&D&i in sustainable techniques for the re-planting of those spaces affected by infrastructure construction

Best Practice details

Organisation

OHL, OBRASCÓN HUARTE LAÍN, PLC

Implementation place

España

Project tutor

Ignacio Mola,
Responsible for the R&D&i projects of ecological restoration
imola@ohl.es

Stakeholders

Employees
Customers
Suppliers
Society
Environment

Resources employed

Euros: 690,000 (in 5 years)
Hours: 19,700

Participating organisations

OHL
Complutense University (Madrid)

Reasons for the project

Road or railroad construction has a very significant environmental impact on the surrounding territory. For this reason, between 3-4% of the total budget of the work is allocated to Ecological, Aesthetical and Landscape Planning, in which a whole set of measures to correct the environmental impact are implemented.

An important part of this budget is given over to re-planting spaces affected by land movement. The results of this re-planting are highly uncertain as on many occasions the re-planting fails, due to being carried out during periods that are unfavourable for seed or plant development or just because the weather in the period immediately after work has been carried out is not favourable. Given how much this work costs, it is necessary and urgent to research solutions to minimise the uncertain success of the project's objectives: replanting these areas and reintegrating them with their surrounding landscape.

Objectives and strategies

The replanting techniques currently used for these spaces, are simply planting seeds and adding nutrients to the soil, using hydro-sowing and individuals from different species to achieve the re-planting. Given these agricultural approaches, it can be seen that the objective is not to gather a collection of characteristic elements to recreate a landscape, but to operate with key ecological variables so that a spontaneous process of healing is initiated and accelerated.

A change of scientific discipline is for that reason proposed in order to tackle the problem, moving to Ecological Restoration Agronomy, understood as the *development of a certain mosaic of communities with the aim of improving the integral quality of the ecosystems and their expression as landscapes*. Where the term *Restoration* integrates two objectives achieved through the following actions:

- **orient** the spontaneous dynamism of the system towards a certain mosaic of organism communities, and
- **accelerate** the process that spontaneously would have taken a long time to be established or would not have been established.

The adjective *ecological* refers to the criteria and tools used by the restorer.

Ecological restoration of spaces affected by infrastructure construction

Environmental preservation and improvement



Internal benefits

• financial:

In the last four years, the OHL Group has received an average of 600 million euros in road and railway tenders. Taking into account that 3-4% of this amount is assigned to the department of Ecological, Aesthetical and Landscape Planning, it is estimated that the business volume in which the results of the research line are integrated would be around € 18m /year. A financial profit of € 2m /year is estimated.

• non-financial:

Putting together a highly qualified professional team.

Stakeholders benefits

• financial:

Opening new markets, since it could be applied to the recovery of very different spaces: mines, quarries, agricultural lands in disuse; waste lands created by anthropogenic impact in general, in which their revaluation compensates the investment carried out.

• non-financial:

By law, Environmental Impact Assessments must propose any necessary actions in order to avoid, reduce or compensate significant negative environmental impacts, and to which every linear transport infrastructure construction must adhere. This legislation responds to social pressure for sustainable development. The introduction of new processes oriented towards the Ecological Restoration of these places, implies a higher success rates and the more efficient use of financial resources assigned to this aim: replanting and landscape integration.

Methodology

Experiments have been carried out in two previously chosen areas. In each area, a set of experimental plots has been created. They allow the ecological processes developed in these disturbed systems to be monitored, thus showing the system's key or limiting processes. These can then be worked with, facilitating and accelerating the natural process of colonisation by the environment's vegetation, achieving a mosaic of natural plant communities with zero maintenance and perfectly integrated into the landscape.

Measuring system

- Microclimate, daily, seasonal and yearly variation: rainfall, relative air humidity, air temperature, substrate content and water availability, substrate temperature, total incident and reflected radiation and photo-synthetically active radiation.
- Determining edaphic factors.
- Seed watering, germination and gathering.
- Eco-physiological operation of the plants on the slope.

Points for improvement

Extend the sample areas in order to be able to extrapolate the results to the greatest number of possible sites.

Lessons learned

- Turning to science and reaching medium term solutions in order to solve certain problems discovered by the company should not be an obstacle.
- The multidisciplinary approach of the project, which involves Road, Canal and Port Engineers, Agricultural Engineers, Biologists, Geologists, etc. has been an enriching experience.

Repeatability of the best practice

It is expected that the success of this research will have a strong impact, possibly even generating new legislation and rules concerning corrective measures to resolve the environmental impact created by infrastructure construction projects of this nature. In this way, the application of this new productive process will be imposed on the whole sector.

Energy efficiency actions in Unión Fenosa

Environmental preservation and improvement

Energy saving and efficiency programs for customers, power plants and workplaces

Best Practice details

Organisation

UNIÓN FENOSA

Implementation location

Spain

Project tutor

Gemma Giner,
Communications Department. Marketing
and CR unit
gginer@unionfenosa.es

Stakeholders

Shareholders
Society
Environment
European Union

Participating organisations

Unión Fenosa

Reasons for the project

The planet's future demands a review of current production and energy consumption models. Energy efficiency and greenhouse gas reductions are necessary mechanisms to counteract the increasing challenge of climate change, which is already affecting the environment and which is predicted to destroy the way of life of many people in developing countries, as well as ecosystems and species over coming decades.

Objectives and strategies

Energy saving and efficiency through:

- Improvement in output of thermal and hydroelectric power plants.
- Promotion of technologies with a higher output.
- Promoting renewable energies.
- Promotion of flexibility projects as planned in the Kyoto Protocol.
- Management programmes for the demand and promotion of energy saving and efficiency:
 - Identify processes to improve output from thermal and hydroelectric power plants.
 - Combine the advantages of the classic thermodynamic gas and steam cycles.
 - Use instruments known as "flexibility mechanisms" in order to limit and reduce greenhouse gas emissions from the countries that have ratified Kyoto's protocol.
 - Environmental management of Madrid headquarters.
 - Promotion of energy efficiency to external and internal bodies.

Methodology

In **power generation plants**: improvement in performance of thermal and hydroelectric power plants, promotion of technologies with higher performance, promotion of renewable energies and promotion of flexibility projects planned in the Kyoto Protocol.

With **customers**: management programmes for the demand and promotion of energy saving and efficiency.

Energy efficiency actions in Unión Fenosa

Environmental preservation and improvement



Internal benefits

• financial:

Cost reduction.

• non-financial:

- Promoting new projects and improving environmental management and performance.
- Risk reduction with regard to reputation
- Innovation and learning improvement.
- Increase in the capacity to retain and attract talent.
- Improvement in the management and detection of strategic opportunities.
- Greater capacity to influence actors involved in the sector.

Stakeholders benefits

• non-financial:

- Better use of energy contributes to environmental conservation, complies with Kyoto commitments and contributes to financial savings.
- Promotion of agreements with educational centres for providing information on energy efficiency and the development of studies and technological innovation projects on related topics.
- Development of statistical studies on energy efficiency which are used as a national reference by different organisations.

At the workplace :

- The environmental management of Madrid's headquarters is certified. Also, to promote each employee's involvement, several actions have been developed:
 - Publication of the "How to make better use of energy" book with advice on saving energy and money at home.
 - Receipt of information through internal channels to make employees switch their computers off for absence periods of longer than an hour and to configure the computer in "energy saving" position.
 - The measures to be taken for efficient energy use can be looked up on the corporate intranet, which has a section for the Energy Efficiency Centre.
 - Purchase of multifunction machines (copy, printing and scanner) with an energy saving device.
 - Distribution to all employees of mouse mats containing advice on how to be efficient in the workplace.

Measuring system

Metrics about the established frameworks and the efficiency of activities and projects.

Lessons learned

The energy efficiency strategy initiated years ago across the whole value chain, from production through to marketing, has turned out to be the right decision and has reinforced Unión Fenosa's position as a responsible company, coordinating messages to customers and to society with the involvement of people working for the Group.

Repeatability of the best practice

Able to be applied in any company; large, small and medium-sized.

“Helping is low cost” Corporate volunteering

Corporate volunteering campaign in the Saint Helena coastal area (Ecuador) to strengthen the values and culture of the organisation

Best Practice details

Organisation
ADECCO

Implementation location
Saint Helena Peninsula (Ecuador)

Project tutor
Francisco Mesonero,
General Manager of CR and the Adecco
Foundation
prensa.fundación@adecco.com

Stakeholders
Employees
Customers
Suppliers
Society
Association and membership networks

Resources employed
Euros: 156,000
Time: 6 months

Participating organisations
Adecco Foundation
Ayuda en Acción
21 gramos

Reasons for the project

To give an opportunity to Adecco employees to take part in a volunteer programme, and by doing so, promote and consolidate a better future for 150 enterprising young people at risk of exclusion belonging to 14 micro companies from different sectors.

Objectives and strategies

Life-long learning programme in different areas for:

- Strengthening the values and culture of the organisation.
- Integrating employees into the communities they operate in so they can get to know and receive feedback from that cultural environment.
- Boost business growth in the area, strengthening and consolidating creative productive alternatives, with added value, self employment and steady income for young people on a local level.
- Raise awareness in the population about their rights and duties so they can be more autonomous.

Methodology

- Presentation of the Training Plan and needs analysis.
- Creation of training groups
- Consulting and training from Adecco volunteers to the teams (young micro-businessmen and development experts in Saint Helena).
- Daily evaluation of learning.

Measuring system

Performance indicators about the number of volunteers, the training and beneficiaries.

Points for improvement

Optimise the resources and expertise of volunteers to the specific needs of the (direct and indirect) beneficiaries.

“Helping is low cost”

Corporate volunteering



Internal benefits

• non-financial:

- Increase in employee retention indices.
- Improvement in leadership skills.
- Encourages integration
- Strengthens team working
- Employees are kept up-to-date on the company's CR policies.
- Strengthening the values and culture of the organisation.

Stakeholders benefits

• non-financial:

- Community has the advantage of new knowledge (Marketing and Communications, Sales and Customer Services, Human Resources).
- Business growth has been promoted in the area.
- Spanish employees have presented community integration projects to the Foundation and awareness raising projects for businesses, which is a very innovative initiative.
- Spaces for exchange and community-employee feedback.

Lessons learned

- Volunteering is one of the ways the company puts CR into practice and obtains tangible external and internal benefits.
- The alignment of corporate volunteering with the CR business strategy and the needs of the benefiting community are conditions needed for the volunteering program to be well received by the stakeholders.
- By joining forces with an organisation with knowledge of the target community, the integration programme's success and community cooperation are maximised.
- Employee motivation and commitment to the volunteer programme is fostered by internal awareness raising campaigns and prior training.
- In order for the experience to be systematic, it is necessary to create reports about the programme's development and results.
- The idea is to replicate this programme in other countries that need help and where the company has projects running. Similarly, we would like to be able to achieve higher participation and to train more micro-businessmen.

Repeatability of the best practice

All kind of companies, not only in big companies but also in SME.

“Banking for a better future” Corporate volunteering

Barclays business volunteering program.

Best Practice details

Organisation

BARCLAYS

Implementation location

Spain

Project tutor

Evelio Acevedo,
Barclays Foundation Managing Director
and Barclays Spain CR Director
evelio.acevedo@barclays.es

Stakeholders

Employees
Customers
Suppliers
Society
Environment

Resources employed

Euros: 1,100,000
Time: 10,118 hours

Participating organisations

Barclays Group Spain
Barclays Foundation

Reasons for the project

To reinforce the link between the company and communities in which it is present in order to promote the brand's reputation and reciprocal sustainability.

Objectives and strategies

- Social and work integration of people at risk of exclusion.
- Provide an opportunity for the employees of Barclays Group to participate and collaborate with the most needy sectors of the community.
- Formalise and guarantee activities developed by Barclays Group employees, oriented to promote equal opportunities, facilitating social and work integration of persons at risk of exclusion due to their disabilities or to social, cultural or economic causes.
- Promote economic development in places where the company operates.

Methodology

The action programmes are notable due to the employees' involvement in supportive initiatives (in 2007, 1,540 employees participated, 39% of the staff). The Foundation collaborated with 197 initiatives and social investment projects in 38 different provinces. Last year, Barclays Spain contributed more than a million euros to “Community Investment”. Barclays is the second, best-valued company in social action in collaboration with employees and its human capital programme is ranked among the 10 best-perceived integration for people in need programmes according to the report “The best-perceived companies for their social action” carried out by the foundation Empresa y Sociedad (December 2007). This Foundation decided to give Barclays Spain the Empresa y Sociedad Foundation award 2006 for the best social action in collaboration with employees.

Measuring system

The indices of employee participation in the activities of corporate volunteering, development, project presentation, opinion surveys, etc.

“Banking for a better future”

Corporate volunteering



Internal benefits

• non-financial:

- Closer and better knowledge of the employees and environment.
- Development of employees' abilities and self-esteem.
- Employee satisfaction and pride in being part of Barclays.
- Public recognition through awards and participation in forums and events. Recognised by the Empresa y Sociedad Foundation for: Best social action in collaboration with employees 2006 and one of the best-perceived companies for its social action 2007.

Stakeholders benefits

22,000 people have benefited.

• financial:

- Improvement in communities' living standards.
- Business sustainability and reputation.

• non-financial:

Satisfaction of communities' needs and expectations.

Points for improvement

Measuring systems, benefits, return on investment. A series of initiatives and improvements have already been put into place such as the participation of the LBG model (London Benchmarking Group).

Lessons learned

Volunteering is one of the ways to put CR into practice and a way for the company to achieve tangible benefits for its internal and external bodies.

Repeatability of the best practice

In all sectors and all kinds of companies, not only in large companies but also in small and medium-sized companies.

Ericsson Response

Corporate volunteering

Corporate volunteering to help during catastrophes and natural disasters when the use and re-establishment of the communications systems are required.

Best Practice details

Organisation
ERICSSON

Implementation location
Countries where it is present

Contact person
Carolina Levinton,
Leadership, Culture and Corporate
Responsibility
carolina.levinton.madan@ericsson.com

Stakeholders
Employees
Society

Participating organisations
Ericsson in alliance with other social actors

Reasons for the project

At times of catastrophe and natural disasters, working with communities and societies in areas where the company has the technology and infrastructure to assist with faster and more effective relief efforts. The programme is designed to operate in close collaboration with the International Federation of Societies of the Red Cross and the Red Crescent Societies as well as several UN humanitarian organisations.

Ericsson offers its employees the opportunity to get involved in this initiative, combining it with their daily functions. This way it is they who make a difference to society and contribute positively to communities all around the world.

Objectives and strategies

- Generate new opportunities to build relationships with society.
- Contribute to reaching Ericsson's business goal of "being the prime driver in an all-communicating world".
- Consolidate brand reputation and reinforce corporate values.
- Be a source of motivation and enable everybody who works for the company to feel proud to be a member of the organisation.

Methodology

At a corporate level, the programme deploys all its aid mechanisms on international missions, both with equipment to re-establish communications and with highly-specialised volunteers, trained to work in those situations.

At a local level, besides training the volunteers to take part in international missions, several other activities are included in the programme:

- Selection and training. Employees willing to become volunteers must undergo a selection process and then be specially trained, so that they are certified to go on international missions (training on the use, assembly and maintenance of the equipment and its management in crisis situations). Some of the volunteers have participated in training courses in collaboration with Red Cross Spain.
- Equipment maintenance and adjustment to guarantee it operates well at all times.
- Searching for new collaboration opportunities with volunteers in other more local projects (specific collaboration with Red Cross Spain).



Internal benefits

• **non-financial:**

- Contributes to reaching the business goal of "being the prime driver in an all-communicating world".
- Consolidates brand consciousness and reinforces corporate values.
- A source of motivation and lets people who work with the company feel proud to be a member of the organisation.

Stakeholders benefits

The whole society benefits from the project.

• **non-financial:**

Generating new opportunities to build relationships with society.

Measuring system

Different key facts show the programme's good reputation in Spain:

- Spain is the country, after Sweden, with the highest number of volunteers and participation on international missions.
- The programme's good performance in Spain led the company to set up one of Ericsson Response's four world *Hubs* (nerve centres where the equipment that the volunteers will use to re-establish communications on international missions is stored and kept in perfect condition) in Madrid.

Awards that externally validate the programme's strength:

Community Advancement through Project award, from the Project Management Institute (PMI) in 2007, *Companies with Heart* award in 2006, that rewards the work of organisations promoting CR. In 2005, Ericsson received the award for the *Best European Volunteering Programme* from the Empresa y Sociedad Foundation. That year, Ericsson also won the GSM Association award for the *Best Use of Mobile Phones in Emergency Situations* and the award for the *Best Supportive Project* from *Actualidad Económica* magazine.

Points for improvement

Intervention phase: extension of the collaboration possibilities for local volunteers in less remote locations where their contribution could also be highly valuable.

Lessons learned

- Volunteering and social action programmes generate their maximum benefit if they are aligned with the company's business, the key abilities of its employees and the community's needs.
- The establishment of synergies with support organisations and the private sector provides a guarantee of an action's effectiveness.
- For the motivation/involvement of the volunteers it is good to promote meetings between them and the beneficiaries, and at the same time generate empathy between the two groups.
- Managing the volunteers' abilities is fundamental to the good operation, sustainability and survival of the programme, as well as to achieving volunteer loyalty.

Repeatability of the best practice

Ericsson was the first company in the telecommunications industry to put a coordinated disaster response into practice. This best practice could be transferred to other companies in the sector. Currently, some are carrying out similar initiatives and local operators also show an increasing interest in collaborating with us.

Corporate Volunteering Plan

Corporate volunteering

Improvement of the employee satisfaction through a corporate volunteering plan to help groups chosen by them

Best Practice details

Organisation

FCC

Implementation location

First phase: Spain (Madrid, Valencia and Barcelona)

Project tutor

Corporate Responsibility Department
rcorporativa@fcc.es

Stakeholders

Employees
Employees' relatives
Volunteering beneficiaries
Society

Resources employed

Euros: 40,000/year
Time: 32 h/month

Participating organisations

FCC
Koplowitz Foundation
Community of Madrid
Barcelona Council
Valencia Council

Reasons for the project

During the two-day fair trade conference staged by the FCC Group, it was noted that issues involving supportive actions aimed at underprivileged groups were favourably received by employees. There were no initiatives in the FCC Group enabling certain employees who wished to participate in actions related to corporate citizenship events to do so. For that reason, the introduction of a corporate volunteering programme was considered a good way to:

- Enable employees and families, who wish to do so, to collaborate in projects for helping disadvantaged groups.
- Inform of and promote the advantages of participating in corporate citizenship projects among the remaining workforce.
- Support the company's mission, with regard to creating value for society, and contributing to people's welfare.

Objectives and strategies

The following objectives have been identified:

- Facilitate voluntary access to social action projects to the largest number of FCC Group employees.
- Publicise the initiative across the entire Group, in order to raise awareness among the less sensitive groups about this kind of actions.
- Distribute information about CSR inside the company.
- Increase synergies and the feeling of company membership through a collaboration between employees from the different business areas within the FCC Group.

The strategies followed:

- Organisation of briefings by the Group's Secretary General at its head offices in Madrid, Valencia and Barcelona.
- Opening a dedicated website on the Group's intranet to inform the company about initiatives being put into practice and to increase communication (to and between the employees).
- Publicising the programme in the internal bulletin.
- Alignment in the first phase of the volunteering programme with the objectives of the Esther Koplowitz Foundation, which has built and supported public nursing homes and accommodation for disabled people.

Methodology

- Choice of the foundation and the project to collaborate with.
- Analysis of legal requirements associated with volunteering programmes (volunteer insurance, registration requirements, ...).
- Identification of potential activities to be carried out by the volunteers.
- Preparation of cards describing each activity with its requirements and the most appropriate profile of the volunteer.
- Get the programme's publicity campaign up and running.

Corporate Volunteering Plan

Corporate volunteering



Internal benefits

• non-financial:

- Employee satisfaction improvement among volunteers, generating a greater feeling of corporate membership on one hand, and on the other, more involvement in the solution of the problems of society.
- Generation of a communication way between employees from different productive areas, with the resulting possibility of creating beneficial synergies for the Group's volunteering programme: Volunteering website.
- Company's "social reputation" has improved.

Stakeholders benefits

433 beneficiaries.

• non-financial:

- Improvement of the personal satisfaction of volunteer employees and family members.
- Enhancement of the quality of life and state of health and mind of the elderly and handicapped individuals taking part in the programme.
- Contribution to a society that pays greater attention to its most disadvantaged groups.

- Creation of the volunteering website on the Group's intranet with information about the programme.
- Creation of a database for the internal management of the volunteers and the most relevant action indicators.
- Receiving and registering volunteers.
- Organisation of visits to the nursing homes and accommodation for disabled people so the volunteers get to know the facilities and the needs of the people living there.
- Coordination of the volunteers' weekly activities (outdoors activities, painting and bullfighting workshops, spending time with people, birthday celebrations etc.) and their transfer to the centres.
- Preparation of reports for every activity with observations made by the volunteers.

Measuring system

- Number of registered volunteers.
- Total amount of volunteering hours.
- Number of activities proposed by FCC.
- Average number of volunteers per proposed activity.
- Resources (euros and hours/person) assigned by the company to the volunteering programme.
- Number of people benefiting from the volunteer activities.
- Monitoring the observations made by the volunteers.

Points for improvement

- Extend the programme's reach, to facilitate the participation of employees from other regions.
- Extend the collaboration to other NGOs in order to offer volunteers a wider range of projects in which to participate.

Lessons learned

Although there are a great number of persons willing to participate in social action projects, in the majority of cases, they do not know how to do it or need to be offered the means to channel their wish to help society.

All volunteers assert that, through these supportive actions to third parties, they get much more back than they give, in the form of personal satisfaction and affection from those individuals receiving support.

Repeatability of the best practice

The project has been publicised through the Group's CR Report, available in its website, through its intranet, internal bulletin and different articles published in specialised magazines. It could be transferred to any company, regardless of its size or sector.

Christmas support campaign

Corporate volunteering

Company involvement with the work of NGOs created by employees, through the promotion of corporate volunteering.

Best Practice details

Organisation

IBERIA, SPANISH AIRLINES, PLC

Implementation location

The 43 countries where Iberia has branches.

Project tutor

Luis Díaz Güell,
Communications Managing Director
ldiaz@iberia.es

Stakeholders

Shareholders
Employees
Suppliers
Society

Resources employed

Donated plane tickets: 32,116 euros
Material expenses: 600 euros
Internal advertisement: 65,000 euros
Total: 97,716 euros
Time invested: 960 hours

Participating organisations

Iberia, Spanish Airlines, Ltd
Mano a Mano, the NGO for all Iberia employees
APMIB, the Iberia Association of Parents with Disabled Children

Reasons for the project

- Need to establish channels for the integration and coordination of the company with the NGOs created by its staff.
- Support the project financing of these two NGOs and inform the internal and external public about the company.

Objectives and strategies

The main objective is to promote solidarity, collaboration and involvement of Iberia staff and suppliers in a social cause through their contributions in kind, presence and time.

Methodology

Suppliers and areas of the company are invited to participate by donating products and/or services.

A communication and awareness raising campaign is carried out in the internal media (Iberia magazine, notice-boards, Intranet and e-mail) announcing the new edition of the Christmas Support Campaign, appealing to people's solidarity and informing them about the products that can be acquired both in the auction and charity raffle and the date on which both events will take place.

Over 15 days, the auction is open to bids from any employee interested in acquiring products at competitive market prices. On the last day of the auction, bidding closes for each product at a specific time. Once bidding has finished, the winners are told, via email, how to make their payment (bank transfer to an account specially created for the auction). The charity raffle takes place on the Saturday immediately prior to the Christmas holidays.

During both events, brochures with information about the activities carried out by Mano a Mano and APMIB are given to everyone in the audience, and members of the organisations are on hand to help and provide information.

When both events are finished, the results obtained are published through internal channels and the magazine Ronda Iberia, the IB Universal newspaper and website, where the donors are thanked for their contributions.

The total amount of money raised in the Campaign's two events is shared equally between Mano a Mano and APMIB.

Christmas support campaign

Corporate volunteering



Internal benefits

• financial:

- The money raised is donated in full to Mano a Mano and APMIB.
- The campaign has an impact on brand image and reputation and, because of this, it re-values it, even though there is no measuring system.

• non-financial:

- Publicising Iberia's social action among its employees.
- Reinforcing the sense of staff membership
- Employees perceive Iberia as a company that uses its leadership position to help the most needy.
- Company image and reputation improvement.

Stakeholder benefits

The project benefits all the people Mano a Mano and APMIB work with.

• financial:

The total amount raised in the last editions was 391,742 euros, shared equally between the two NGOs.

• non-financial:

- Greater presence, involvement feeling and proximity of Iberia to its staff as promoters and main supporters of these associations.
- Concept of Iberia as something more than a customer for the suppliers.

Measuring system

According to the objectives, the success of the campaign is measured using the following indicators: the amount of money raised, the number of companies taking part, the number of volunteers, the number of participants/employees, the number of tickets sold in the raffle and bids in the auction.

Points for improvement

Communications plan:

- More publicity prior to the events, aimed at staff and suppliers: start the publicity campaign earlier and make it more intensive and lengthier.
- More information after the events about how the money raised has been used on specific Mano a Mano and APMIB projects.

Learnt lessons

- When an event takes place regularly over a number of years, it gets easier and easier to coordinate. The smallest details have to be taken into account, from the way the volunteer is asked to participate to the way they are thanked for taking part.
- Volunteer projects provide a controlled outlet for staff and supplier's supportive spirit. They make them feel that they have made an important contribution to the social transformation of the world around them. Without their cooperation the project would not be possible and its success depends exclusively on them.

Repeatability of the best practice

This kind of project could be carried out by any company, regardless of sector, by joining forces with the company's organisations or those in its immediate environment.

ABB	
ADECCO	
ADIF	
ALSTOM	
BASF ESPAÑOLA	
BSH ELECTRODOMÉSTICOS ESPAÑA	B/S/H/
CEMEX	
CEPSA	
ENDESA	
ERICSSON	
FCC	
HOLCIM (ESPAÑA)	
IBERDROLA	
INTEGRATE SERVICE SOLUTION, S.L.	
LA CAIXA	
MONDRAGÓN CORPORACIÓN COOPERATIVA	
MRW	
ORANGE	
PORT AVENTURA	
RED ELÉCTRICA DE ESPAÑA	
RENFE	
SIEMENS	
TELFÓNICA	
UNIÓN FENOSA	
VODAFONE ESPAÑA	

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