

# GOOD EXAMPLES OF CORPORATE SOCIAL RESPONSIBILITY

## ITALY

<b>SAN BENEDETTO</b>	
1. Country, Town	Italy , Scorzè (Venice)
2. Sector	Mineral water and beverage
3. Legal status	Ltd
4. Ownership status (domestic, foreign) if it is available	Domestic
5. Number of employees (male/female)	Workers: 1150, additional 250 seasonal workers
6. Share of male/female on management level	Not available
7. CSR policies developed	<ul style="list-style-type: none"> <li>- Sponsorship of several local and national sports events;</li> <li>- Flexible and part time jobs;</li> <li>- Free trainings;</li> <li>- Salaries 15-30% are higher than sector average;</li> <li>- Care for the environment.</li> </ul>
8. CSR & gender equality policies	<p>San Benedetto is engaged in a Pilot Project carried out within EQUAL ROUND TWO project PONTI dealing with reconciliation of work and family life. The project originates from the opinion that only the achievement of a common perspective on the criticalities of the corporate organisational structure and production management shared by the corporate management and its workers can lead to a tangible, long-lasting and transferable conciliation programme.</p> <p>The Pilot project aims at analysing and comparing the data relative to the regional and company contexts, identifying the knowledge and competences which can be used by the Pilot project initiatives foreseen and defining the conciliation project to be implemented within a gender-based perspective.</p> <p>The project consists in reorganising work on the basis of a precise analysis of competences, connections between individuals and company structures, company situation and characteristics, organisational culture, hierarchical relations, work processes and individual work load, functions and skills. By taking into consideration the company's growing request for flexibility, the project foresees to encourage the introduction of flexible working hours and time policies and, in particular, of an internal management of working hours to be distributed among a higher number of workers actively participating in shift distribution within the limits set up by the company management; to actively participate in seasonal work flexibility; to select the workers' group depending on conciliation needs, thus turning this initiative into a positive action according to article 9 of Regional Act 53; to carry out the group initial professional training during working hours within a gender-based perspective.</p>

	ASCON
1. Country, Town	Italy, Bollate (MI)
2. Sector	Designing, manufacturing and marketing control instrumentation and process control systems
3. Legal status	Ltd.
4. Ownership status (domestic, foreign) if it is available	Domestic
5. Number of employees (male/female)	Total 82
6. Share of male/female on management level	not available
7. CSR policies developed	<ul style="list-style-type: none"> <li>- Customer Relationship Management (CRM) system for providing its customers with a more efficient pre- and post-sale system;</li> <li>- updating all daily working tools and ensuring their efficiency;</li> <li>- increasing communication at all company levels;</li> <li>- improving relax areas for employed persons;</li> <li>- financing of the company five-a-side team and the institution of a fidelity prize for all senior employed persons;</li> <li>- setting up of a seniority bonus to the pay-roll;</li> <li>- awarding of an official distinction for senior employed persons.</li> </ul>
8. CSR & gender equality policies	<p>Ascon is in the process of setting up a company nursery (open to the local community as well) and has set up a system of subsidies for maternity. Stakeholders are human resources and the community.</p> <p>The company wishes to support employed women's maternity and to enable them an effective reconciliation of work and family life.</p> <p>As regards this company commitment, the following initiatives have been implemented: personalised working schedules according to mothers' needs, bonus corresponding to one-month salary given on occasion of each birth-giving (since more than 15 years ago), small nursery for the children of employed persons' open to the local community as well.</p> <p>These initiatives led to an increase in company loyalty among female workers, the strengthening of their sense of belonging company, the elimination of women's turnover and the consolidation of relations with the local community. As far as nursery fees are concerned, the company contribution amounts to two thirds of each instalment.</p> <p>The nursery is managed by an education institution called Happy Child (<a href="http://www.happychild.it">www.happychild.it</a>), which was funded three years ago by Ascon legal representative Rita Zecchel, who cooperates with the Town hall of Milan and the Catholic University of Milan in the planning of a company kit for the setting up of company internal nurseries.</p> <p>The good practice mentioned above is part of the corporate strategy and contributes to improve the employed persons' quality of life.</p> <p>The company evaluation of results is optimal and takes into account costs, which are not so consistent.</p>

<b>CALIA ITALIA</b>	
1. Country, Town	Italy, Matera (Mt)
2. Sector	Manufacture – Production of sofas
3. Legal status	Ltd.
4. Ownership status (domestic, foreign) if it is available	Domestic
5. Number of employees (male/female)	Total 570 (2004)
6. Share of male/female on management level	not available
7. CSR policies developed	<ul style="list-style-type: none"> <li>- Launch of new products and offers services directed to consumers according to their needs;</li> <li>- customer satisfaction tools as follows: call centre, a claim office and periodic meetings with customers and purchase groups;</li> <li>- supply chain management and choice led according to the quality and environment certifications obtained;</li> <li>- training activities through actions aiming at transferring and consolidating the personnel's knowledge and competences;</li> <li>- actions aiming at minimizing workers' security- and health risks; evaluation of the personnel's satisfaction;</li> <li>- support to social and cultural initiatives;</li> <li>- social solidarity through territorial projects in favour of mentally - - handicapped people, hospitals, kindergartens;</li> <li>- involvement of the community through the organisation of ad hoc events.</li> </ul>
8. CSR & gender equality policies	<p>Calia Italia has engaged in organising a series of lectures on cancer prevention and information on the most widespread forms of cancer affecting people. The lectures take place during working hours. This initiative, which foresaw the participation of both men and women, was organised in co-operation with the local Health Centre and with Basilicata Region, within Basilicata Progetto Donna (Project for Women).</p> <p>This initiative aimed at sensitizing women employees for the advantages of undergoing periodic systematic check-ups for detecting and preventing uterine body cancer. 98% of women working at Calia took part in this initiative.</p> <p>In order to sensitize the community towards prevention against cancer, disseminate research outputs and support research financing, the company involved local opinion leaders by contacting bank directors, the Chief of the Local Education Agency, all schools in the province, suppliers and the media.</p> <p>This initiative increased the consensus of employed persons and the community towards the company and provided the company with visibility and distinction. The advantages for the stakeholders are a free-of-charge health monitoring of employed people and the involving and visibility of suppliers.</p> <p>The project is part of the company strategy and disseminated through formal and informal information channels. The evaluation is positive and the project can be reproduced.</p>

**POLAND**

<b>ALCATEL</b>	
1. Country, Town	Poland, Warsaw
2. Sector	Telecommunications & IT
3. Legal status	Private company
4. Ownership status (domestic, foreign) if it is available	Foreign capital
5. Number of employees (male/female)	not available
6. Share of male/female on management level	not available
7. CSR policies developed	<ul style="list-style-type: none"> <li>- focus on age/ethnic/gender diversity in the company's teams</li> <li>- supporting broadband access for social and economical development</li> <li>- valuation systems of the employees</li> <li>- member of the Global Compact, a world-wide network for fair business</li> <li>- formal ethic code established by the company board</li> </ul>
8. CSR & gender equality policies	<p>On the 8th of March 2005 the company started the implementation of a gender equality-oriented program „Women in power” the aim of which is to ensure equal opportunities for men and women in managerial positions. Project is supposed to prepare women for promotion and development. They used different ways of communication. They have discussion forum, which can be used by everyone to exchange the views on equal rights/emancipation. It helps to recognize more deeply the problems and barriers for women in the labour market. Detailed problems are being discussed at special employees` meetings. On the intranet employees can exchange their ideas. Women managers counsel junior women who aspire to managerial positions. Follow-up of this program is a system of training for women to help them understand corporate men`s unwritten rules, self-promotion, breaking the stereotypes, and finding the balance between career and family life.</p>

	<b>Motorola</b>
1. Country, Town	Poland, Warsaw/Cracow
2. Sector	Telecommunication & IT
3. Legal status	Private company
4. Ownership status (domestic, foreign) if it is available	Foreign capital
5. Number of employees (male/female)	not available
6. Share of male/female on management level	not available
7. CSR policies developed	<ul style="list-style-type: none"> <li>- engagement in humanitarian aid projects</li> <li>- „green rules” for the environment protection</li> <li>- developed system of CSR reporting</li> <li>- voluntary programs promoted among employees</li> <li>- supporting new technologies for education and development</li> <li>- developed systems of workforce valuation and motivation</li> </ul>
8. CSR & gender equality policies	<p>“Diversity”. This practice aims to encourage girls and young women to enter the IT sector and develop their computer-related skills and interests. In 2000 Motorola decided to employ more women as software engineers in all their software centres around the world. In Poland, there are very few female software engineers, which seems to be caused by the traditional perception of this occupation as a “male” one. In the same year, at Cracow` universities and colleges only 2% of all IT graduates were women, as Polish girls usually were not eager to take technical study programmes. Therefore, Diversity attempts to encourage more young women to consider starting IT study programmes after leaving high schools. One of the project's basic ideas is “IT is for everyone” - both boys and girls, men and women. According to Motorola, internal diversity of the team is also the key rule of HR management that helps to work more effectively, flexibly and in a customer-related way. One of the project's activities in Poland is an annual contest for the best website. Only mixed teams (with at least 50% girls) are entitled to take part in the event. The project provides a kind of virtual workshop, placed on the company's website, with lots of helpful and inspiring hints and materials. In 2005 over 1600 students from 240 high schools all over Poland took part in the contest, submitting 185 website projects. In the same year, the project was enhanced by an Internet forum to enable students to be advised by the company's experts.</p>

<b>GENDER INDEX</b>	
1. Country, Town	Warsaw, Poland
2. Sector	Mixed (partnership of various organizations)
3. Legal status	EQUAL DP
4. Ownership status (domestic, foreign) if it is available	not applicable
5. Number of employees (male/female)	not available
6. Share of male/female on management level	not available
7. CSR policies developed	not applicable
8. CSR & gender equality policies	<p>GENDER INDEX is a project realised within Community Initiative EQUAL in Poland. The aim of the project is to create and test solutions for gender equality-oriented HR management for Polish companies. A unique model of women-friendly enterprise will be developed within the project activities. The authors of the project would like to convince entrepreneurs and employers that providing equal career prospects for men and women can be an important factor of development and prosperity of the company. The project is addressed to employers from both large and small/medium enterprises from all sectors all over Poland who are interested in implementing gender-equality policies in their companies. The methodology of the project is derived from the mentioned above "gender index" - a set of indexes and rules to make the workplace more women and equality-friendly. This index will be a tool of study and benchmarking in the companies involved. The best companies examined with the index will be awarded with the title of "Equal Opportunities Company". In 2006 the first edition of "Equal Opportunities Company" contest took place. The contest will be continued periodically. The authors of the project also foresee to publish the guide of best practices, organize conferences and trainings for employers, and run a special sensitizing campaign on equal opportunities in the workplace. The project has a wide and well-developed strategy of promotion and mainstreaming. The leading Polish media has joined the project as patrons. Information about the project is also available in leading women's magazines. GENDER INDEX has also a well-maintained website.</p>

## SLOVENIA

<b>LEK, d.d.</b>	
1. Country, Town	Slovenia, Ljubljana
2. Sector	pharmaceutical
3. Legal status	joint stock company
4. Ownership status (domestic, foreign) if it is available	foreign
5. Number of employees (male/female)	female: 1135 male: 1212
6. Share of male/female on management level	female on management level: 43,2% male on management level: 56,8%
8. CSR & gender equality policies	<p>Lek provides equal opportunities in recruitment, selection, promotion and training of employees as well as "Equal pay" policy for male and female associates. Number of benefits for employees are provided by Lek's collective agreement, among them flexible working, childcare facilities on site in Ljubljana etc. in order to help women in particular to balance their private and business life.</p> <p>Lek has decided to join "Family friendly Company" initiative to further improve and promote equal opportunities policy within the company and in the broader community.</p> <p>Under the system „ Complaint officer" they take care for gender equality policies.</p>

	<b>IBM SLOVENIJA</b>
1. Country, Town	Slovenia, Ljubljana
2. Sector	IT
3. Legal status	Private company
4. Ownership status (domestic, foreign) if it is available	Foreign
5. Number of employees (male/female)	185 – 46 female, 139 male
6. Share of male/female on management level	20% female managers; general manager is female
7. CSR policies developed	<p>On the global level there is a special Team working on Work/Life Balance programs in order to support employees' efforts in managing work and private life</p> <p>A very professional and sophisticated performance evaluation system with manager's discussion is in place and working,</p> <p>All employees can evaluate their immediate managers once a year – the survey includes 11 questions, related directly to leadership and people management competencies</p> <p>Flexibility - the company offers attractive and many opportunities for development (professional and personal) to every employee, ongoing access to the latest research findings, state of the art technologies and knowledge.</p> <p>Diversity is in the „genes” of IBM; executives are official sponsors of company diversity actions, including GLBT (gay, lesbian, bisexual and transsexual).</p> <p>The company promotes IT for girls,</p> <p>Flexible working: from work from home permanently (5 days/ week), to partially (2-3 days a week), possibility to perform some urgent personal affairs during official working hours and than work later or from home, in agreement with immediate manager</p> <p>Maternity leave program: During the period of maternity leave, mothers have a laptop at home and stay on the information distribution lists. In this case she (or he, if father takes paternity leave) stays in touch with colleagues, business and is always in touch with the profession and its development. In this way moving back to work after maternity leave is much smoother and less stressful.</p>
8. CSR & gender equality policies	<p>Diversity –Promotes and ensures that all employees, regardless of race, religion, gender, disability, national origin have the same opportunities in applying for a job and in their further professional development. . All external job advertisements always include following statement:</p> <p>IBM welcomes all talent. IBM is focused on recruiting the person with the best skills for each role without regard to race, colour, religion, gender, sexual orientation, national origin, disability or age.</p> <p>All managers attend 2 days workshop »Diversity and Inclusive Leadership«, so they are well equipped to live this principle in everyday life. IBM regards diversity as a »jewel«, which enables us all to grow and be better every day.</p> <p>For every managerial position at least 2 candidates must be considered, of which one must be female – at the end the best gets the position, but the company wants to assure that female talent is never overlooked</p> <p>The company has special targets / quota for female employees (in general and in managerial positions) and people with disabilities</p>

<b>MEDIADE, INOVATIVNO ZALOŽNIŠTVO</b>	
1. Country, Town	Slovenia, Ljubljana
2. Sector	Publishing
3. Legal status	Private company
4. Ownership status (domestic, foreign), if available	Domestic
5. Number of employees (male/female)	4 (female) 2 full-time + 2 part-time/under a contract
6. Share of male/female employees at the management level	100% female
7. CSR policies developed	<ul style="list-style-type: none"> <li>- The implementation of the procedure and the selection of measures for obtaining the “Family-Friendly Enterprise” certificate,</li> <li>- the promotion of social responsibility through their work – the topics of texts in internal publications of larger companies continuously feature the care for employees, the encouragement of internal communication within companies and the endeavours to create a favourable and stimulating working environment,</li> <li>- they also implement an employee-friendly policy.</li> </ul>
8. CSR & gender equality policies	<p>- It is hard to define the policy of gender equality in a company that only employs four women. They do not have special policies developed for this purpose, but the company’s management is aware of the fact that being a woman and mother does not represent an obstacle to performing the work well.</p>

**SPAIN**

	<b>BBVA</b>
1. Country, Town	Spain
2. Sector	Financial sector
3. Legal status	
4. Ownership status (domestic, foreign) if it is available	National
5. Number of employees (male/female)	31.154
6. Share of male/female on management level	
7. CSR policies developed	The BBVA considers the principle of equal opportunities one of the company's corporate values. Respect for equal opportunities is anchored in the company's Code of Conduct. Development of the individual and equal opportunities are an integral part of the company's HR management model.
8. CSR & gender equality policies	<p>In November, 2005 the company and the syndicates signed an " Agreement of Equality and Reconciliation of Work and Family Life " that covers four paragraphs:  reconciliation of work and family life;  protection of the pregnancy and the maternity;  equal opportunities, and  measures on gender violence and sexual harassment.</p> <p>Among the measures outlined in this Agreement the following stand out:  In the cases of voluntary time off work for family reasons, the social loans for acquisition of housing will not be affected by the proportional wage decrease.  The licenses not remunerated by adoption abroad, treatment for assisted reproduction, or familiar support in case of illness will be granted on an annual basis (before on a bi-annual basis)  Parental leave or leave to take care of a relative will count towards working period used to calculate basis for pension  Videoconferences will be used to reduce the number of business trips  Part-time maternity leave is an option  Extra absence from work is extended to 5 days  In the four months prior to resuming normal work obligations, the employees who are in situation of leave for family reasons or take a family day off will be able to attend training courses, designed to facilitate professional reintegration Likewise, they will be able to take part in calls of transfers, promotions and examinations of training. The Agreement is created by a Commission of Equality of Opportunities to look over the application and the development of these measures and to promote the equality.</p>

<b>CAJA MADRID</b>	
1. Country, Town	Spain
2. Sector	Financial sector
3. Legal status	
4. Ownership status (domestic, foreign) if it is available	National
5. Number of employees (male/female)	12.731
6. Share of male/female on management level	
7. CSR policies developed	
8. CSR & gender equality policies	<p>The company adopted the System of Integral Management of Human Resources that has a double purpose:</p> <ul style="list-style-type: none"> <li>• To facilitate the maximum development of capacities</li> <li>• To guarantee the commitment of the persons to the goals of the managerial project.</li> </ul> <p>The System is integrated to overall company business strategy. One of the basic elements of the System is to offer an environment of flexibility to allow the persons to decide freely on how, when and in what way to balance personal life with professional life. The values of diversity and equal opportunities are integral elements of the System. The application of the system is of personalized character and it tries to cover the different needs that take place according to the vital stages and the personal situations of each one.</p> <p>The following is offered to employees with parental obligations:</p> <ul style="list-style-type: none"> <li>• Arrangement of a substitution for the duration of maternity leave</li> <li>• Automatic leave without jeopardy of job loss after completion of maternity leave ;</li> <li>• Permission of lactation of 10 calendar days more 5 skilful ones;</li> <li>• Special assistance for children in nursing schools from 0 to 3 years;</li> <li>• Special assistance for schooling children from 3 to 25 years;</li> <li>• Special assistance for education of children with disability;</li> <li>• Possibility of part-time work (from an hour up to two thirds);</li> <li>• Flexitime in functions that do not need attention to the public.</li> </ul>

	<b>EDICIONES FRANCIS LEFEBVRE</b>
1. Country, Town	Spain
2. Sector	Edition
3. Legal status	
4. Ownership status (domestic, foreign) if it is available	Multinational
5. Number of employees (male/female)	92
6. Share of male/female on management level	
7. CSR policies developed	
8. CSR & gender equality policies	<p>The system of flexible work of this company does not rest on a major responsibility and individual discretionary nature, but on the adjustment of the system of work from the organs of direction. The philosophy is to offer a series of prearranged options that consist basically of:</p> <p>.The majority of the employees can negotiate with his or her immediate superior an hour of flexibility starting and leaving work</p> <ul style="list-style-type: none"> <li>• Overtime may be used to compensate the intensive work day (of 8h to 15h) Fridays, in the summer period, and in cases of emergency.</li> <li>• In case of employees with children of 10 years or less or with children who need special attendance, the employees may use lunch break time towards leaving work half an hour earlier</li> </ul> <p>Also, the use of working time is optimized through a number of measures. For example, business meetings always take place within company working hours; a medical doctor and an osteopath come to the centre once per week and are available to the employees – the medical doctor free of charge and the osteopath at a reasonable price subsidized by the company; dining room and catering are subsidized by the company; free company bus that follows a route to go to the work and to return.</p>