

Compendium of Best Practices in Corporate Social Responsibility to Deal with the Margins of the Labour Markets in South-East Europe (EU-CSR-SEE)



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Compendium of Best Practices
in Corporate Social Responsibility
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(EU-CSR-SEE)

Sofia - Bucharest
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1 Introduction

This Compendium of Best Practices in Corporate Social Responsibility (CSR) to Deal with the Margins of the Labour Market in South East Europe has been prepared under the project *Effective Utilisation of the CSR Practices to Deal with the Margins of the Labour Markets in South-East Europe (EU-CSR)* funded by the Community programme for employment and social solidarity – PROGRESS - call for proposals issued in the context of the implementation of the 2008 annual plan of work.

Competitiveness and pressure upon companies to raise profits, shorten process lead times, bring fashion to market more quickly and strive for better quality often have negative effects upon workers especially those at disadvantage, communities and the environment. Demands are now being made of companies to take greater social responsibility.

Many leading companies in European Union are paving the way for other industries and countries, by adopting solid corporate social responsibility policies and programs as part of their mission, rather than simply an afterthought or a reaction to critics.

For many companies CSR has moved far beyond initiatives developed at headquarters aimed primarily at philanthropy and media exposure. Increasingly sophisticated operations, growing expectations of social responsibility among workers, consumers and business leaders, stronger government focus on issues such as decent labor, integrated labor market, environment, and greater global awareness of “sustainability” translate into more impetus and opportunity to sustain CSR momentum within the company and extend its external impact.

Companies in old member states have historically been held to more strict enforcement of high social and environmental standards than their new member counterparts. They also face tighter community and government scrutiny of their working conditions and environmental performance. As the newcomers deepen their involvement in the common market, they have increasingly been expected to contribute to the public good and corporate social responsibility.

Interest in CSR is growing in South-East Europe – especially in Bulgaria and Romania, to introduce higher social standards in the manufacturing and service enterprises. Despite these facts they are still lagging behind. Just few of them are socially motivated investors taking care of various risk groups, working conditions, environmental issues and the like. It is of highly importance to get acquainted with the aspects of successful CSR, key steps in implementation, CSR pitfalls, power relationships and ensuring accountability.

This compendium of best CSR practices aims at presenting ideas on how to implement principles of the inclusive labour market. Good examples exist on attracting unemployed people situated at the margins of the labour force – young people without experience, workers in pre-retirement age, disabled, minorities with low education and low skills, women after maternity leave, etc. – into employment.

The best practices have been prepared by Mr. Poul-Erik Skarby – Denmark and Sweden, Mr. Stirling Smith, - Ireland and the United Kingdom of Great Britain and Northern Ireland, a team consisting of Ms Ioana Manaila, Ms Mariana Petcu and Ms. Cristina Musat – France and Romania and Ms Zlatka Gospodinova – Bulgaria. The final selection of good practices to be included in the compendium has been done by Dr. Dimitar Matev – project manager.

2 The Case of the State

2.1 Denmark

The understanding of CSR in Denmark has evolved from emphasising the promotion of ‘the inclusive labour market’ to the current emphasis on an “international approach to CSR” and “strategic CSR”, key concepts in the Government Strategy to Promote Corporate Social Responsibility launched May 2008.

According to the Strategy, the Danish Government abandons the previous strong focus on the inclusive labour market. According to the Government, corporations obtained the best conditions for attracting and retaining a diverse workforce through the inclusive labour market focus. For 15 years the inclusive labour market was promoted through a wide range of initiatives such as promoting a system of mentors for new employees from disadvantaged groups and state subsidies for the wages of persons with disabilities, persons with reduced work capacity and minorities.

With the strategy the Danish Government adopts an ‘international approach to CSR’. The Government stresses that CSR shall be approached using the framework provided by the United Nations Global Compact (UNGC), appreciating also the UNGC’s proposed ‘principle-based approach’.

The Danish CSR policy has a long policy history compared to other EU countries. The *Commission CSR Compendium* for cross-national comparison of CSR policies makes it evident that Denmark is among the few EU countries that created CSR policy initiatives prior to the Commissions support for the subject, expressed through the launch of the European Manifesto in 1995 (European Commission, 2003-2:51).

The fact that the Danish CSR policies have been formulated prior to the first concrete CSR initiative, taking form of the EU Green Paper launched in 2001 makes it interesting to investigate whether these EU initiatives affected the Danish CSR policy development. In addition, the policy’s fourteen years of existence makes the Danish CSR policy an appropriate case for investigation of policy change over time.

Primarily two observations led to the selection of “*Our Common Concern*” (OCC) and “*People and Profit*” (P&P), among the broad array of CSR policy initiatives taken up by different Danish ministries.

First, Danish policy makers have themselves defined OCC and P&P as the Danish CSR policy in the context of the European Compendium as well as within the Commission’s CSR peer review.

Furthermore, the OCC launched by *the Ministry of Social Affairs* (MSA) in 1994, was the first Danish policy that directly addressed companies’ responsibilities and argued for private sector inclusion in policy making. The policy has a relatively long history, as P&P can be seen as the most recent extension of the OCC campaign. Despite being treated within different ministerial auspices, important connections can be traced between the two campaigns. For example, both campaigns

exhibit a common attention towards labour market CSR measures, and share common institutional linkage to *the National Labour Market Authorities*.

The three ministries, MSA (Ministry of Social Affairs), ME (Ministry of Employment), and MBEA (Ministry of Business and Economic Affairs) have roles as coordinators and promoters of the various CSR policies. LO, DA and DI are important actors, because CSR is a policy area, which coaxes both the business and the social interests these parties represent. *LO* or *the Confederation of Danish Trade Unions* representing employees has traditionally favoured CSR policies combining minimum legal requirements with collective agreements. *The Confederation of Danish Employers* i.e. *DA* has emphasized the need for voluntary CSR based on collective agreements in the absence of state intervention, while *the Confederation of Danish Industries* i.e. *DI* has traditionally had faith in market forces and voluntarism.

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As the policy has a relatively long history, the P&P can be seen as the most recent extension of the OCC campaign. Despite being treated within different ministerial auspices, important connections can be traced between the two campaigns. For example, both campaigns exhibit a common attention towards labour market CSR measures, and share common institutional linkage to *the National Labour Market Authorities (NLMA)*.

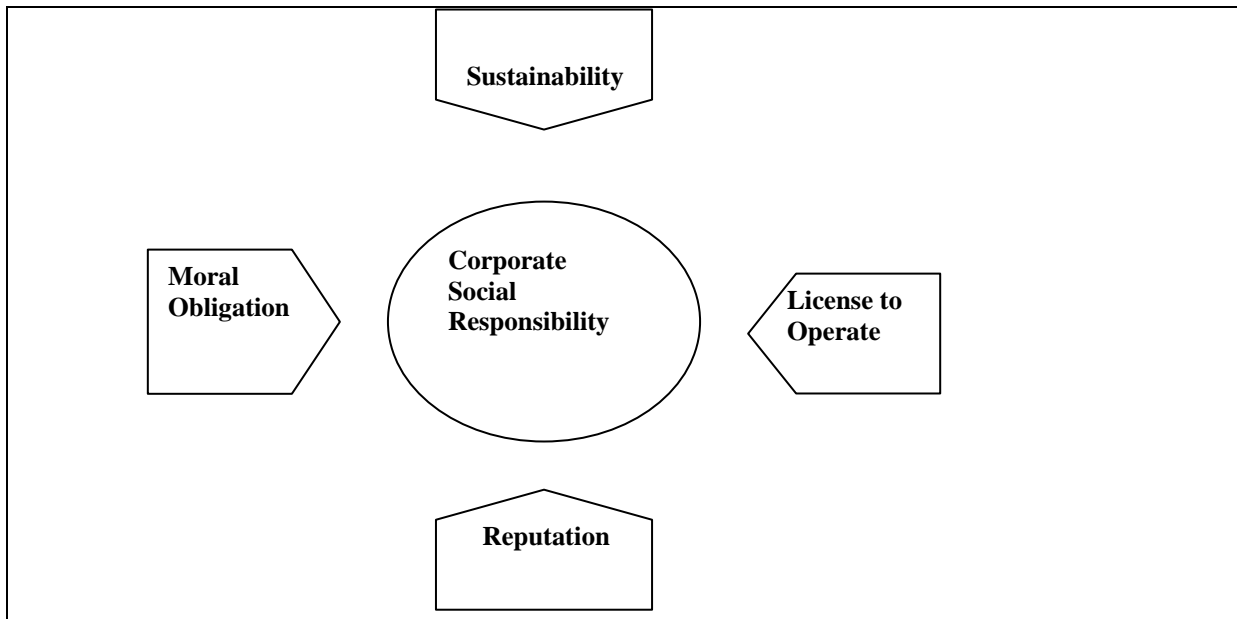
The Danish and European CSR policy within the period 1994- 2008

Policy Level	Overall Policy Objective	Primary Policy Activities	Economic Vulnerability	Dominant Policy Preferences	Policy Institutions	Resort placement
European Manifesto 1995-2001	Increase social inclusion	<ul style="list-style-type: none"> • Ensure labour market integration • Support workplace creation • Enhance educational possibilities • Enhance solidarity • Prevent exclusion • Avoid inappropriate firing 	Unemployment and social exclusion lead to high societal costs, paid by companies and the public sector	Business driven: Recommendations address companies	Partnerships between public and private partners at all levels	DG Employment, Social Affairs and Equal Opportunities.
Danish VSA Policy 1994-2007	<ul style="list-style-type: none"> · Increase social inclusion · Ensure adequate labour supply 	Ensure labour market integration through: <ul style="list-style-type: none"> · Retention · Prevention · Integration 	<ul style="list-style-type: none"> · Unemployment and social exclusion lead to high personal, societal, and public sector costs. · Low unemployment · Calls for provision of an adequate labour supply 	Government driven: VSA address social- and employment political target groups	Institutionalised partnerships between government, companies and political target group	<ul style="list-style-type: none"> · Ministry of Social Affairs · Ministry of Employment
The EU strategy 2001-2007	Ensures competitiveness and sustainable economic growth	<ul style="list-style-type: none"> · Increase CSR knowledge · Exchange of experience · Promote managerial skills · Foster CSR among SMEs · Convergence of practices · Implement CSR into EU Policies 	New global challenges make CSR a crucial parameter for competitiveness and thus economic and sustainable growth.	Business driven: Companies and Especially SMEs are the central target groups	<ul style="list-style-type: none"> · Stakeholder based approach to policy formulation · Encourage partnerships 	DG Employment, Social Affairs and Equal Opportunities
Danish P&P 2006-2007	Ensure companies competitiveness and future growth	Enhance SME competences through: <ul style="list-style-type: none"> · Research · Training · Dissemination 	New global challenges make CSR a crucial parameter for firm competitiveness and economic growth.	Business driven: SME's constitute the primary target group	<ul style="list-style-type: none"> · Stakeholder inclusion through reference groups · Emerging partnerships 	Ministry of Economic and Business Affairs.

VSA (virksomhedens sociale ansvar) the Danish translation of CSR

P&P = People & Profit a Danish campaign and tools for CSR

Country	Denmark
City	Bjerringbro / North Jutland Region
Name of the company	Grundfos A/S
Type of the company	Shareholding Company
Number of employees	Approx. 18,000 employees in 45 countries; approx. 5,000 work in Denmark
Main activity	
Industrial production of different types of pumps and pump systems	
Background	
<p>In 1945 Poul Due Jensen founded Grundfos.</p> <p>Grundfos A/S is a Danish company with branches in 45 countries. It is a share holding company owned by The Poul Due Jensen Foundation (about 86%), staff (about 2%) and the remaining (12%) is owned by the founder's family.</p> <p>The Danish part of the company employs approx. 5,000 employees of all categories of education from high to low. The main part of workers consists of educated metal workers or workers without education but with a high degree of specialization obtained in one of the companies own 5 training centres.</p> <p>Four main arguments</p> <ul style="list-style-type: none"> •Moral obligation Values & policies, business ethics... •Sustainability Social, economic, environmental... •License to operate Legal issues, regulations, permissions... •Reputation Public image, perceived accountability... 	

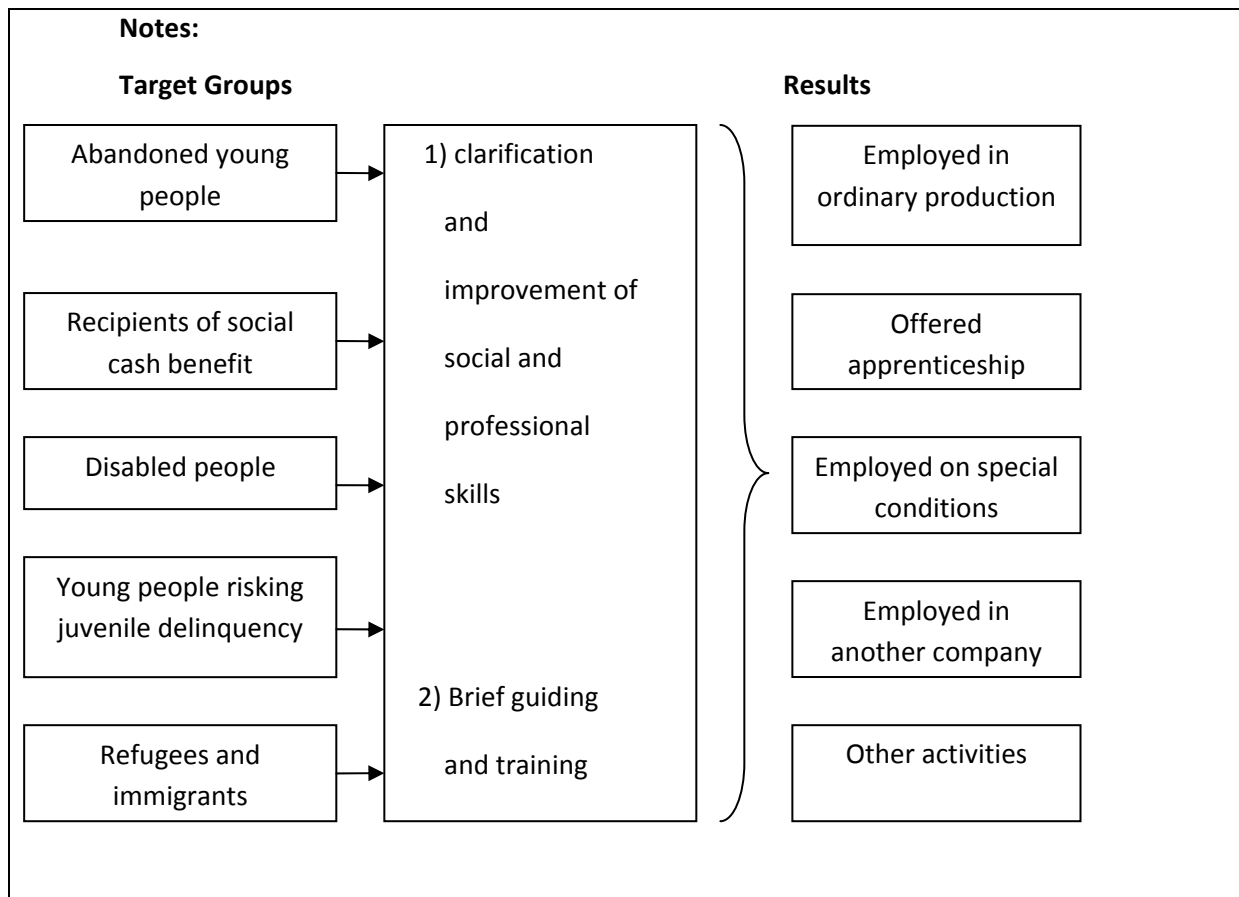


Description of the CSR activities:

The company has a CSR department. The structure of the department consist of 4 main components: Social activities, Retention, Integration/Projects and Production.

Description of CSR practice	<p>A typical process for CSR human resource approach:</p> <p>1. Prevention:</p> <ul style="list-style-type: none"> - creating good working conditions - HR policy (attraction, retention, development, redeployment) - continuous training and development of the employees. <p>2. Retention:</p> <ul style="list-style-type: none"> - active assistance to ill or injured employees - dialog with/follow-up on every single ill employees - monthly network meeting with all ill employees - explore areas of ability - senior/retirement policy <p>3. Integration</p> <p>Creating working possibilities or integration programs for:</p> <ul style="list-style-type: none"> - long term unemployed - young persons with social problems - recipients of social cash benefits - refugees and immigrants with language problems - settling in program for foreign employees people with potential criminal background <p>4. Involvement</p> <ul style="list-style-type: none"> - formal agreement with public authorities - supporting activities in the local community - participation in networks and committees - open for visits
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	<p>- environmental protection</p> <p>The first 2 points concern already engaged.</p>
Level of intervention	<p>Company level in Denmark.</p> <p>The philosophy of the company is: <i>“The company’s obligations towards the surrounding society reach beyond what is determined by laws and tax payments.</i></p> <p><i>One man cannot achieve all that much by himself, but there are no limits to what can be achieved when a group of people work together.”</i></p>
Problem addressed	<p>CSR is and integrated part of the company’s values and strategy.</p> <p>The program for integration of weak groups is one of the company’s highest priorities.</p> <p>In addition the company has other prioritized programs</p> <ul style="list-style-type: none"> • Sheltered workshops • Focus on sick employees and an option for gradual return after sickness
Purpose of intervention	<p>The co-operation with authorities, NGO’s, educational and social institutions in developing methods to integrate or re-integrate weak groups from the surrounding society.</p>
Steps of implementation	<p>1. Visitation:</p> <p>Focus on:</p> <ul style="list-style-type: none"> - selection - personal mentor - action plan - start out level <p>2. Competence assessment</p> <p>Focus on:</p> <ul style="list-style-type: none"> - job - norms - behaviour - social competence <p>3. Upgrading</p> <p>Focus on:</p> <ul style="list-style-type: none"> - knowledge - language skills - traineeship - school <p>4. Ending up with a job</p>
Indicators for monitoring	<p>Integration of approx. 75% of the participants.</p>
Impact	<p>- Officially appointed as Role Model within this area by the Danish Ministry of Employment</p>



Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market

Employees are people –human beings –with ideas, a sense of commitment, needs, desires, a sense of responsibility, skills and competences and –sometimes –problems. Employees are not just resources like machinery, buildings and capital on the contrary, by virtue of its complexity human being has numerous potentialities

Each human being is responsible for his/her own life but also for the community and the working relations in which he/she takes part

Today's focus:

The co-operation with authorities, NGO's, educational and social institutions in developing methods to integrate or re-integrate weak groups from the surrounding society.

Intended outcome(s) related to attracting marginal groups to the labour market

Integration of approx. 75% of the participants.

- Proud employees in general
- Strong employer brand

The challenge related to attracting marginal groups to the labour market

Grundfos want to create an embracing company with an open-minded working environment characterized by deep respect for the differences between every single employee. As a matter of course the company's social responsibility is manifested through concrete initiatives in the Group's individual companies exemplified by the decision to employ people with reduced work capabilities due to physically, mentally or socially related reasons, under flexible conditions

Key points for effective practice related to attracting marginal groups to the labour market

Do's:

- ensure good partnerships and cooperation internally as well as externally
- set up a committed organisation of contact persons
- time and expertise for clarification introduction and training
- when employees move to ordinary jobs the support from mentors should be continued
- ensure additional education and training

Dont's

- don't try to integrate unmotivated people
- don't forget the unions
- don't forget to review the process
- don't forget to set individual targets
- don't forget to involve both internal and external partners in follow-up meetings
- don't forget to act calm but consistent
- don't hesitate to take action if a person is getting into trouble

Additional information

Development in CORPORATE SOCIAL RESPONSIBILITY

1945: Grundfos is established by Poul Due Jensen. Every year since the start Grundfos has arranged excursions and Christmas celebrations with Christmas presents.

1968: Grundfos opens the first flexible workshop, which is the first in Denmark outside the public sector.

1974: Opening the hobby farm.

1977: Building a permanent hobby centre.

1986: Structured and systematic training of all employees.

1989: The first Grundfos OL takes place. Since then arranged every fourth year.

1992: Flexible workshop no. 2 opens (East 1)

1996: Flexible workshop no. 3 opens (North 2)

1996: Systematic follow-up on employees' long-term illness.

1996: Starting assessment of both internal and external persons' ability to work.

1998: Grundfos participates in establishment of the Central Jutland Network.

1998: Start of a project for young people in job training. The intention of the project is to integrate socially burdened young people in the working place.

1999: Flexible workshop no. 4 opens (Kit Pack)

2000: Flexible workshop no. 5 opens. (Aalestrup)

2000: Working environment certification according to OHSAS 18001

2000: Receipt of DI's education award

2001: Certification of Grundfos' social responsibility according to the social index

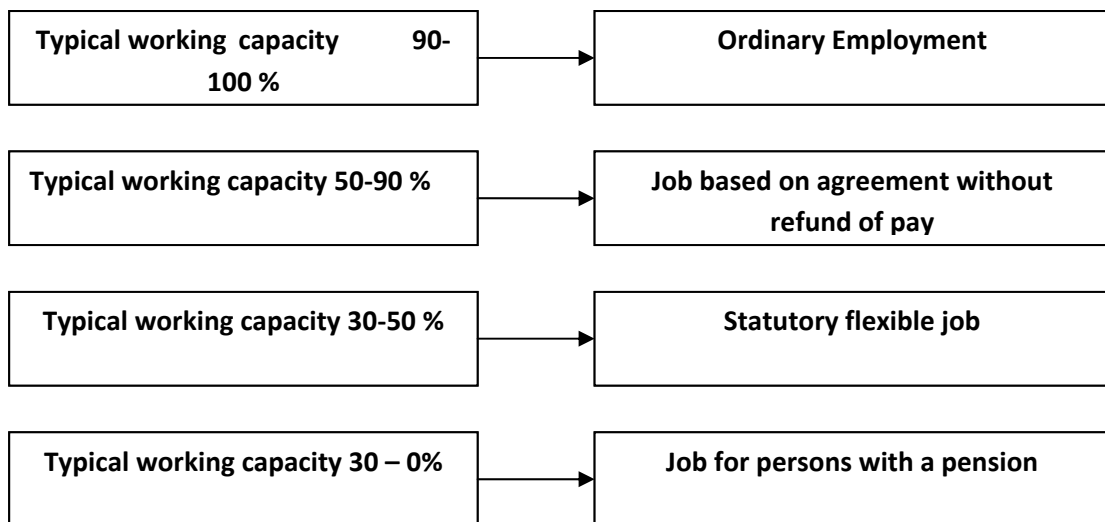
2001: Opening the Poul Due Jensen Academy

2002: Formalised integration project. A Danish teacher from the language school is connected.

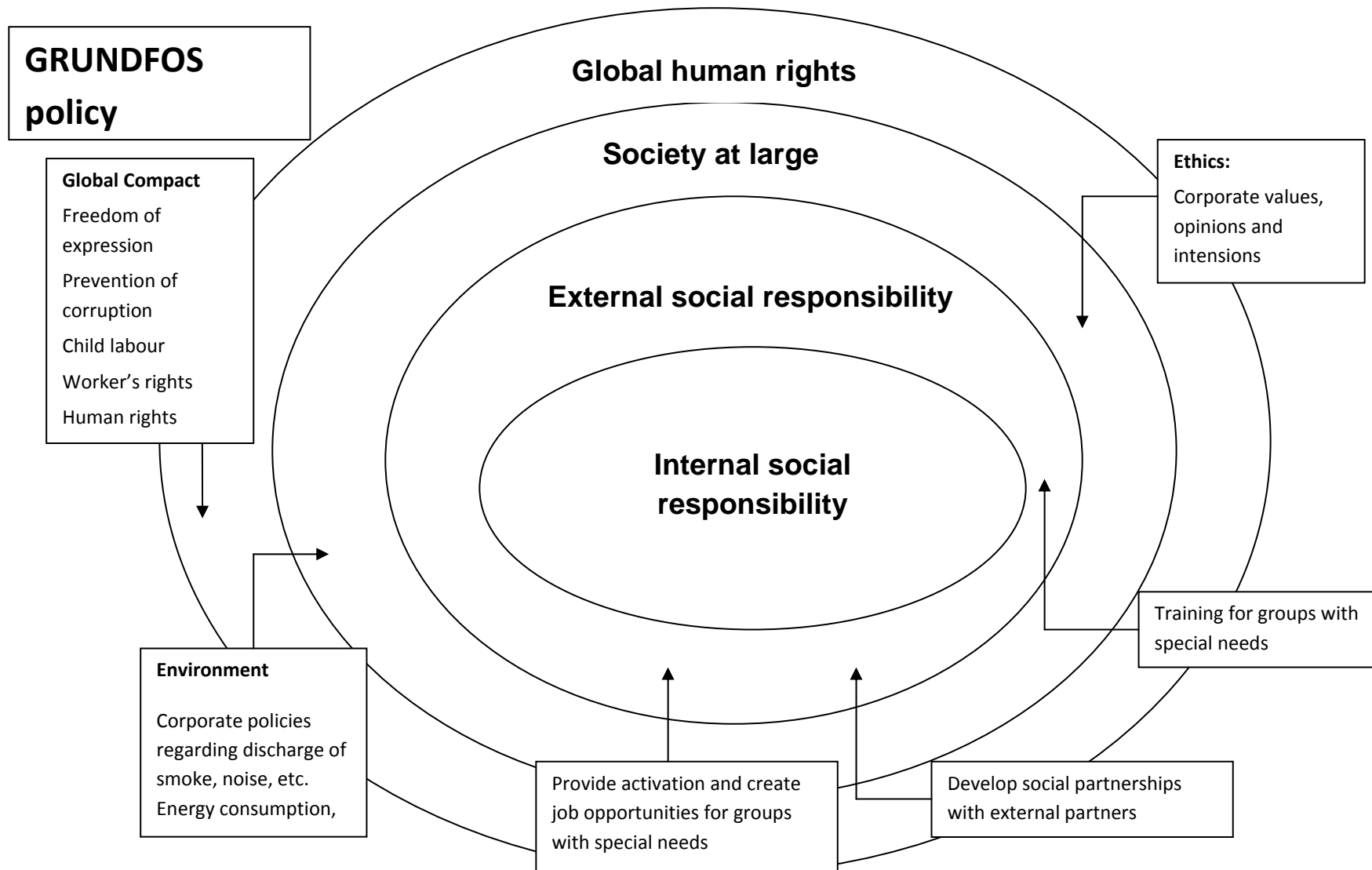
2004: A special vocational training with adjusted demands and framework (diversity in the apprentice training)

2005: Integration of recipients of cash benefits on the labour market

2006: Integration of people with a potential criminal background.



Source of information	www.grundfos.com
Date	April 2009



Best practices Denmark Case study Nº 2

Country	Denmark
City	Copenhagen
Name of the company	NOVO Nordisk A/S
Type of the company	Share holding
Number of employees	More than 27,068 employees (December 2008). 49,6% are women, 50,4% men
Main activity	
Medical research and development, production and sales	
Background	
<p>International production facilities in six countries. Affiliates or offices in 81 countries.</p> <p>Approximately 48% of employees are located in Denmark (13,050) and 52% in the rest of the world (North America: 3,727, Japan & Oceania: 1,033, International Operations: 5,587, Europe: 3,671).</p> <p>17% within research and development; 30% in production and production administration; 34% in international sales and marketing; 19% in administration.</p>	
Description of the CSR activities	
Description of CSR practice	<p><u>Diversity</u></p> <p>In a first phase the focus will be on fostering gender and nationality diversity in management teams. Taking a five-year perspective, the aspiration is that all senior management teams should be diverse in gender and nationality. Currently, 12 of 28 senior management teams include men, women, locals and non-locals. To bring the remaining teams in line with this objective, a number of supporting actions are being introduced.</p>
	<p><u>Training</u></p> <p>Training in diversity and cultural inclusion is offered to all employees and is integrated in the company's leadership development programs for managers, vice presidents and young talent to build leadership capabilities and a global mindset</p>
	<p><u>Equality</u></p> <p>Mentorship will be offered and supportive network initiatives including</p>

	expatriates networks and a 'family-buddy' system is being set up. The 'Women in Novo Nordisk' (WINN) network is being replicated in other regions to support women's career development throughout the company.
Level of intervention	All levels of the company but especially the managerial
Prospective users of CSR practice	Women
Problem addressed	Women in management
Purpose of intervention	<p>To ensure that the Novo Nordisk diversity strategy is relevant to the business and meets the needs of underrepresented constituents, it is important to engage in constructive dialogue and build networks among various stakeholders. Our internal stakeholders include employees across organised groups, functional areas, levels and job descriptions. External stakeholders include customers, competitors, NGOs and various groups in society. In 2008 Novo Nordisk expanded the outreach to stakeholders further, including:</p> <p>Participating in a 'Mainstreaming Diversity' laboratory organised by the European Alliance for Corporate Responsibility on behalf of the EC.</p> <p>Participating in a 'Diversity and Innovation Laboratory' in cooperation with several Danish companies and initiated by the Danish Human Rights Institute</p> <p>Engaging with and participating in various organisations throughout Europe and the world, including Danish Human Rights Institute, CSR Europe, Mindshift, Catalyst and others.</p> <p>Stakeholder engagement will continue to be a priority for 2009 as we build closer ties within our business and around the globe.</p>
Context	<p>To ensure that the future leaders reflect the global world in which NOVO Nordisk operate, diversity is an important part of talent and leadership development.</p> <p>To ensure equity throughout the organisation and to minimize subjective ratings, objective measurements must be required of the performance management.</p> <p>To attract talented people to the organisation around the globe, NOVO Nordisk must look to all sources of talent, discovered and yet-to-be discovered.</p> <p>To ensure an engaging workplace, NOVO Nordisk must value, respect and use all our differences – maximizing every employee's potential and contribution to the organisation.</p>

	<p>To ensure organisational effectiveness, diversity must be guide design of the organisation, helping us to build cultural competencies and cross-functional strengths.</p> <p>Diversity can help in achieving the success we are striving for by helping HR professionals in all areas of the people life cycle achieve their targets and build a workplace of choice around the globe.</p>
<p>Indicators for monitoring</p>	<ul style="list-style-type: none"> • Total workforce by employment type, employment contract, and region. • Total number and rate of employee turnover by age group, gender, and region. • Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. • Percentage of employees covered by collective bargaining agreements. • Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. • Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs. • Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region. • Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. • Health and safety topics covered in formal agreements with trade unions. Health and safety topics covered in formal agreements with trade unions. • Average hours of training per year per employee by employee category. • Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. • Percentage of employees receiving regular performance and career development reviews. • Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity
<p>Source of information</p>	<p>www.novonordisk.com</p>
<p>Date</p>	<p>April 2009</p>

2.2 Sweden

Corporate Social Responsibility is not a new phenomenon in Sweden. Many of the basics of CSR have been embedded in Swedish companies for many years. These include cooperation with trade unions and stakeholder dialogue; as well as collective agreements, such as, for example, between the private and public sectors to facilitate employee adjustment after redundancy. The Government has widely distributed a handbook on the Guidelines to members of the business community based on internationally agreed conventions in human rights, core labour standards, sustainable development and corruption.

Sweden's policy in CSR is based on internationally agreed conventions and guidelines concerning human rights, core labour standards, sustainable development and corruption. Implemented and planned measures include:

- Provision of information, advice, continuing
- Professional development and financing assistance to small enterprises and other companies
- Dialogues with the business community aimed at strengthening the integration of sustainable development concerns into company operations
- Provision of guidelines for enterprise on social and environmental responsibility. The Swedish Partnership for Global Responsibility program is one example.
- Simplification of regulations governing the operations of small enterprises.
- Promotion of women's and immigrants' entrepreneurship.
- Capital provision for small enterprises.
- Funding for the development of environmental technology and the commercialisation of research findings.
- Promotion of "effective competition policies"

The main supporters of CSR in Sweden are the **Swedish International Development Cooperation Agency (Sida)**, the Swedish Business Development Agency (NUTEK) and the Swedish Consumer Agency (SCA) who supports implementation and development of CSR.

There is also three major corporate partnerships working towards CSR in Sweden, these are;

- Swedish Partnership for Global Responsibility
- CSR Sweden
- UN's Global Compact

The key to the success of CSR in Sweden is that businesses are prepared to invest financial resources in socially responsible initiatives. Even in an economic environment of increasing competition and tough conditions, Swedish companies are finding that they can directly link CSR to long-term profitability

To develop the Corporate Social Responsibility in Sweden, active owner influence, consulting and means like integrating CSR into education and research are important matters. The most Swedish companies already have international credibility with regards to CSR but too few are actively participating in programs and networks according to CSR.

The Swedish National Contact Point (NCP) is a tripartite body with representatives from the Swedish Government, business and labour. The NCP is led by the Ministry for Foreign Affairs. Members of the NCP regularly attend seminars and conferences where they inform about and discuss the Guidelines and the work of the NCP with NGO's and other interested parties. The Government has widely distributed a handbook on the Guidelines to members of the business community, Swedish embassies, etc. The handbook is also posted on the Ministry for Foreign Affairs website.

Sida has an important role in promoting CSR through:

- facilitating the creation of an enabling environment, including structures of good governance, for responsible business practices,
- directly supporting activities seeking to promote and ensure corporate responsibility,
- ensuring that the potential for the private sector to contribute to development is harnessed,
- using its convening power as a donor to facilitate multi-stakeholder dialogues and partnerships,
- endorsing good practices and participating in international policy initiatives on CSR,
- promoting capacity building through support to training, research and technical assistance.

Best practices Sweden Case study Nº 1

Country	Sweden
City	Stockholm
Name of the company	Hennes & Maurits
Type of the company	Share holding
Number of employees	About 73,000 world wide (53,430 full time equivalent). Total share of female employees in management positions: 76% Total share of female employees among total workforce: 79%
Main activity	
A retail company selling clothes, accessories, footwear and cosmetics in more than 1,700 stores in 33 countries and via internet and catalogue sales in Scandinavia, the Netherlands, Germany and Austria. The company does not have own production.	
Background	
<p>FULL TIME AND PART TIME EMPLOYEES 2008</p> <p>Part time employees 52.7% Full time employees 47.3%</p> <p>EMPLOYEE CONTRACT TYPE 2008</p> <p>Permanent contracts 82.1% Temporary contracts 17.9%</p> <p>EMPLOYEES PER JOB CATEGORY (%)</p> <p>Sales assistant 69% Warehouse employee 7% Floor manager 6% Visual merchandiser 6% Store manager 3% Country office employees 3% Production Offices 2% Buying Office 2% Head Office 1% Other 1%</p> <p>RATIO OF SALARY BETWEEN WOMEN AND MEN</p> <p>Store managers: 0.938 Visual merchandiser: 0.938 Floor managers: 0.968 Sales assistants: 0.997 Warehouse employees: 0.900</p>	

Country office employees: 0.769*
 Others: 0.958

EMPLOYEES PER REGION (%)

Europe (except Sweden): 76%
 North America: 12%
 Sweden: 9%
 Production Offices: 2%
 Asia: 1%

Description of the CSR activities

<p>Description of CSR practice</p>	<p>Equality and diversity. Equal possibilities in recruitment, selection, employment, compensation, transfers, promotion, growth, development or training. A majority of the employees are women and they are well represented in management positions.</p> <p>SHARE OF FEMALE EMPLOYEES PER EMPLOYMENT CATEGORY</p> <p>Board of directors: 35% Group Management level: 33% Sales Country managers: 44% Production Office managers: 45% Buying Division heads: 57% Buying Section heads: 83% Area managers: 67% Store managers: 77%</p> <p>Training and Development</p> <p>Introduction training to garment handling and care, security, customer service, textiles and CSR.</p> <p>E-training started in 2008 to assess the success of this delivery method for induction training parts. It was targeted at store staff with access to computers and more than 2,000 employees piloted the training.</p> <p>Ongoing training and development. The average number of training days per employee in 2008 was approximately ten days for new sales staff, one day for existing sales staff and five days for existing management positions.</p> <p>A number of mandatory global training modules developed.</p> <p>11 non-mandatory global training modules, four of which are directed at store managers.</p> <p>Around 50 different training courses on national level that are tailored to each country's specific needs.</p>
<p>Level of intervention</p>	<p>All levels of employees</p>
<p>Problem addressed</p>	<p>Training</p>

Resources required	H&M's global CSR team comprised 86 people by the end of 2008.	
Indicators for monitoring	<p>LA 1</p> <p>LA 2</p> <p>LA 3</p> <p>LA 4</p> <p>LA 5</p> <p>LA 6</p> <p>LA 7</p> <p>LA 8</p> <p>LA 9</p> <p>L 10</p> <p>L 11</p> <p>L 12</p> <p>L 13</p> <p>L 14</p>	<p>Aspect: Employment</p> <p>Total workforce by employment type, employment contract, and region</p> <p>Total number and rate of employee turnover by age group, gender and region</p> <p>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations</p> <p>Percentage of employees covered by collective bargaining agreement</p> <p>Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements</p> <p>Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes</p> <p>Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region</p> <p>Education, training, counseling, prevention and risk-control programmes in place to assist workforce members, their families or community members regarding serious diseases</p> <p>Health and safety topics covered in formal agreements with trade unions</p> <p>Average hours of training per year per employee by employee category</p> <p>Programmes for skills management and lifelong learning and support the continued employability of employees and assist them in managing career ending</p> <p>Percentage of employees receiving regular performance and career development reviews</p> <p>Composition of government bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity</p> <p>Ratio of basic salary of men and women by employee category</p>
Source of information	www.hm.com	
Date	April 2009	

Best practices Sweden Case study № 2

Country	Sweden
City	Stockholm
Name of the company	Svenska Cellulosa Aktiebolaget SCA
Type of the company	Shareholding
Number of employees	About 45,000
Main activity	
Produces and markets personal care products, tissue, packaging, publication papers and solid-wood products.	
Background	
<p>SCA has production branches in about 40 countries and conduct sales in some 90.</p> <p>SCA is committed to fostering a workplace that is safe and that is founded on fair employment practices and mutual respect.</p> <p>To help ensure the company attracts and retains the most qualified people, SCA embraces the principles of equal employment opportunity and strives for a working environment free from all forms of illegal discrimination.</p> <p>SCA will as a minimum follow all applicable labour and employment laws wherever it operates.</p>	
Description of the CSR activities	
Level of intervention	<p>SCA places value in having well-informed employees and creates opportunities for them to freely express their views. The importance to SCA of effectively engaging with employees makes employee surveys an important tool for evaluation of operations and providing a basis for improvement.</p> <p>In many markets SCA has formal employee consultation processes. One of the largest representative groups is the SCA European Works Council which represents about 30,000 SCA employees. Through regular meetings at different levels, SCA maintains an ongoing dialogue with employee representatives.</p> <p>SCA recognizes the right of employees to freely associate and all SCA employees are free to join trades unions. On average, around 70% of employees at SCA sites were covered by collective bargaining agreements in 2008.</p>
Prospective users of CSR practice	SCA strives towards a non-discriminatory company culture based upon responsibility, excellence and respect, which build upon the talents of their global workforce. It is the policy of SCA to treat all current and potential employees fairly and without prejudice. All employees will have the opportunity to progress within the company without regards to their

	gender, marital or parental status, ethnic or national origin, sexual orientation, religious belief, political affiliation, age, or disability
Problem addressed	<p>SCA invests significant amounts in various forms of employee development every year. Each business group has training and development programmes designed to meet their specific needs.</p> <p>In order to achieve its operational and strategic goals, SCA must use effective methods to recruit competent people and ensure that in-house talent is well distributed throughout its businesses. In 2008, for this purpose, SCA rolled out a new web-based recruitment system across all SCA business groups: the Job Portal.</p> <p>The portal aims to show all available jobs within SCA and is intended for both internal and external use. Additionally, those who wish can register their CV as well as preferences for future work in a database that automatically matches them to available jobs as vacancies arise. The Job Portal offers important benefits: it establishes an open market for jobs within SCA, offers development opportunities to more people, and ensures a more efficient recruitment process.</p>
Purpose of intervention	Employee development and recruitment
Steps of implementation	Running processes
Resources required	In 2008, the cost of the training and development programmes totalled SEK 153mill. (approx. 14,5 mill. EUR), which corresponds to approximately SEK 3,400 (approx. 325 EUR) per employee.
Indicators for monitoring	It is the SCA goal that all business groups undertake direct monitoring of performance through the use of self-assessment questionnaires, as well as regular on-site supplier assessments and audits by SCA procurement specialists.
Impact	In April 2004, SCA signed a Global Framework Agreement with ICEM (the International Federation of Chemical, Energy, Mine and General Workers' Unions), the Swedish Paper Workers' Union (representing all Swedish trade unions) and SCA's European Works Council. The agreement is based on the Code of Conduct and is an expression of SCA's willingness to promote cooperation and social responsibility within its worldwide operations and to act as a responsible employer. The areas covered by the agreement are reviewed bi-annually in a joint meeting between the signatories. The last review in January 2007 concluded that no violations of the agreement had occurred. The next review is scheduled in March 2009.
Lessons learnt	<p>The company's success depends on its ability to build and maintain trust in all its business relationships.</p> <p>With SCA's growth and expansion into new areas and countries and an extensive list of raw materials required to manufacture and market its products, the Group's supply chain is becoming increasingly global in nature. As a consequence, the risks related to environmental performance, human rights, child labour, corruption, etc. have increased and SCA's work</p>

	<p>on supply chain assurance has become increasingly complex.</p> <p>While suppliers in many different parts of the world appear to face many of the same sustainability challenges, SCA believes that individual/local solutions are key to encouraging sustainability in its supply chain. Thus, SCA aims through ongoing dialogue, to develop strong relations with its suppliers to help ensure that the goods and services purchased are sustainable.</p> <p>SCA believes that strong relations go beyond the purely commercial and enable SCA businesses to work together with suppliers to encourage and support them to maintain sustainability standards similar to those SCA expects of its own businesses.</p> <p>Accordingly, in 2005, SCA began the work of establishing routines in its businesses to manage supply chain risks. Responsibility for choice of suppliers rests with the individual SCA business group. Consequently, practical implementation of supply chain assurance can differ between the groups but the overall direction is common regardless of where in the world the SCA Group conducts its business.</p>
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>SCA's presence in the communities where it is located contributes to the economic development of those communities. In addition, many SCA products help improve the quality of the everyday life of consumers. SCA also actively engages in local communities through various initiatives.</p> <p>SCA creates jobs, adding directly to the economic wellbeing of thousands of families. The company pays taxes, adding to local and national government revenue. It hires and trains new workers. It buys goods and services from other businesses in the community, adding to the vitality of the local economy. It invests capital in projects of all kinds, from new construction to charitable events.</p> <p>In many cases, SCA contributes to local communities in other ways as well. SCA employees give of themselves and their time through various projects. SCA sites become directly involved in local activities, building relationships with local organisations, schools, institutions, neighbourhood groups, action groups and industry associations.</p>	
Source of information	www.sca.se
Date	April 2009

3 Company cases

3.1 Old member states

3.1.1 France

Best practices France

Case study Nº 1

Country	France
City	French and those worldwide cities where Accor operates
Name of the company	Accor S.A.
Type of the company	Public limited company (S.A., société anonyme)
Number of employees	134,852 worldwide (in nearly 100 countries) By activity: - 78% Hotels - 19% Other activities - 3% Services
Main activity	
Hotels, tourism and services to corporate clients and public institutions (employee and public benefits, rewards and loyalty, and expense management)	
Background	
<p>Accor, a major global group and the European leader in hotels, as well as the global leader in services to corporate clients and public institutions, operates in nearly 100 countries with 150,000 employees.</p> <p>It offers to its clients over 40 years of expertise in two core businesses:</p> <ul style="list-style-type: none"> - Hotels, with the Sofitel, Pullman, MGallery, Novotel, Mercure, Suitehotel, Ibis, all seasons, Etap Hotel, Formule 1 and Motel 6 brands, representing 4,000 hotels and nearly 500,000 rooms in 90 countries, as well as strategically related activities, such as Lenôtre. - Services, with 30 million people in 40 countries benefiting from Accor Services products in employee and public benefits, rewards and loyalty, and expense management. 	
Description of the CSR activities	
HR policy	<p>Accor has always felt that employees are its most important asset.</p> <p>Backed by an international network, Accor's human resources policy is dedicated to serving the needs of frontline managers, who must have the support of skilled, motivated teams. That's why the focus</p>

is on the following priorities:

- Hiring

Accor has based its development on the motivation and quality of its staff members, regardless of their country of origin, which is why it has always been committed to outreach and integration. The Group's diversity extends beyond age, gender and nationality to include applicant's natural abilities and aptitudes—qualities that are taken into account through a range of hiring practices.

- Training and job mobility

Skills enhancement is at the heart of Accor's human resources management system. Special emphasis is placed on certification programs, so that employees receive not only the additional skills they need to satisfy emerging customer needs but also the assurance that their enhanced efficiency will earn them greater financial and personal recognition. Training programs are designed to enable employees to more effectively handle their current and future responsibilities as well as to prepare them for totally new and different tasks. Another priority of the human resources policy is job mobility, which is whole-heartedly supported by management.

- Compensation

Accor is committed to offering all employees compensation in line with local market practices. Most also benefit from bonuses linked to the achievement of qualitative and/or quantitative objectives.

- Diversity and equal opportunity

Long an integral part of Accor's growth strategy, diversity and equal opportunity are expressed in an ongoing commitment to reaching out and integrating employees from a broad hiring pool, with a focus on individual abilities and professional skills.

- Health and safety

Accor's health and safety policy is grounded in prevention, training and the deployment of medical coverage systems tailored to employee needs in the host countries.

- Listening to and recognizing employees

Employee motivation and satisfaction are measured regularly through internal opinion surveys, and an open door policy allows them to freely express their dissatisfaction without their manager being present. In all countries, roundtable discussions are held regularly to encourage direct interaction and promote a spirit of continuous improvement.

- Innovation

At Accor, involving team members in the search for new ways to increase customer and employee satisfaction is both a core value and a management tool. The innov@ccor program enables employees to make suggestions, and rewards the best ideas when they are implemented within the Group. Innovation is one of the five corporate values that express the Accor spirit, which are presented in a document entitled The Manager's Benchmarks.

- Social dialogue

More than ever, the Group's human resources policy is focused on employee relations. Accor is committed to maintaining a constructive dialogue with employee representatives and a positive working environment.

Diversity policy

- In January 2007, a Group-wide agreement on diversity was signed. Initiatives to diversify hiring,

upgrade skills and promote job mobility were pursued. Listening to employees and recognizing their accomplishments are important ways of maintaining a constructive social dialogue.

- Accor Signed the Seoul Declaration on Safety and Health at Work

In June 2008, Accor participated in the XVIIIth World Congress on Safety and Health at Work in Seoul, South Korea. The event was organized jointly by the International Labour Organization (ILO), the International Social Security Association (ISSA) and the Korea Occupational Safety and Health Agency (KOSHA) around the theme "Safety and Health At Work: A Societal Responsibility."

<p>Description of CSR practice</p>	<p>There are three main CSR programmes on diversity and marginal groups:</p> <p>A. Sign Language Interpreter</p> <ul style="list-style-type: none"> - Place of implementation: Accor Hospitality France <p>Accor decided to work on the accessibility for deaf or hearing impaired associates. Accor decided to help deaf or orally deficient co workers during their annual appraisal and key brands meetings. A sign language interpreter is present for the annual appraisal and key brands meeting involving deaf or orally impaired associates. This help is financed by the Accor department dedicated to the disabled associates.</p> <p>B. Diversity</p> <ul style="list-style-type: none"> - Implemented by Accor-Novotel Paris Tour Eiffel: Bring a wider acceptance of the 35 different nationalities working together at the hotel - Creation and organisation of a Forum of culture <p>Team members were invited to display various aspects that represent their culture. The forum was attended by all the team members and gave them a chance to discover each other's culture. A special news letter was edited for the event.</p> <p>C. Work life balance solutions: vouchers and "conciergerie"</p> <ul style="list-style-type: none"> - Implemented by Accor Services - Place of implementation: Accor Services develops these services in the UK, Venezuela, Argentina, Chile, Belgium, Portugal, Spain, Austria and France. <p>Vouchers, cards or e-payment system enable employers to contribute in home services costs (childcare, education, eldercare, etc.). Furthermore, the beneficiaries of these vouchers have access to services platforms (phone or web) to help them to find the expected solution thanks to services providers' networks. This service combines quality and effectiveness by using specialized counsellors and continuously updated databases.</p> <p>Companies can also get access to on-site services like steam-pressing, well-being services, travel organization, car wash service, etc.</p>
<p>Level of intervention</p>	<ul style="list-style-type: none"> A. Accor Hospitality France's Human Resources Department B. Accor-Novotel Paris Tour Eiffel's Human Resources Department C. Services developed by Accor Services in the UK, Venezuela, Argentina, Chile, Belgium, Portugal, Spain, Austria and France.

Prospective users of CSR practice	<ul style="list-style-type: none"> - deaf or orally deficient employees - the group's employees of different nationalities and different cultures - women and aging people
Problem addressed	<p>A. Accor felt that deaf or orally deficient co workers were at a disadvantage with regard to their ability to attend and participate in meetings or briefings.</p> <p>B. With a mix of various cultures, we identified that a lack of knowledge and understanding of each other's culture and way of life, was not helping the interaction between the people.</p> <p>C. The increasing number of women in the workforce and an aging population has meant that more and more employees are shouldering the responsibility of one or more dependents. To help them, Accor Services proposes day to day life solutions to better balance their personal and professional life.</p>
Purpose of intervention	<ul style="list-style-type: none"> - cultural inclusion and a better work environment - a full inclusion of deaf or orally deficiencies employees - financial inclusion
Context	<p>A. Sign Language Interpreter All the Human Resources tools have to be accessible to all employees in order to assure equality among all associates. All associates have the right to be integrated into key brands meeting or having their annual appraisal.</p> <p>B. Diversity The wide variety of different cultures at Accor.</p> <p>C. Work life balance solutions: vouchers and "conciergerie" The lack of financial facilities for poor families and for women in poor families</p>
Steps of implementation	<ul style="list-style-type: none"> - Designing a HR policy focused on diversity, multiculturalism and equal opportunities - In January 2007, a Group-wide agreement on diversity was signed - In June 2008, Accor Signed the Seoul Declaration on Safety and Health at Work - The Diversity and equal opportunity policy is a continuous process
Duration	The Diversity and equal opportunity policy is a continuous process involving continuous activities and periodic or recurrent events
Resources required	<ul style="list-style-type: none"> - financial resources - human resources: trainers - Internal communication facilities: intranet, special events, corporate brochures, etc. - Diversity and Inclusion specialists -

Indicators for monitoring	<ul style="list-style-type: none"> - the number of deaf or orally deficient employees who are included - the number of employees who are involved in the company's Diversity activities - the number of women who benefit from the financial facilities
Impact	<ul style="list-style-type: none"> - A sign language interpreter is present for the annual appraisal and key brands meeting involving deaf or orally impaired associates. - A wider acceptance of the 35 different nationalities working together at the hotel. - Access to financial services platforms.
Critical issues	<ul style="list-style-type: none"> A. Difficulty in ensuring that this opportunity is known and developed within the Group. B. It was difficult to "sell" the idea to the team, in order to get a representative panel at the forum. C. This is an externalized solution, very helpful for companies that cannot implement their own solution (because of its size, the costs, its geographical location, etc.)
Lessons learnt	Diversity and equal opportunity issues need a long term approach.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>A. Sign Language Interpreter</p> <p>1. Benefits for the company</p> <ul style="list-style-type: none"> - Improving the employees' ability to participate in the company's activities is a way to improve their performance; - Employees loyalty to the company; <p>2. Benefits for the employees</p> <ul style="list-style-type: none"> - All the associates get an equal treatment; - This solution enabled disabled associates to participate in the Group work life as much as other employees; <p>B. Diversity</p> <p>1. Benefits for the company</p> <ul style="list-style-type: none"> - The company's moral climate and organizational culture; - Employees loyalty to the company; <p>2. Benefits for the employees</p> <ul style="list-style-type: none"> - Advertise largely the focus of the company to promote and to bring to life diversity as an asset of the team; - Employees benefited from an enjoyable day of discovery and exchange, through various fun activities, like dancing, taste local dishes, review of costumes, and art and craft exhibition; - The forum was so success that it has become an annual event; open to the other hotels of the company. <p>C. Work life balance solutions: vouchers and "conciergerie"</p> <p>1. Benefits for the company</p>	

<ul style="list-style-type: none"> - Attract and mobilize employees - Organizations gain in productivity and well-being - Benefiting in many cases from tax and social welfare exemptions - A dedicated tool to better know employees needs and concerns - Public institutions grant social subsidies with greater ease and better fund control - Budget control and less administration - Easy to manage and to distribute - A guarantee of the destination of the allocation, prevent abuse <p>2. Benefits for the employees</p> <ul style="list-style-type: none"> - Gain time in their professional and personal life - Solutions for the resolution of their everyday life concerns - Improved life quality - Greater purchasing power for specific needs thanks to the possible employers' subsidies - Access to preferential offers - A tool that offers a freedom of choice thanks to the affiliated networks of home services providers.
Intended outcome(s) related to attracting marginal groups to the labour market
<ul style="list-style-type: none"> - An efficient HR policy - Attract and mobilize employees - The company's moral climate and organizational culture - Employees loyalty to the company
The challenge related to attracting marginal groups to the labour market
<ul style="list-style-type: none"> - The local cultural misconceptions about minorities, disabled persons, women and women employees.
Key points for effective practice related to attracting marginal groups to the labour market
<p>An effective programme dedicated to marginal people imply:</p> <ul style="list-style-type: none"> - social knowledge and research of the social climate of the community - long-term and sustainable approach - social partnerships
Conclusions and recommendations
<p>A long term Diversity and equal opportunity policy, financial facilities and an organizational environment open to multiculturalism.</p>
Additional information
<p>1. The French national policy concerning marginal (disable people, old people minorities) See http://www.travail-solidarite.gouv.fr/espaces/handicap/</p> <p>2. The Seoul Declaration on Safety and Health at Work</p>

- The World Congress on Safety and Health at Work is the largest international occupational safety and health event in the world. The Congress aims to contribute to improvements in workers' health and workplace accident and illness prevention through the exchange of information and best practices. It is designed to help prevent workplace accidents and protect workers' health by allowing participants to share information and knowledge about the latest improvements in these areas, and by encouraging them to implement joint projects.

The 18th edition was attended by more than 4,000 people, including political leaders, company executives, health and safety professionals, representatives from workers and employers, organizations and social security experts. It provided them with an opportunity to review the current situation around the world and make recommendations for the future.

Signed in Seoul by some 50 high-level decision makers from around the world, the Seoul Declaration on Safety and Health at Work has been hailed by the International Labour Organization as a major new blueprint for creating a global occupational safety and health culture. In Seoul for the occasion, Cathy Kopp signed the declaration on behalf of Accor.

The declaration is a formal acknowledgement of the signatories, commitment to promoting occupational safety and health issues within their organization, using appropriate resources and tools. By signing it, Accor has confirmed its position as a socially responsible, internationally active corporate citizen.

The declaration states that a safe and healthy working environment should be recognized as a fundamental human right. It also includes instructions for employers, workers and governments. In accordance to these principles, employers must provide workers with adequate training and information and, at the same time, deploy effective occupational safety and health management systems.

"Employers should ensure that:

- Prevention is an integral part of their activities, as high safety and health standards at work go hand and hand with good business performance.
- Occupational safety and health management systems are established in an effective way to improve workplace safety and health.
- Workers and their representatives are consulted, trained, informed and involved in all measures related to their safety and health at work."

See the Declaration and Signatories: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/statement/wcms_095910.pdf

See Wikipedia's paper on Seoul Declaration on Safety and Health at Work

http://en.wikipedia.org/wiki/Seoul_Declaration_on_Safety_and_Health_at_Work

Source of information	http://www.accor.com http://handicap.gouv.fr http://www.handicap-information.com http://www.travail-solidarite.gouv.fr/espaces/handicap/ http://www.ilo.org http://www.csreurope.org/ http://en.wikipedia.org/wiki/Seoul_Declaration_on_Safety_and_Health_at_Work
Date	January 2009

Country	France
City	Paris
Name of the company	GDF SUEZ
Type of the company	Public-private company (The French state holds more than 35% of shares of the merged company, GDF Suez)
Number of employees	198,200 people worldwide At Gaz de France, at the end of 2007, there were 47,560 employees - women represented 25% of staff and 10.3% of managers. At the end of 2007, SUEZ had 149,131 employees worldwide - 16% of SUEZ employees were women. In management, the percentage of women was 17.8%.
Main activity	
GDF SUEZ was formed in 2008 from the merger between two large corporations (Gaz de France and SUEZ) and it is active across the entire energy value chain, in electricity and natural gas, upstream to downstream. It develops its businesses in energy, energy services and environment areas (electricity, production, purchase, transport, distribution and marketing of natural gas, energy services, water and waste management).	
Background	
In the sphere of sustainable development, the GDF SUEZ Group's priorities include: <ul style="list-style-type: none"> - responding to the major energy challenges of today and tomorrow, by managing energy and promoting innovation, - translating sustainable development values into its practices and culture, - incorporating sustainable development into its sales offerings for the benefit of customers, - developing responsible human resource and management practices for the whole Group, - protecting the environment, - and acting as a socially responsible company, in particular by playing an active part in regional development. 	
Description of the CSR activities	
For GDF SUEZ, corporate responsibility also entails managing change and developing the right human resource and management practices: <ul style="list-style-type: none"> - promoting equal access to employment, diversity and human rights within the company, - maintaining a social dialogue, a climate of trust and a sense of belonging amongst its teams. GDF SUEZ focuses on projects and actions aiming at diversity and solidarity (specifically schemes targeted at the social integration of young people in difficulty, women and other target groups).	

The GDF SUEZ' CSR policies are based on the specific policies of its two large corporations:

- Gaz de France: set up of a series of social and employment tools to support insertion on labour market and local development
- SUEZ: Actions for social and professional innovation, by fighting against social exclusion, thus offering access to services supporting employability and local development.

1. A Division dedicated to sustainable development

The Group's sustainable development commitments are underpinned by a structure that operates both transversely and directly in the field:

- The Sustainable Development Division coordinates and steers sustainable development at Group level and evaluates the measures taken;
- The sustainable development correspondent network represents all the Group's different entities. Their role is to communicate sustainable development policy to all Group personnel.

2. GDF SUEZ is founding partner for more initiatives aiming at resisting exclusion, supporting employment and diversity

- **"Emmaüs France" association**

The association "Emmaüs France" offers support to homeless persons for insertion on the labour market. Whenever needed, they are qualified in an apprentice shop run by the association.

- **"Action for Jobs Foundation" (FAPE) - <http://www.webfape.net>**

FAPE was created in 1995 and offers services for reinsertion on the labour market for the persons from marginal groups. FAPE supported 1500 projects, which created 8500 jobs for people in difficult situations.

- **"Women's Forum"**

Women's Forum aims at promoting women potential in the society.

3. EPI (Emploi Partenariat Insertion) Intranet at SUEZ

The initiative involves use of Intranet to support cooperation of different group members to exchange knowledge regarding employment and partnership for solidarity and insertion of people from local communities on the labour market.

4. Convention for insertion of young people excluded from the labour market, at SUEZ

This action includes participation of persons from the target group to training for qualification or assessment skills gained via informal training, in view of skills certification. These young persons are offered afterwards opportunities for employment in the local companies of the group.

5. Employment in sensitive districts, at Gaz de France

Since 2005, Gaz de France enlarged its sources of recruitment, concerning particularly to young people from sensitive districts. The initiatives of Gaz de France includes: meetings with young people in the Ile-de-France districts and in Lyons and Marseilles, with the help of the association APC Recrutement, taking part in "job diversity forums" and "Jobs and Cities" operations (a lorry converted into a mobile recruitment stand, boxes at the

<p>Description of CSR practice</p>	<p>Gerland stadium converted into recruitment spaces).</p> <p>6. Digital accessibility</p> <p>Gaz de France offers access to information for all, including disabled people. Therefore, gazdefrance.com website was made to become accessible to disabled people. In January 2007 the Group acquired the Accessi Web label for that website and launched a drive to improve the accessibility of all the Group’s websites. Following the improved accessibility of the “recruitment” heading in particular, all applicants can now find out about the Group’s jobs and its undertaking to encourage disabled people and can apply on line. In September 2007, Gaz de France also became the first European company to obtain the Euracert label for its website, meaning that the Accessi Web certification complies with international accessibility standards and is inspected by an independent third party.</p> <p>7. “Alternance 2007” programme at GDF</p> <p>This programme includes a part-time training campaign set out to find new talents in disadvantaged districts in the Paris region, Lyons and Marseilles.</p> <p>8. Operating committee on diversity at GDF</p> <p>In 2007, an operating committee on diversity was created to steer this process at the group level.</p> <p>9. The internal diversity network at SUEZ</p> <p>The internal diversity network is a place to exchange best practices where concrete initiatives are being developed to fight against discrimination. An agreement with France’s National Employment Agency (ANPE) has facilitated efficient coordination between the needs of subsidiaries and those of individuals affected by exclusion from the employment market. Signed with institutional and association partners, the “<i>Enlarging diversity sourcing</i>” agreement broadens the recruitment scope for SUEZ subsidiaries by including candidates who have been affected by discrimination in hiring efforts.</p> <p>10. Participation to business clubs</p> <p>SUEZ is also a leader in business clubs discussing topics of equal opportunity and local commitment.</p> <p>11. The internal Network for the disabled people at SUEZ</p> <p>Following an analysis carried out in 2006 on employment restrictions affecting the disabled, action plans were implemented by subsidiaries at SUEZ. The exchange of best practices and the emergence of principles of conduct were encouraged by the creation of a network for the disabled during 2007.</p> <p>12. An observatory to promote women’s participation at SUEZ</p> <p>The SUEZ Group signed in 2004 the Institut Montaigne’s Diversity Charter and then created a European task force to perform an analysis of the male/female balance in its entities.</p>
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Level of intervention	Local and group level
Prospective users of CSR practice	<p>People from marginal groups</p> <p>People who do not apply for jobs spontaneously because they lack access to information or sufficient self-confidence</p>
Problem addressed	Need for solidarity at local level and employment, including people from marginal groups
Purpose of intervention	<p>Involvement on the labour market as a social responsible employer</p> <p>Promoting diversity and working to combat discrimination – the main challenge is to take on board the extent of diversity, a global reality that concerns, among other things, equality between men and women, disablement or age discrimination, origin, level of education.</p>
Context	Each group member may have different local policies; therefore the group offers tools to support exchange of information and best practices related to local partnerships, guidelines for using methodologies to support local employment and development.
Steps of implementation	<p>Insertion of young people excluded from the labour market</p> <p>There are 3 phases:</p> <ul style="list-style-type: none"> – Resocialisation – Upskilling – Qualification or certification of previous obtained skills <p>Additional support is offered during the insertion of young people excluded from the labour market, in a public-private partnership: services for social insertion (provided by a local public authority) and support for skills improvement (provided by the local group’s companies). The duration of the insertion process may vary, from 18 months to 3 years.</p> <p>The observatory to promote women’s participation at SUEZ started at the beginning of 2007 with the creation of a focus group on the place of women in SUEZ. The clearly stated objective was to suggest concrete steps to improve the male/female balance, remove obstacles, and reverse prejudices and “organizational habits.” Composed of about 50 women of all nationalities, coming from various Group businesses, the Observatory presented six distinct objectives with concrete proposals in December 2007:</p> <ul style="list-style-type: none"> – accelerate the promotion of women to senior management positions. A third of candidates for each senior management position should be women. High potential women (“Leader for the future”) will enjoy dedicated professional advice among other things; – increase the presence of women in all businesses, particularly technical areas. The “short list” of candidates for every position should include at least one woman; – support women’s professional career progress, particularly during maternity leaves;

	<ul style="list-style-type: none"> - encourage more open, flexible management practices, particularly with awareness of atypical female career paths, validating such experience within the Group; - assist women to create a WIN (Women in Networking) network within the group to encourage exchanges of information and experience; - give credibility to and monitor gender initiatives, by including a number of indicators to facilitate measurement of improvements in gender progress in the Group.
Duration	Ongoing
Resources required	Internal funds to support Group's initiatives Partnerships between the group, local group's companies and relevant local authorities involved in employment areas
Indicators for monitoring	no. of employees participating in "Cap competences" programme (aiming at skills) No of employees who have taken a training course during the year No of hours of professional training % of women in the group
Impact	<ul style="list-style-type: none"> • More than 240 of young people excluded from the labour market included in the programme of insertion in 17 companies of the SUEZ Group up to 2007, with a success rate of more than 80%. • 415 young people taken on in "2007 Work Placement" project at GDF in 2007, including 14 young disabled people and 40 people from sensitive urban areas (marginal groups) were taken on as apprentices). • 450 employees participating in "Cap competences" programme in 2007 at GDF • 59.1% of employees at GDF have taken a training course during the year 2007 (Nearly 10,000 hours of professional training were thus dispensed and nearly 200 new managers took the Group's integration course.) • 61.2% of SUEZ employees received training in 2007 • Hiring disabled workers at the rate of at least 4% of the people recruited over a period • Seven regional awareness campaigns were conducted in 2007, in favour of hiring disabled people and for keeping them at work
Critical issues	Actual partnerships with the local authorities
Lessons learnt	Need for exchanging information and networks of people interested in the same issue
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
Benefits for the business: <ul style="list-style-type: none"> • A good collaboration between group's members • New type of relationships with the local authorities • Benefits for the employees: • Participation of local employees to upskilling programmes 	

Intended outcome(s) related to attracting marginal groups to the labour market
Creation, at SUEZ group level, of an EPI database, containing local partnerships created in France, related to employment, training, local development and involvement in solving local problems.
The challenge related to attracting marginal groups to the labour market
<p>Attracting marginal groups to the labour market involves more efforts, including investment for the recruitment actions.</p> <p>Gaz de France set itself the target of welcoming 40 apprentices holding the “Acknowledgement of the Status of Disabled Workers (ROTH)” document during the 2006 – 2007 period. The Human Resources Department deployed a dedicated system, supported by Mission Handicap. The number of applications presented was thus quadrupled: 124 applicants in October 2007, compared with 30 in 2006. Fourteen apprenticeship contracts were signed in 2007, compared with none in 2006. The investment for the recruitment campaign made it possible to induce greater awareness among the various marginal groups of people addressed by recruitment actions.</p>
Key points for effective practice related to attracting marginal groups to the labour market
<p>Creation of a balanced and complementary partnership with the local authorities</p> <p>Investment in communication campaigns and other related initiatives</p>
Conclusions and recommendations
Local specific needs and Group’s needs should be balanced, supporting development of both interested parties.
Additional information
<p>GDF SUEZ’s sustainable development principles are expressed through corporate foundations that operate around the world, supporting sustainable projects in the spheres of health, the environment, cultural heritage and education.</p> <p>Gaz de France Foundation</p> <p>The Gaz de France Corporate Foundation strives for 3 vital causes:</p> <ul style="list-style-type: none"> – Combating the social exclusion of young people: the Foundation backs charities which work in the field on a day-to-day basis to reintegrate the most socially excluded youngsters. – Respect for and protection of the environment: the Foundation builds on the efforts made by GDF SUEZ to distribute energy which is more environmentally friendly by creating and restoring gardens and major sites. – Restoring France’s cultural heritage: the Foundation actively backs the restoration of a vital element of France’s heritage, stained glass windows, and encourages modern artistic creation. <p>SUEZ Foundation - the primary mission of the SUEZ Foundation, created under the aegis of the Foundation de France, is to help children in distress.</p> <p>GDF_SUEZ_Corporate_Brochure_10_2008_vUS_Final_01.pdf</p>

Source of information	http://www.gdfsuez.com/en/developpement-durable/publications/ http://www.gdfsuez.com/RO/en/ Gaz de France Sustainable Development report 2007 (pdf - 4 MB) SUEZ Activities and Sustainable Development report 2007 (pdf - 11 MB) http://www.emmaus.fr/insertion/intro-insertion.html http://www.webfape.net/ http://www.womens-forum.com/ http://www.imsentreprendre.com/ www.gazdefrance.com
Date	January 2009 (available info for 2007 and partially for 2008)

Best practices France Case study N° 3

Country	France
City	Cities across France, where Casino Group's chain has supermarkets and hypermarkets
Name of the company	Casino Group, http://www.groupe-casino.fr Multinational French company
Number of employees	160,000 (in 2007)
Main activity	
Retailing	
Background	
<p>Geoffroy Guichard founded <i>Société des Magasins Casino</i> on 2nd August 1898.</p> <p>While expanding its presence, Casino filled out its range and in 1901 launched the first ever own-brand products.</p> <p>A genuine ground-breaker of social dialogue, Guichard set up a family allowance system for his staff in 1920. Sticking to his avant-garde notions, he went on to develop the first customer loyalty system and in 1959 laid down that the sell-by date be affixed to all his products, even before the publication of a law. A diversification of chains was to come, namely with the creation of the 1st Casino supermarket in 1960, the 1st Giant hypermarket in 1970, the group's first outlet in the United States of America in 1984 and the start of its pan-international deployment in 1996.</p>	
Description of the CSR activities	
<p>The values that have driven the company since it was founded: quality, proximity, solidarity, respect.</p> <p>There is a strong relationship between the social context in which company operates and its CSR strategy. CSR activities concerning marginal groups are determined by some particular social problems the company is facing. These social programs are also influenced by the public policy related to the same social problem on a national scale.</p> <p>Therefore, CSR activities related to marginal groups are a way to approach the social issues involved by the general context (on a national scale) and by the particular context (in the local community):</p> <p>(1) The first social issue addressed by the CSR strategy - urban integration: Being a local, social and economic player, a company needs a socially stable environment, with socially integrated people. Good relationships with the local communities are vital for its activities.</p> <p>Social cohesion and the well-being of the neighbourhoods where the Group is established are two of the keys to the economic development of its stores. Local integration is also crucial to this becoming a success.</p> <p>A population of 20 million resides in the so-called sensitive areas all over France, that is one third of</p>	

the entire population. 59% of the Group's hypermarkets and 39% of its supermarkets are located in these areas.

2. The second social issue addressed by the CSR strategy - employee training and guidance: training, awareness and guidance of the Group's personnel to improve security conditions;

All companies dealing with a large public have faced, at some point, with violent situations. In the areas where the Casino markets were, the public transport was firstly faced with situations of uncivilized behaviour. Then, this kind of situations occurred in the retail business.

As the Group has a duty to keep up a constructive dialogue with its employees and safeguard them from any form of violence, it has set up measures in order to prevent any risk at the workplace and provide psychological support to those in need.

In the early 90's, the Group took on measures in two fields: **prevention and remedy.**

3. The third social issue addressed by the CSR strategy - insertion and employment: fighting against discrimination in favour of diversity and equal opportunities.

Thanks to a partnership agreement with the Ministry of Social Affairs and Employment, the Casino Group has undertaken to fulfil measures enhancing economic development of the priority neighbourhoods where the Group operates and provide work opportunities for the local inhabitants.

Other

- CSR strategy with long term objectives;
- the main department that is involved in the CSR activities: HR;
- social annual report: the social impact of the CSR activities are monitored and evaluated;
- the CSR domain: human rights, discrimination;
- main social problems that are taken into consideration: social integration and economic opportunities for disabled people;
- multi-stakeholders approach: social partners, communities and Government are involved.

Description of CSR practice	<p>Casino owes its cultural wealth to the diversity of its employees. This is why it is proactive in fighting against any sort of discrimination.</p> <p>This is what Casino understands by simple, efficient measures:</p> <ul style="list-style-type: none"> - transparent recruitment and promotion processes; - formal and informal diversity management appraisal; - personnel training in discrimination issues; - a partnership with the Government on a European test program, meant to combat discrimination and to employ disabled persons.
Level of intervention	<p>Multi-stakeholders approach that involves:</p> <ul style="list-style-type: none"> - HR Department; - company's policy; - social partnership; - the company's agreement that follows the national partnership agreement with the Ministry of Social Affairs and Employment - training activities; - different channels of communication, internal and external.

<p>Prospective users of CSR practice</p>	<ul style="list-style-type: none"> - Marginalized people, disabled people, unemployed persons, low-skilled, low-educated persons; - employees who want to continue their professional carrier; - Government and different other companies that could benefit from this experience.
<p>Problem addressed</p>	<p>Signed in 2002, the company's agreement follows the national partnership agreement initiated in 1993 by the Ministry of Social Affairs and Employment.</p> <p>For the 2000-2006 period, the Group took a bigger step towards the economic development of priority neighbourhoods and access of employment for the locals by proposing three strong action plans:</p> <p>(a) Facilitating access of graduates to managerial posts within the Group. In the four years to come, 250 young people with A levels/+2 years' further education will be recruited to give them access to top jobs as tomorrow's managers. Some of those taken on as heads of departments could become store managers. This is a way of fighting against employment discrimination and integrating young talents, likely to subsequently recruit in priority neighbourhoods.</p> <p>(b) Reinforcing vocational integration of under-skilled residents, enhancing equal opportunities by fighting against discrimination. For new outlets, a big chunk of those taken on (20 to 30%) will be reserved to the locals. This approach is made with all the local employment players in keeping with the characteristics and needs of the job-seekers of the concerned neighbourhoods.</p> <p>(c) Being proactive in the economic development of the communities, using the Group's know-how. The Group is proactive in certain urban renewal operations (Vaulx en Velin, Roubaix, Argenteuil, Toulouse). In other words, in addition to its commercial investment, it also contributes to the thinking behind the commercial restructuring of the neighbourhood and its integration into the urban infrastructure via its expansion department.</p> <p>So, by giving a helping hand in order to reintegrate those living in priority areas, the Group also intends contributing to the social cohesion and well-being of the neighbourhoods concerned. This is where economic reintegration becomes visible.</p>
<p>Purpose of intervention</p>	<p>The 2006 Agreement: Objectives (2006-2010)</p> <p>In 2006, the Group signed a 4-year agreement that concerned all its activities in France (except Monoprix, Franprix and Leader Price). Signed by all the IRP members and approved by the public administration, the agreement gathered 6 major directions:</p> <p>(a) Employment Plan: Recruitment of 300 disabled people by 2010;</p>

	<p>Establishing partnerships, in order to ensure the success of the recruitment process;</p> <p>To think up ways to facilitate the integration of the disabled persons;</p> <p>(b) Retention at the workplace:</p> <p>Retention of the disabled persons (or those who would become disabled) at the work place, for as long as their disability allows them to.</p> <p>(c) Integration and training:</p> <p>Receiving 350 trainees by 2010;</p> <p>Developing professionalization and apprenticeship contracts;</p> <p>(d) Awareness and communication:</p> <p>Involving the already employed people, the social and foreign partners;</p> <p>(e) Partnership with the adapted enterprises (Entreprises Adaptées) and the employment help services:</p> <p>Receiving for internships persons who came from those institutions;</p> <p>Buying products or services for those structures.</p> <p>(f) Anticipating possible disabilities:</p> <p>Developing means of disability prevention (both physical and psychological disabilities);</p> <p>Changing the way in which disabled people are perceived, involving the employees in a long-term action plan;</p>
<p>Context</p>	<p>With a great many set-ups in a certain number of disqualified inner-city areas, for some years now the Group has been conducting actions aimed at social cohesion and the well-being of the so-called sensitive areas. These actions follow those above-mentioned interdependent directives:</p> <ul style="list-style-type: none"> - Urban integration; - Employee training and guidance; - Insertion and employment.
<p>Steps of implementation</p>	<p>Casino has long been involved in promoting the employment of the disabled. After a regional pilot program, Casino signed two national company-wide agreements in 1999 and 2003. The objective is to globally maintain a quota of 6% of disabled people in the group and to try and reach it in each business unit. This company-wide agreement pursues the following aims:</p> <ul style="list-style-type: none"> - give priority to the recruitment of the disabled people; - improve the conditions of reception, training, follow-up, integration, development and job retention; - enhance involvement of the executive staff and social partners; - develop working relations with aid centres and sheltered workshops. <p>Raising awareness about this policy and initiatives across the group is very important:</p>

	<ul style="list-style-type: none"> - An internal guide for hiring and maintaining jobs with standard job description sheets was sent to all business unit executives in France. - A videotape on Casino's agreement on hiring the disabled was produced in 2003 and sent to all Group establishments. - Useful advice on hiring, training and maintaining disabled employees was posted on the intranet. - Each business unit is monitored to provide exact data and let it implement its policy. - An annual report is produced with trade unions, globally and within each business unit.
Duration	<p>Launched in 1999 – Ongoing</p> <p>The program taken here into consideration began in 2006.</p>
Resources required	<p>Financial investments, human resources, and government initiatives for: trainings and communication campaign.</p>
Indicators for monitoring¹	<ul style="list-style-type: none"> - Number of low-skilled, low-educated / disabled people that benefit from trainings; - Number of disabled people that are employed.
Impact	<p>The results were significant in terms of experimental social mediation, town-centre or neighbourhood revitalization and even new job pools.</p> <p>Assessment of the agreement signed in 2006 for the period 2006-2010:</p> <ul style="list-style-type: none"> - Social relations, delinquency prevention, heavy-duty social mediation measures <p>Torcy, Aix-en-Provence at Jas de Bouffan, Toulouse Basso Cambo (Mirail neighbourhood) assisted by the C.R.E.P.I, Boissy-Saint-Léger.</p> <ul style="list-style-type: none"> - Town-centre or neighbourhood revitalising: extensive action was set up in Vaulx-en-Velin and, on another scale, in partnership with the players of the urban free zone of Montreynaud, Saint-Etienne (two convenience

¹ **Examples of possible indicators for monitoring:**

Quantitative indicators:

- number or % of the total persons comprised in the CSR programs who were employed in the company;
- number or % of the persons comprised in the CSR programs who found a job on the labour market;
- from the CSR programs of the company which is the % from the HR activity?
- how many departments are involved in elaborating and implementing the CSR programs?
- How many sessions for informing and promoting the CSR concept are organised for the company's employees?
- Is there a special budget foreseen for the CSR activities? How much does it represent from the total company's budget (in %)?

Qualitative indicators

- How strong is the top management's commitment for the implementation of the CSR policy?
- How is the company image perceived by the local / national / international community, if the case?
- Are the clients of the company satisfied?
- Is there a strategy for the development and implementation of CSR programs in the company?
- Does that company implement business ethics or CSR standards (for instance, ISO 9001, ISO 14001, AA 1000, SA 8000 etc.)?
- Is there a good level of job security for the company's employees?
- Is there a good level of quality of life for the employees? But for the community?
- Which is the degree of knowledge and understanding of CSR principles in the company?
- Is the company aware of the advantages of implementing CSR programs, does it consider them as an advantageous investment or as "an obligation that has to be fulfilled"?

	<p>stores were reopened urged by the local inhabitants).</p> <ul style="list-style-type: none"> - Development of new job pools. Development actions in new service businesses were implemented as part of the first stage of an experiment in the Northern neighbourhoods of Marseille. This resulted in the Boutique des Service (service shop) concept. - Employment By the end of 2007, 9,64% of the employees are disabled people (9,12% in 2006), much more than the 6% that was imposed by law. The agreement aimed at recruiting at least 300 persons by the end of 2010, with the help of partnerships with the public authorities and specialized associations. In 2007, 102 disabled persons were employed. Since 2006, the Group has employed 188 disabled people. - Retention at the workplace Several measures make possible the retention at the work place of the disabled people or of those who become disabled because of an accident, for as long as their disability allows them to: adaptation of the work place, construction of a new professional project, tutorial programs that facilitate the integration of the disabled employee at his new job. In 2007, the company successfully managed 91 cases of retention at the work place. - Inclusion and training for skill-development The purpose of the agreement signed by the Group was to receive at least 350 trainees between 2006 and 2010. In 2007, 90 disabled trainees were received. Since 2006, 162 trainees have been employed. - Awareness and Communication Internal and external communication campaigns using different channels of communication. - Partnership with the adapted enterprises (Entreprises Adaptées) and the employment help services: -in 2007, 10 disabled people from those social structures became trainees of the company. -32 contacts for temporary work were signed for people who came from the above mentioned institutions - Prevention of disabilities In 2007, a program meant to prevent physic and psychological disability was developed in all the supermarkets. See http://www.groupe-casino.fr/agir/?sr=3&id_art=40003020&lang=fr
Critical issues	<ul style="list-style-type: none"> - Development, implementation and awareness raising take time. Several years are necessary for the disabled employees to be fully integrated; - hiring a disabled person implies considerable time investment.

<p>Lessons learnt</p>	<p>Business areas that are improved: organizational culture, stakeholder management, stakeholder dialogue, stakeholder involvement, leadership, human resources management:</p> <ul style="list-style-type: none"> - Staff learns to work with people that are different, whatever their difference may be (similar tools can be used for older workers for instance). - Very good cooperation with trade unions. - 7.87% of disabled people employed in 2003, a very high rate among French companies (average in 2003: 3.56%). - Integrating disabled people with severe difficulties often has positive consequences on staff behaviour. <p>Examples of possible lessons learned:</p> <ul style="list-style-type: none"> - development of new behavior and attitudes in the company; - enrichment of the organisational culture; - the company become a place where the employees wish to work, their loyalty increases; - the visibility of the company increases very much as well as the trust of the involved stakeholders; - creativity in solving the problems of the marginalized categories - increase of the self-esteem of the participants in the CSR programs; - contribution to the changing of the concept of « market competition » by promoting the “win – win” attitude; - transformation of the stereotypes related to the integration of the so called “marginalized categories”
<p align="center">Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market</p>	
<p>1. For the business</p> <ul style="list-style-type: none"> - Branding strategy: social recognition can be transformed into social capital, or reputation. - Risk Management: proactive management is a better approach of the social risks. - Human Resource benefits: loyalty, efficiency. <p>2. For marginalized people:</p> <ul style="list-style-type: none"> - Building social relationships can later offer economic opportunities for the marginalized people. - social innovation (those integration mechanisms and social partnerships initiated by company) is a way to deal with new social issues 	
<p align="center">Intended outcome(s) related to attracting marginal groups to the labour market</p>	
<p>Social and economic integration of different groups of people that are marginalized: low educated and disabled persons.</p>	
<p align="center">The challenge related to attracting marginal groups to the labour market</p>	
<p>The knowledge paradox: many business leaders think a social issue needs economical solutions. A social problem needs social solutions. Of course, implementing these solutions needs money, but the solution in itself is a social one. For this, it is important to have a good knowledge of the social environment that generates that specific issue. Investing is not enough. We need a clear diagnose of each particular issue for each particular context.</p>	

Key points for effective practice related to attracting marginal groups to the labour market	
An effective practice has to be sustainable. It has to be based on a long term strategy, so that it can identify its own financial resources.	
Conclusions and recommendations	
<p>1. From issues to opportunities: to better approach an issue implies finding a way to convert it into an opportunity.</p> <p>In France, companies who do not employ a minimum of 6% of disabled people in their workforce have to pay a tax which is used to promote the integration of disabled people. Casino has chosen the other option: using these resources to improve recruitment and integration of disabled people in its workforce.</p> <p>2. Social issues need social solutions: social issues imply social networks. A social issue is a problem that concerns all social partners, business and non-profit, private and public organizations, that are involved or affected by it.</p> <p>Therefore, a social issue cannot be solved unless the solution is also a social one, involving a partnership between companies, communities, NGOs, and Government. Larger a project coalition, stronger the impact of that project.</p> <p>3. Prevention is a better way to approach risks: preventing is a cheaper and more efficient approach of a social risk.</p> <p>4. Solving a social issue implies knowledge: the source and the consequence of that problem, the parties that are involved and their specific relationships.</p>	
Source of information	http://www.csreurope.org http://www.groupe-casino.fr http://wrightreports.ecnext.com/coms2/reportdesc_COMPANY_C25030250 http://biz.yahoo.com
Date	January 2009

Country	France
City	Place of implementation: France - L'Oréal Research and Technical Center, Aulnay sous Bois
Name of the company	Group L'Oreal
Type of the company	Public limited company (SA, société anonyme)
Number of employees [including by gender]	<ul style="list-style-type: none"> - 63,358 employees in 58 countries; - Women now represent 35% of management committees; - There are 113 different nationalities among managerial staff. Worldwide, 74% of managers are non-French.
Main activity	
<p>Cosmetics industry: diversifying more and more, the group currently concentrates its activities in the fields of cosmetics, luxury products and dermatology.</p> <p>The Group's principal activities are the development, manufacture and marketing of cosmetics and dermatological products. The Group operates in Cosmetics, The Body Shop and Dermatology segment. Cosmetic segment includes consumer products, professional products, luxury products and active cosmetics. The Body Shop segment offers a broad range cosmetic products and toilet of natural inspiration. Dermatology products are manufactured via Galderma, a joint venture with Nestle SA. Their brands include Garnier, Redken, Maybelline, Kerastase, Matrix, PuroOlogy and Softsheen.Carson.</p>	
Background	
<p>L'Oreal. The Group mainly operates in Western Europe and North America.</p> <p>Since the early 90s, L'Oreal's global expansion policy has followed a double strategy:</p> <ul style="list-style-type: none"> - Consolidation of activities and structure on important markets in France, Western Europe and North America. - Development of the Group's presence on new markets with growth potential such as Latin America, Asia, and Eastern Europe 	
Description of the CSR activities	
<p>Environment</p> <p>Sees the environmental approach as necessarily global: everyone must share a commitment to protecting the environment, in research and at production sites, at the Group's administrative sites, as well as in product development and especially packaging development.</p> <p>The Environmental Management Department was created in 1991, plus set up environmental work groups:</p>	

- Environmental Safety Officers for each administrative, manufacturing and laboratory site
- An Environmental Safety Unit at the General Technical Management level
- An Environmental Committee working with the Management of the General Research Division.

Environmental work groups work with Group's employees to: heighten awareness, motivate, coordinate, inform, set goals, verify results, communicate.

L'Oreal Group "has made significant efforts to master the environmental impact of its activities, as well as those of its suppliers and contractors", it aims to:

- Increase awareness and motivate the entire workforce to show greater respect for the environment
- Increase the percentage of biodegradable plant substances in product formulas:

Achieved: Elimination of all CFC in aerosols

- Reduce the environmental impact of: industrial sites, shipping centre, administrative sites

Achieved: Use of electric vehicles and LPG cars on Group sites and Construction of the purifying station in the Lancme factory

- Decrease the volume of POS (Point of Sale) displays, in weight and in quantity, while emphasizing recycling

Achieved: Foldable, recyclable in-store displays resulting in: 25% less cardboard used, 90% reduction of transport and storage space

- For packaging: To reduce volume and weight; To increase their percentage of recycled materials; To find new packaging solutions

- Initiated performance charts at all its sites with objective of continued advancement.. They measure and monitor interactions with the surrounding natural environment (water and energy consumption, atmospheric pollution, transportable wastes)

- Supply chain: processes in place to control (raw materials are developed and patented by L'Oreal Research, then analyzed and certified before utilisation)

- In 2001 the percentage of products made in ISO certified units reached 88%.

Human Resources Policy: safety and diversity

Aim of "Zero Accidents" in workforce

- In 2001, safety levels were improved by 23% compared with the year 2000

DIVERSITY, a basic L'Oreal value

The Global Diversity Management team set up in 2006 now includes a network of local Diversity coordinators and Specialists who are responsible for promoting and adapting the group's policy locally.

Diversity is a core value for L'Oréal. From the wide variety of people who make up its teams to the products developed, diversity has always been a priority for L'Oréal.

L'Oréal supports projects that are for the public good, in the form of long-term sponsorships and partnerships. These are often local initiatives focusing on specific, clearly identified issues — solidarity, education — and are consistent with the values that the group has advocated for almost a century. The aim of these initiatives is to provide a strong foothold in the economic and social life of the countries in question.

- Commitment alongside UNESCO in the "For Women in Science" partnership (UNESCO-L'Oreal awards recognise women who have been successful in their scientific careers inspire "others to follow in their footsteps")

Ensuring future diversity

L'Oreal continues its commitment to work with deserving young students from disadvantaged or minority backgrounds, helping them to pursue their studies in partnership with schools and universities on all continents: for example Lycée Henri IV and Institut d'Études Politiques in France, Mara University in Malaysia, the federal University of Rio de Janeiro in Brazil, Wits University and the University of Cape Town in South Africa, Tel Aviv University in Israel, and Louvain-La-Neuve University in Belgium.

Corporate foundation: The "Nicolas Hulot Foundation for Nature and Humanity"

2007 key data

- L'Oreal Corporate Foundation set up with a budget of €40 million over five years (2007-2012)
- Five outstanding female scientists awarded \$100,000 for Women in Science awards
- Hairdressers Against AIDS awareness-raising programme extended to 12 new countries
- €17 million of charitable donations and philanthropic activity

L'Oréal publishes an annual Sustainable Development Report in June each year.

Description of CSR practice	<p>Recruitment focusing on diversity in order to diversify its recruitment sources, the group supports a number of forums aimed at minorities (young graduates from disadvantaged backgrounds, difficult neighbourhoods, of foreign origin, or persons suffering a disability) and forms partnerships with associations that fight discrimination. In 2006, L'Oréal decided to go one step further by organising its own recruitment forums aimed at young graduates from minorities—the Employment and Diversity forum (aka “the Diversity Career Fair”) in France and the Summix forum in the United Kingdom.</p> <p>- Given that a central concern of the company is supporting diversity, the 6 priority points of its actions are: nationality, ethnic origin, social origin, gender, disability, age.</p> <p>The Group's Diversity policy is active in the following five areas:</p> <ul style="list-style-type: none"> - training on diversity, - recruitment and inclusion, - career management, - communication. <p>Diversification of sourcing:</p> <p>The Group has established multiple partnerships in France, in the USA, Latin America and in South Africa with several Universities, associations and recruitment agencies involved in diversity.</p> <p>These partnerships enable us to gain access to various candidates of different backgrounds.</p> <p>The Group also takes part in varied recruitment forums dedicated to candidates from minority groups or dedicated to women.</p>
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	<p>Diversity Training for managers:</p> <p>Since the end of 2006, a specific diversity training program is being rolled-out to 8000 managers in Europe (over 32 countries). This training aims to involve, give responsibility to and help managers in implementing the Group's diversity policy. This training at European level joins the training that has been underway in the USA for two years where more than 2000 have already been trained.</p> <p>The purpose of this training is to clarify the concept of diversity and to explain its importance for L'Oréal, to help managers identify personal and operational barriers to diversity, and to learn to promote diversity on a daily basis.</p> <p>Diversity and Social Cohesion Observatories:</p> <p>Since 2006, 23 Diversity and Social Cohesion Observatories have been set up in France. They are comprised of staff representatives, members of the personnel department and volunteer employees. Their objective is to promote respect for diversity and non-discrimination in the field, implement initiatives and follow-up on them. The group process involves meeting to share information regarding the measures implemented to fight all forms of discrimination, to promote diversity and equity. The implementation of Observatories on an international level has already begun in various European countries.</p> <p>"Employment and Diversity" employment forum, which was held on February 28th, 2006, was the first ever recruitment forum co-organised by and within a company in France and directed at school leavers with 4 or 5 years of further education from visible minorities and/or difficult neighbourhoods. This event is the result of a partnership between L'Oreal and the French association "IMS-Entreprendre pour la cité".</p> <p>IMS is a network of several firms established by Claude Bébéar in 1986. This association helps the firms to develop strategies and plans of actions in several fields such as social responsibility and sustainable development, which is why it recently created a Diversity pole.</p> <p>The event was held at the company's Technical and Research Centre at Aulnay-sous-Bois. Its purpose was to make access to employment easier for almost 200 candidates by putting them in direct contact with the recruiters of 16 large companies. As a result of this initiative, 22 young graduates were recruited.</p>
<p>Level of intervention</p>	<ul style="list-style-type: none"> - Human Resources Department - Corporate foundation, The "Nicolas Hulot Foundation for Nature and Humanity" - "IMS-Entreprendre pour la cité", a network of French companies

Prospective users of CSR practice	<ul style="list-style-type: none"> - unemployed persons - women employee
Problem addressed	The "Employment and Diversity" programme. The company's Diversity policy addresses all kinds of discrimination: by nationality, ethnic origin, social origin, gender, disability, and age.
Purpose of intervention	There are not many candidates from minorities in selective high level universities and business schools with which L'Oreal has strong partnerships. As a result, L'Oreal committed itself to develop positive actions to achieve equal opportunities in its recruitment process. The first step of those actions is to diversify its recruitment sourcing and go to meet the candidates.
Context	Most of the time discrimination occurs because of the mention of an ethnical origin (name, picture) or the address (difficult areas) on the applicant's CV. In France, for example, after sending his application for a job, an Arab man gets five times less recruitment interviews than a Caucasian man. Moreover many candidates keep self-censoring themselves and do not apply for internships or jobs in big companies.
Steps of implementation	<p>Place of implementation: France - L'Oréal Research and Technical Center, Aulnay sous Bois</p> <p>L'Oréal proposed to organise on one of its own sites the meeting between companies and candidates:</p> <ul style="list-style-type: none"> - 16 firms came with their recruitment teams - 200 candidates, pre-selected by IMS-Emploi et Diversité attended - 100 opened jobs were proposed <p>- One day meeting: each company had its own customized stand and received candidates during short face to face interviews.</p> <p>L'Oréal's commitment consisted of:</p> <ul style="list-style-type: none"> - The organising the different firms which wanted to take part at the event - The logistic support (the meeting centre of its factory in Aulnay-sous-Bois) - The sponsoring of the event (goodies, donations) - The tracking of the results after the forum.
Duration	<ul style="list-style-type: none"> - The company's Diversity policy implies a continuous process. - The employment forum took place on February 28th, 2006.
Resources required	<ul style="list-style-type: none"> - Financial resources - Human resources
Indicators for monitoring	<ul style="list-style-type: none"> - number of women employed - number of minority people employed - number of people, employees and managers, involved in the company's Diversity actions (forum)

<p>Impact</p>	<p>Some Results regarding the company's diversity policy:</p> <ul style="list-style-type: none"> - At L'Oreal, at international level, 54% of managers are women. They account for 34% of the members of the management committees; - 53% of managers promoted in 2006 were women; - In the Group, there are 112 different nationalities and 60% non-French people are members of the management committee; - In the USA in 2005, minorities represented 19.8% of all managers and 33% of all employees; - In South Africa, 51% of managers are "PDI" (Previously Disadvantaged Individuals). <p>Impact of the "Employment and Diversity" employment forum– L'Oréal February 28th, 2006</p> <ul style="list-style-type: none"> - Direct contact established between recruiters and candidates; almost 200 candidates were put in direct contact with the recruiters from 16 companies - After six weeks, there were two recruitments per week on average - Raised the motivation and self-confidence of the candidates - Raised the motivation of the companies regarding the diversity issue - 22 young graduates were recruited
<p>Critical issues</p>	<ul style="list-style-type: none"> - The cultural misconceptions about minorities, disabled persons, women and women employees
<p>Lessons learnt</p>	<ul style="list-style-type: none"> - Because of their cultural source, discrimination and misconceptions on nationality, ethnic origin, social origin, gender, disability, and age have to be eliminated using the same channels, cultural environment and social partnerships.
<p align="center">Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market</p>	
<p>Benefits for the company</p> <ul style="list-style-type: none"> - Better organizational culture; - Human Resource benefits: loyalty; <p>Benefits for the employees</p> <ul style="list-style-type: none"> - Career development facilities - Self-esteem and self confidence 	
<p align="center">Intended outcome(s) related to attracting marginal groups to the labour market</p>	
<p>The objective of L'Oréal, in partnership with the association IMS-Emploi et Diversité, was to fight against discrimination and to re-establish equal opportunity in recruitment process with an original solution: give the candidates the opportunity to meet recruiters face to face.</p>	
<p align="center">The challenge related to attracting marginal groups to the labour market</p>	
<p>Corporate culture: the local cultural misconceptions about minorities, disabled persons, women and women employees.</p>	

Key points for effective practice related to attracting marginal groups to the labour market	
<ul style="list-style-type: none"> - Social partnerships - Large partnerships with companies that agree with the same values and principles on diversity and non-discrimination 	
Conclusions and recommendations	
<ul style="list-style-type: none"> - Social partnerships with local authorities, with civil society, with NGOs dedicated to diversity and non-discrimination - Partnerships with companies interested to promote principles on diversity and non-discrimination. 	
Source of information	http://www.loreal.com/en/www/html/sustainable-development/local-initiatives.aspx?&defaultType=cat7 http://www.csreurope.org/solutions.php?action=show_solution&solution_id=303
Date	January 2009

Country	France
City	Paris
Name of the company	Orange France / France Telecom SA
Type of the company	Non-Quoted Public Company (France Telecom SA was privatized in 1998)
Number of employees	107,971 in France / 190,000 worldwide Women represent 37% of France Telecom employees (for the period 2004-2006, in France)
Main activity	
Sector: Technology Fixed telephony and mobile telecommunications, data transmission, Internet, and multimedia services	
Background	
France Telecom is the main telecommunication company in France and one of the largest in the world. The company operates in France, the United Kingdom, Spain, Poland, and the rest of Europe, in the United States, Japan, Hong Kong. It has nearly 159 million customers worldwide (2007).	
Description of the CSR activities	
Code of ethics The France Telecom Group has a code of ethics published on the Internet See http://www.francetelecom.com/en_EN/responsibility/our_approach/ethics/att00001085/0705470_ORANG_ethics_gb.pdf According to the company, the code of ethics is the foundation of the organization's corporate responsibility program. Putting it into practice implies integrating sustainable development issues into each of the company's major business policies. The company's key-stakeholders: customers, shareholders, employees, suppliers, environment. CSR and sustainability-organizational structure: CSR offices, CSR committees, the Orange Foundation - A dedicated corporate responsibility and sustainable development office oversees and coordinates the strategy on a daily basis, backed by a network of corporate responsibility and sustainable development correspondents in our national businesses. - A corporate responsibility and sustainable development steering committee made up of senior managers from across our business functions, reviews the strategy's deployment and defines	

priorities and actions.

- The charity approach is built around three priorities, all of them directly related with the main target and the main goal of the company's CSR activities: technological inclusion, cultural inclusion, education inclusion of disabled, disadvantaged and vulnerable people; these three priorities are:

1. health: creating ties with autistic people and contributing to improve independence and quality of life for people with visual or hearing impairments
2. education: focusing on educating girls in developing countries and fighting illiteracy
3. culture: supporting collective vocal music initiatives

Measuring and reporting the company's social performance: France Telecom reports

- 2001 Environmental report
- 2002 Environmental report
- 2003 Corporate Responsibility and Sustainable Development Report
- 2004 Corporate Responsibility and Sustainable Development Report
- 2005 Corporate Responsibility and Sustainable Development Report
- 2006 Corporate Responsibility and Sustainable Development Report
- 2007 Corporate Social Responsibility Report

See http://www.orange.com/en_EN/responsibility/our_approach/performances/
http://www.orange.com/en_EN/responsibility/att00000865/CSR_report_2007.pdf

Description of CSR practice

There are five central ways to approach the problem of marginal groups:

1. **internal communication:** an awareness campaign of "demystifying disability" (sessions, workshops)
2. **recruitment of disabled workers**
3. **promoting the recruitment of disabled workers** (trainings)
4. **technology inclusion:** special products to help the company's disabled clients
5. **charitable programs** dedicated to marginal groups

The Group has set up a disability program built around three main areas:

- **a commercial focus** within the Group Accessibility Division;
- **a non-commercial focus** within the Orange Foundation; and
- **a human resources focus** in France with a national policy promoting the recruitment, integration and continued employment of workers with disabilities within the business, managed by "Mission Insertion Handicap".

(a) The Group's Accessibility Division (La Direction Accessibilité du Groupe) has the mission to facilitate the life of all the disabled clients, irrespective of their disability. In order to make accessible the entire Orange commercial offer, the Group designs specific products and services for the disabled and provides an adapted distribution circuit:

- more than 150 of the so-called "autonomy" shops

	<ul style="list-style-type: none"> - a telephone number free of charge: 0 800 11 22 23 - a website and a bi-annual catalogue “autonomy offers, a solution for everyone”. <p>(b) Orange Foundation</p> <p>The Foundation's charity programmes are based on the same mission to help disabled people, autistic people and those suffering from visual or hearing deficiency.</p> <p>(c) The Disability Integration Office (Mission Insertion Handicap)</p> <p>Created in 2003, it is responsible for ensuring the effective implementation of commitments made under the agreement of July 2003 for the integration and continued employment of disabled people. It organizes awareness-building days within the company – “demystifying disability” – combining theory with practice, notably through role-play workshops based on three handicaps: motor, visual and hearing. The level of participation in these sessions is growing, covering an increasingly diversified public.</p> <p>In addition to building awareness, the Group promotes the recruitment of disabled workers by:</p> <ul style="list-style-type: none"> - having a “Candidate-library” reserved for applications from disabled people; - the publication of openings on dedicated sites for disabled people; - having partnerships with various stakeholders about the professional integration and redeployment of disabled workers; - giving to the disabled students and graduates information about the employment possibilities and professional paths available and - contributing to training future young disabled graduates (short courses, work placements).
<p>Level of intervention</p>	<ul style="list-style-type: none"> - CSR offices and CSR committees (objective: the company's CSR policies and programmes) - the Orange Foundation (target: public, disabled people, marginal groups) - the Disability Integration Office, Human Resources Department – The Agency for Internal Recruitment, a network of 17 Handicap Correspondents from all over France (target: disabled employees, disabled unemployed persons) - the Group Accessibility Division (target: the company's disabled clients)
<p>Prospective users of CSR practice</p>	<ul style="list-style-type: none"> - Different marginal groups: disabled people having / not having a job - HR Departments and those employees and managers that are working with disabled persons
<p>Problem addressed</p>	<ul style="list-style-type: none"> - Inclusion of the disabled people - Equal opportunities for the disabled persons - Myths and misconceptions about disability and disabled workers

<p>Purpose of intervention</p>	<p>1. Demystifying disability through an awareness campaign</p> <p>2. Social and economic inclusion of the marginal groups through</p> <ul style="list-style-type: none"> - recruitment of disabled workers - promoting the recruitment of disabled workers <p>3. Technology inclusion for disabled people</p>
<p>Context</p>	<p>The legal context</p> <p>The Orange programme "Mission Insertion Handicap" follows the national policy for the integration and retention of the disabled in the labour market.</p> <p>At least 6% of the employees must be disabled persons</p> <p>According to the law of 10 July, 1987, in the case of any private or public institution that has 20 employees or more, the proportion of the disabled persons must be at least 6%.</p> <p>In 2002, the president Jacques Chirac announces the decision to make the social integration of the disabled people a priority that was meant to bring about more national cohesion and attention to those who were vulnerable.</p> <p>Three years later, in 2005, there were more than 5 million disabled persons in France, almost 10% of the total population. The law of 2005 officially announces the intention to make the civil society and the employees aware of the problems related to this underprivileged social category.</p>
<p>Steps of implementation</p>	<ul style="list-style-type: none"> - 2004: The "Mission Insertion Handicap" Programme - may 2006-2007: The Group's first agreement concerning employment of disabled people was signed with the most important unions (CFDT, CGT, CFTC, CFE-CGC and FO); the agreement follows the law of 11 February 2005; - 2007: The New Group' Agreement concerning employment of disabled people (for 2008-2010) <p>-annually: The Week for the Employment of the Disabled People: 17-23 November</p> <p>Internal campaign</p> <p>Orange organises a vast campaign, in order to heighten the employees' awareness of the issues that the disabled deal with at the work place. Named "Semaine de l'Hangagement", the campaign was meant to improve the way in which disabilities of all kind are perceived. The campaign was also a good opportunity to remind the Group's commitment to the recruitment and retention of the disabled.</p> <p>External campaign</p> <p>A series of 20 events, all over France</p> <p>During the programme "Semaine de l'Hangagement", all the Group's employees take part in the 20 events that include expositions, discussions and awareness sessions, poster campaigns, brochures.</p>

Duration	<ul style="list-style-type: none"> - the programme “Mission Insertion Handicap” (created in 2004) - the Group's first agreement concerning employment of disabled people (may 2006-2007) - the Group's renewed agreement concerning employment of disabled people (2008-2010) - The Week for the Employment of the Disabled People: a week (November 17-23, annually)
Resources required	<ul style="list-style-type: none"> - financial resources - Research & Development Department - investment in technological innovation useful for disabled people - Human resources: trainers, psychologists
Indicators for monitoring	<ul style="list-style-type: none"> - the level of participation in the sessions of the internal awareness campaign (number/percent of individuals) - number/percent of employees with disabilities - number/percent of disabled employees that are promoted - the amount of resources (in time or money) that are invested in programmes for disabled people
Impact	<p>In 2006</p> <ul style="list-style-type: none"> - 38 disabled people were recruited in France, and a number of actions are carried out on a daily basis to facilitate the integration of disabled workers: adaptation of workstations, Braille keyboards, voice synthesis and image enlargement software, training and financing for sign language services, to name a few. <p>In 2007</p> <ul style="list-style-type: none"> - 2,789 disabled employees - more than 1,4 million Euros spent to improve the work conditions and the access of the collaborators with visual disabilities to the computing applications - a thousand collaborators became aware of the problems related to handicap during the events of the programme - 47 000 hours of professional training for the disabled employees - more than 6% of the disabled employees get a promotion every (the Group's average) - more than 13% of the contracts of indeterminate duration were signed with disabled people <p>In 2008</p> <p>Today, the Group has more than 3000 disabled employees, fairly more than the national average.</p>
Critical issues	<ul style="list-style-type: none"> - A human resources policy dedicated to disabled people needs trained psychologists specialized in physical deficiencies - Product innovation for disabled people implies costs

Lessons learnt	<ul style="list-style-type: none"> - Internal communication and awareness campaigns are good ways to improve the company's moral climate - Proactive action is a more efficient human resources policy - Involving the Research & Development Department makes a programme dedicated to marginal groups to be more sustainable
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>1. Benefits for the business</p> <ul style="list-style-type: none"> - brand loyalty - technological innovation is a competitive advantage - employee fidelity policy - better moral climate <p>2. Benefits for the employees</p> <ul style="list-style-type: none"> - higher labour and safety standards - higher self esteem - better corporate culture 	
Intended outcome(s) related to attracting marginal groups to the labour market	
<p>In 2007, the Group signed a new agreement for the recruitment and retention of the disabled persons, for the period 2008-2010. The agreement was approved by the public authorities for employment.</p>	
The challenge related to attracting marginal groups to the labour market	
<p>A corporate policy to attract marginal groups to the labour market needs:</p> <ul style="list-style-type: none"> - a special human resources policy, with trained psychologists specialized in physical deficiencies - higher cost per employee 	
Key points for effective practice related to attracting marginal groups to the labour market	
<ul style="list-style-type: none"> - Public-private approach is more effective - CSR has to be part of the business: the commercial focus of the CSR programmes dedicated to marginal groups - Product Innovation & Improving Market Standards: technological innovation generates a competitive advantage into a market with a strong competition and with very high standards - Proactive approach is a way to define a CSR benchmark into the market and into the industry in which the company operates 	

Conclusions and recommendation	
<p>Public-private approach, clear rules, national strategies, and ways to motivate companies to be proactive: As in the case of Casino Group and BRD Societe Generale, the Orange/France Telecom's programmes dedicated to social and economic inclusion of the disabled persons are inspired by the French legislative initiatives. The legislative initiatives have a significant role in defining the strategies and the objectives of these programmes.</p> <p>Due to its considerable dimension and profound implication, the economic and social inclusion of the marginal groups needs a public-private approach based on a set of clear rules and national strategies. These strategies and rules must define different ways to motivate the private business environment to be proactive. These strategies have to clearly answer to the following question:</p> <ul style="list-style-type: none"> - Is there a profitable way for a company to approach and find solutions for the marginal groups? - Has the Government a public policy to encourage research investments and product innovation for marginal groups? 	
Additional information	
<p>The French national policy concerning marginal (disable people, old people minorities) http://www.travail-solidarite.gouv.fr/espaces/handicap/</p>	
Source of information	<p>www.orange.com</p> <p>http://www.orange.com/en_EN/responsibility/stakeholders/employees/att0001221/121107CPEgaliteProVAvdef.pdf</p> <p>http://investing.businessweek.com/research/stocks/snapshot/snapshot.asp?capid=367964</p> <p>Orange's CSR Report</p> <p>Orange's Code of Ethics</p> <p>http://handicap.gouv.fr</p> <p>http://www.handicap-information.com</p> <p>http://www.travail-solidarite.gouv.fr/espaces/handicap/</p>
Date	January 2009

3.1.2 Ireland

Best practices Ireland

Case study Nº 1

Country	Ireland
City	Dublin, with national coverage
Name of the company	Eircom
Type of the company	Private company limited by shares
Number of employees	Over 7,200 employees (25% female)
Main activity	
<p>Eircom is a telecommunications supplier. Its services include a range of voice, data and internet services to residential, business and government customers throughout Ireland. This includes services ranging from broadband to phone (mobile and landline) networks. It also provides extensive online services including web hosting, online backup and internet security.</p>	
Background	
<p>Eircom was established in 1984 as Ireland's state owned telecommunications provider. In the late 1990s it underwent a series of privatization measures and by 2001 was completely privatized. It is now Ireland's leading provider of local, long distance and international telecommunications services, including mobile communications and data communications services. It has over 1.2 million customers overall. It holds 68% revenue market share of the Irish fixed-line market, and 41% retail share of the broadband market. It had a turnover of approximately €2 billion in the financial year ended June 30, 2008.</p> <p>The majority of Eircom employees are over 40 years of age. Ten percent of its employees have a disability, as referenced under the employment equality legislation. Women represent 17% of senior management, with 7% of employees working part-time.</p> <p>The company is governed by a 10 member board, which is all male. The Board is supported by three committees focusing on internal and external audits, remuneration policy and nominations (for the Board). Senior management briefings are held on a quarterly basis with key highlights available online and accessible to all staff. Eircom also has an employee newspaper, published 10 times a year, with news to keep employees up to date.</p> <p>Eircom appears to value the role of trade unions within the company, and in 2006 worked in partnership with them to re-structure the business. Trade union representatives also sit on its diversity sub committee.</p>	
Description of the CSR activities	
<p>1) Sponsors Special Olympics Ireland, set up for people with learning disabilities. Work placements are set up for athletes of Special Olympics who want to acquire work experience.</p>	

2) Family friendly working arrangements to support employees with family responsibilities, and women to return to work after maternity leave. The following provisions are in place:

- creche facilities
- flexible working
- job sharing
- career breaks
- special leave for domestic purposes
- education support
- on-line learning
- employee assistance programme - provides professional advice to employees experiencing difficulties in either their domestic or work life.

3) Initiatives to promote employment of people with disabilities, and single parents. Establishment of WAM (Willing Able and Mentoring) programme focusing on providing work placements and mentoring graduates with a disability. Establishment of Equality through E Work initiative, focusing on providing e-work opportunities for people with disabilities and single parents.

Description of CSR practice	<p>Eircom has a Code of Practice relating to the employment of individuals with a disability. This Code outlines Eircom’s commitment to creating and maintaining a work environment which does not discriminate, directly or indirectly, on the grounds of disability. The Code furthers Eircom’s equal opportunity policy in employment practices. The Code extends to accommodation facilities, and ensures that employees with a disability are provided with adaptive technology, if required, or workplace changes. The Code also ensures that employees with disabilities have the same opportunities as their colleagues to develop skills and competencies in order to further their careers.</p> <p>Eircom has a volunteer programme within the company. Employees are encouraged to fundraise and volunteer in the community work that Eircom engages in. Employees can also undertake secondments to Special Olympics Ireland.</p> <p>Eircom celebrates work life balance day to highlight this issue for both employees and businesses. The day draws attention to policies that Eircom has in place to help employees to combine work with their other responsibilities. Children's art competitions are also organised on the day for staff and their children.</p> <p>Eircom produces a CSR report, which is contained within its Annual Report.</p>
Level of intervention	At all levels
Prospective users of CSR practice	<p>Existing employees who enjoy continuous personal /professional development and support.</p> <p>Women returning to work after maternity leave, employees with dependent children, single parents, people with disabilities.</p>

Problem addressed	<p>Loss of female employees after maternity leave.</p> <p>Problems with employee work-life balance.</p> <p>Alienation of disabled people from the workplace.</p> <p>Difficulties of single parents' access to the workplace.</p>
Purpose of intervention	<p>To address employee priorities particularly in the area of family friendly policies.</p> <p>To help workers with families to return and remain at work whilst fulfilling and managing family responsibilities, in particular to retain its female work force.</p> <p>To increase female participation in the labour market.</p> <p>To build a socially cohesive and diverse labour force representative of the community.</p> <p>To demonstrate commitments to CSR, local people, communities and those at risk of labour market exclusion, <i>'For many years Eircom has been committed to supporting communities at all levels. Our long-term support to many organisations enables the provision of crucial services to help many communities throughout Ireland.'</i></p> <p>To provide valuable work experience to people with disabilities and expose them to the workplace.</p> <p>To provide alternative options for those not able to travel regularly to a workplace (e.g. single parents and those with disabilities) through flexible e-working.</p>
Context	<p>Low female worker participation in Eircom. High unemployment and underemployment amongst marginalised and disadvantaged groups.</p>
Steps of implementation	<p>In 2005 Eircom launched an employee survey to gauge views on a number of issues. The survey led to the development of policies and initiatives in areas such as work-life balance, and employee diversity.</p> <p>Eircom is challenging employee perceptions of marginalised groups by encouraging employee volunteering and secondments to Eircom community initiatives.</p>
Duration	<p>Ongoing engagement</p>
Resources required	<p>Minimal financial resources. Other resources required include some staff time on mentoring and work experience programmes.</p>
Indicators for monitoring	<p>Employee statistics monitored in areas such as gender and disability.</p> <p>Human resources data on areas such as flexible working, return to work following maternity leave and job sharing.</p> <p>Use of crèche facilities and employee assistance programme.</p> <p>Employee statistics on e-working and uptake of work placements.</p>
Impact	<p>Over 30% (10,500) of Ireland's registered disabled people participate in the Special Olympics initiative and have access to work experience and sharing experiences with Eircom employees.</p>

Lessons learnt	<p>Family friendly policies needed in order to recruit and retain staff, as well as increase the number of female employees.</p> <p>Diversity in the workplace can have positive impacts on staff morale and performance.</p>
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for business: Retention of staff (particularly following maternity leave), a more balanced staff profile that will add to Eircom's image, greater staff loyalty and morale, raises Eircom's profile and reputation as a responsible business in the community.</p> <p>Benefits for employees: Access to employment for marginalised and disadvantaged groups, valuable work experience for marginalised/disadvantaged groups, improved work-life balance, continuing professional development, social inclusion.</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
<p>To attract women back to work after maternity leave, to improve employment options for single parents, to provide employment opportunities for marginalised or potentially marginalised groups.</p>	
The challenge related to attracting marginal groups to the labour market	
<p>Limited employer flexibility in terms of working hours, and place of work.</p>	
Key points for effective practice related to attracting marginal groups to the labour market	
<p>Flexibility of working hours, numbers of hours worked and place of work (i.e home-based work).</p>	
Conclusions and recommendations	
<p>The introduction of family friendly policies and practices arose out of a direct request from employees through an employee survey. Eircom appears to be taking the necessary steps to address employee concerns and follow up with implementation.</p> <p>Eircom also regularly audits its policies, procedures and practices, which help ensure that they remain updated and relevant for employees. The most recent audit looked at employee attitudes to diversity and work-life balance. This led to a review of related policies and procedures. There is also a diversity sub committee in place, which is made up of management and trade union representatives, which also reviews policies and practices in this area, <i>'Eircom values the commitment of our 7,200 employees and strives to improve the working lives of all employees. We do this through a range of flexible working options, through development and training opportunities and more importantly listening to what our employees have to say and building on this feedback.'</i></p> <p>There appears to be substantial support throughout the company for initiatives in the community, <i>'Our work in the community and the partnerships we have built are very important to how we do our business today.'</i> Eircom's annual reports also contain significant details of all these initiatives which indicates support at the highest levels.</p>	

An important factor in the success of these Eircom initiatives has been the involvement of the trade union which represents the majority of the workforce. This should be seen in the context of a sustained practice of social dialogue in Ireland, between the Irish Congress of Trade Unions, the government and the employers' organization.

Eircom's work in the community is well recognised, and in 2004 it received the 'Most Effective CSR Project' award by the Chambers Ireland President's Awards for CSR.

Additional information

Eircom is a lead partner to Positive2work Skillnets Project. This project identifies and delivers training to businesses facing issues such as low employee morale levels, work absenteeism and performance issues which impact on staff retention. The Skillnets Project plans to train 2,000 employees from 35 member companies.

Source of information	The Chambers Ireland, in business for business http://www.chambers.ie Eircom http://www.eircom.ie Work Life Balance http://www.worklifebalance.ie
Date	January 2009

Country	Ireland
City	Dublin
Name of the company	Business in the Community Ireland (BITCI)
Type of the company	Not-for-profit organisation
Number of employees	
Main activity	
Supports businesses to make a positive impact on the workplace, marketplace, community and the environment. This includes advice and guidance on corporate responsibility and corporate community involvement.	
Background	
<p>BITCI was established in 2000, and has a membership body of 55 which includes some of Ireland's leading companies. It has sister organisations in the UK and Northern Ireland which it works closely with. BITCI's mission is <i>'to harness the power of Irish businesses to maximise its positive impact on all stakeholders.'</i> It works with businesses to develop their reputation, competitiveness and profitability by helping to improve their social, environmental and community management impacts.</p> <p>Its focus is on 4 key areas: workplace, marketplace, community and environment. It offers advice and guidance to companies in areas including developing a social responsibility framework, stakeholder engagement and analysis, identifying best practice, mapping gaps, measuring impact and reporting to stakeholders.</p> <p>BITCI also works with hundreds of companies throughout Ireland on its social inclusion programmes (some of which are listed in the next section). BITCI is the national partner in Ireland for CSR Europe, the co-ordinating body on corporate responsibility at a European level.</p> <p>It has a 15 member Board (3 female) which includes representation from business groups, trade union and Chambers Ireland.</p>	
Description of the CSR activities	
Description of CSR practice	<p>BITCI runs a number of social inclusion programmes focusing on placing marginalised groups into training, education and work.</p> <p>1) The Linkage Programme</p> <p>Joint project between BITCI and the Probation Service. Its objective is to get ex-offenders back into the workplace. Ex-offenders are referred to the programme by the Probation Service. Training and/or employment options are then explored with ex-offenders by a network of training and employment officers. Ex-Offenders are then placed and supported through training and work placement by these officers.</p>

	<p>2) Ready for Work (RFW)</p> <p>This programme aims to find suitable employment, training and education for people who are homeless, or at imminent risk of becoming homeless. Over 35 businesses and 30 homeless organisations participate in the programme. It involves a three-day training course and a three-week work placement, and offers ongoing support from a Training and Employment Officer and job coach. Previous placements have included customer service, retail floor, office/reception, human resources, stock room, warehouse, maintenance, gardening/ landscaping and cleaning. Ongoing guidance and support is provided after the placement.</p> <p>3) Employment for People from Immigrant Communities (EPIC)</p> <p>Assists immigrants with finding employment, training and education. Works closely with the Department of Integration and the Spiritan Asylum Services Initiative. The programme consists of a six week training module focusing on professional English for employment, interview, life and work skills, computer skills, and CV preparation. This is followed by individual assistance from Training and Employment Officers to find employment or further training.</p>
Level of intervention	At all levels
Prospective users of CSR practice	Ex-offenders, homeless people or those at risk to becoming homeless, immigrant populations
Problem addressed	Alienated, disempowered, marginalised or potentially marginalised workers
Purpose of intervention	<p>To provide training, skills development and employment experience to alienated or marginalised groups from the workforce</p> <p>To provide ongoing employment support and advice to marginalised groups</p> <p>To build a socially cohesive and inclusive labour force</p> <p>To help companies demonstrate commitments to CSR, local people, communities and those at risk of labour market exclusion</p>
Context	High unemployment amongst marginalised groups. Educational or training qualifications of immigrants populations sometimes not recognised in Ireland.
Steps of implementation	<p>1) Challenging some of the mainstream views within businesses about employing ex-offenders, the homeless or members of immigrant communities.</p> <p>2) Demonstrating success rates in employment, training and education of marginalised groups through the programmes</p> <p>3) Working closely with employers and marginalised groups to bring them on board</p> <p>4) Provide ongoing support and advice to employers and marginalised groups within the programmes</p>

Duration	Ongoing
Resources required	A network of training and employment officers.
Indicators for monitoring	Level of participation within the programmes of marginalised groups and employers Number of people trained, in education and successfully employed
Impact	<p>1) Linkage Programme Since 2002, over 5,000 ex-offenders have been referred to the Programme. Of those referrals almost 70% are actively engaged, and has resulted in 70% of ex-offenders being placed in training, employment or education (1,399 in employment, 1,139 in training or education).</p> <p>2) RFW Since 2002, almost 200 homeless people in Dublin have engaged with RFW, and over 35 businesses have provided work placements or other forms of support. Around 65% of those who complete RFW placements go on to start jobs (84 in employment, 49 in training or education).</p> <p>3) EPIC 274 people enrolled in the programme, with 133 placed in employment, and 52 in education or training.</p>
Critical issues	Global economic slowdown may lead to more competition for jobs and less enthusiasm from employers to focus on inclusion issues within the workforce.
Lessons learnt	A diverse and inclusive workforce will have a positive impact on the working culture and environment.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for business: Improved staff morale and team effectiveness, recruitment and retention of skilled and dedicated staff – <i>‘Many EPIC candidates are highly qualified - over two thirds have a university degree or higher - and come from a broad range of occupations.’</i> Improved CSR image within the community and amongst business partners.</p> <p>Benefits for employees: paid sustainable employment, social inclusion, continuing professional development, respect - <i>‘I haven’t been shown such respect in 12 years.’</i> (RFW candidate), career advice and guidance, community improvements</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
To provide employment and training opportunities for marginalised or potentially marginalised groups.	

The challenge related to attracting marginal groups to the labour market	
Low self esteem or self confidence of marginal groups, prevailing prejudice within the workplace, possible language barriers amongst immigrant workers.	
Key points for effective practice related to attracting marginal groups to the labour market	
Training and mentoring system to boost self esteem and confidence, language support	
Conclusions and recommendations	
<p>In just 9 years of operation BITCI has managed to attract a number of large businesses into its programmes. This includes businesses from all sectors including banking/financial services, food/drinks sector, information technology, pharmaceutical, retail, telecommunications and utilities. It also has a wide range of partners that it works closely with including a number of global CSR networks, government departments and trade unions.</p> <p>It has a strong monitoring and tracking system for candidates within its programmes, which clearly shows the high percentage of success in securing employment at the end of work placements or training.</p> <p>The level of support BITCI's receives for its programmes can also be seen from its diverse funding sources which include the Department of Integration, Anglo Irish Bank, Marks and Spencer and the Probation Service.</p> <p><u>Recommendation:</u> Maintain a strong monitoring and tracking system to prove value and success of programmes to potential candidates and business partners</p>	
Additional information	
BITCI also promotes school and business partnerships, which encourage businesses to engage proactively with a school. This engagement can include a mentoring programme, skills development with students and summer work placements. The partnerships aim to improve student understanding of the business environment and better prepare them to enter it. The target number of schools to be matched to businesses within this programme is 158 across Ireland. The current number of partnerships stands at 148.	
Source of information	Business in the Community www.bitc.ie
Date	January 2009

Country	Ireland
City	Dublin
Name of the company	Microsoft Ireland
Type of the company	Private company
Number of employees	Over 1,200 full time employees, and 700 full-time contract staff.
Main activity	
Software development. Microsoft in Ireland operates through 3 divisions: Microsoft EMEA (Europe, Middle East and Africa) Operations Centre, Microsoft European Development Centre, and Microsoft Sales, Marketing and Services Group which supports Microsoft's business across the EMEA region. The divisions incorporate various functions including research and development, engineering, localisation, finance, billing, logistics, supply chain management as well as local sales and marketing.	
Background	
<p>Microsoft first opened its office in Ireland in 1985 with a small manufacturing facility employing just over one hundred people. Now Microsoft Ireland's work spans across 2 campuses in Dublin, and is an integral part of the ICT sector in Ireland.</p> <p>Microsoft EMEA Operations Centre (EOC) provides support for the company's sales and customer support activities across 85 different countries around Europe Middle East and Africa. EOC engages in a wide range of business services from manufacturing to finance, supply chain management, billing and partner management for Microsoft's products and services. The Microsoft European Development Centre (EDC) focuses on engineering. It works through the lifecycle of software development from research and development, to engineering and localisation across different business groups. The EDC team works closely with teams based in Denmark, India and China and is part of the Microsoft Product Group R&D organisation. The Sales, Marketing and Services Group (SMSG) works with customers throughout Ireland. It manages all sales, marketing, services and technical support for partners and customers from larger enterprises, to small and medium sized businesses and home computer users.</p> <p>Microsoft has a 9 member Board (1 female) chaired by Bill Gates. It includes representatives from large corporations and Harvard Business School.</p> <p>Microsoft Ireland was recently voted one of the Top Ten "Best Companies to Work for" in Ireland. The Best Companies study involves undertaking confidential surveys of random employees within the competing company. Microsoft Ireland received an award in the category of "Fairness", which recognises best practice in diversity management.</p>	

Description of the CSR activities	
Description of CSR practice	<p>Provision of IT access and training to people with disabilities. Microsoft has partnered with Enable Ireland on a project to promote Assistive Technology (AT). This is aimed at helping people with disabilities to live independently, access education and get into the workforce. AT includes simple devices such as an alternative keyboard or mouse, to more sophisticated devices such as a voice output communication that enables a person who cannot speak to communicate effectively.</p> <p>In November 2007 Microsoft and Enable Ireland opened the National Assistive Technology Training Centre, which offers training and advice on AT to people with disabilities, carers, educators and organisations across Ireland. The Centre uses a training of trainers model. Services provided by the Centre include:</p> <ul style="list-style-type: none"> • Training on utilising new and emerging Assistive Technologies and devices • AT Seminars to Employers and Educators on the benefits of AT in employment and education • Customised AT training workshops, in partnership with local Enable Ireland centres, in response to identified local needs • Developing and delivering training on the benefits of Environmental Control technologies (such as electronic door openers) to users nationally <p>Speaking at the opening of the Centre, Micheál Martin (Minister for Enterprise, Trade and Employment) said, <i>'Research shows that up to 70% of all Assistive Technology can be abandoned due to a lack of training and lack of access to dedicated facilities such as this Centre. I hope that the Centre will help to ensure that the work place is accessible to as wide an audience as possible, including people with disabilities.'</i></p>
Level of intervention	At all levels
Prospective users of CSR practice	Marginalised and excluded disabled people, employers or potential employers of disabled people, educators/trainers/carers working with disabled people
Problem addressed	<p>Discrimination of disabled people from the workforce</p> <p>Disused and inaccessible Assistive Technology in the home and workplace</p> <p>Marginalised, disempowered and de-motivated disabled workers</p>
Purpose of intervention	<p>To provide on-site training to disabled people, employers and educators on the use and benefits of Assistive Technology.</p> <p>Micheál Martin (Minister for Enterprise, Trade and Employment) on the opening of the AT Centre stated, <i>'Every person with a disability should have the opportunity to develop his or her skills and to participate in society to the fullest possible extent. The economic contribution of people with disabilities is vital and it is important that we ensure that it is possible for as many people</i></p>

	<p><i>with disabilities as possible to remain in the workforce.'</i></p> <p>Sylvie Laffarge, Director of Community Affairs in Microsoft Ireland commented on the intervention saying, <i>'Assistive Technology can change people's lives from helping them to lead an independent life to getting back into the work force...– creating a more inclusive society which benefits us all.'</i></p> <p>To build a socially cohesive and inclusive labour force</p> <p>To demonstrate commitments to CSR, local people, communities and those at risk of labour market exclusion</p> <p>To help reduce unemployment and disadvantage</p>
Context	Discrimination and labour market exclusion of disabled workers, high unemployment amongst disabled groups
Steps of implementation	<p>1) Challenging some of the mainstream views on employing and working with disabled people</p> <p>2) Building awareness on the benefits of Assistive Technology for users as well as employers</p>
Duration	Ongoing
Resources required	Investment in training centre and in training
Indicators for monitoring	<p>Number of disabled people, educators and employers trained</p> <p>Level of AT use in workplaces (where employers trained)</p> <p>Employment and unemployment statistics of disabled people in Ireland over time</p>
Impact	Training and advice delivered to an estimated 700 people a year
Critical issues	Global economic slowdown may lead to more competition for jobs and less enthusiasm from employers to participate in the training.
Lessons learnt	Assistive technology can play a vital role in the inclusion of disabled people. However, lack of training and knowledge limits its use in the home and workplace.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for business: strong CSR image with business partners and within the community, motivated and loyal workforce, improved staff morale, input of diverse experiences.</p> <p>Benefits for employees: Access to employment for marginalised disabled workers, continuing professional development, upskilling, social inclusion, support and respect, community improvements. Siobhan Long of Enable Ireland said that the programme aims to <i>'put Assistive Technology into the hands of people with disabilities so that they can achieve maximum independence, choice and inclusion in their lives.'</i></p>	

Intended outcome(s) related to attracting marginal groups to the labour market [
To open up employment options through training and upskilling of marginalised disabled workers. In Ireland, 67% of people with disabilities are unemployed.	
The challenge related to attracting marginal groups to the labour market	
Low self-esteem due to discrimination and high unemployment figures amongst disabled groups.	
Key points for effective practice related to attracting marginal groups to the labour market	
Employer take-up of Assistive Technology in the workplace. Awareness-raising of the benefits of Assistive Technology, and training on its use.	
Conclusions and recommendations	
<p>Microsoft Ireland and Enable Ireland's strategy has been to involve various stakeholders in the advisory and training work they have been undertaking on Assistive Technology. This has included working with employers to impart knowledge of how AT can benefit their employees as well as their businesses, and in providing advice and training to end users. Their joint approach has focused on training of trainers which will ensure a wider spread of knowledge.</p> <p>Microsoft in Ireland has been consistently recognised for its CSR work in the community and in the workplace. It won the Leadership category award at the 2007 national O2 Ability Awards. The O2 Ability Awards distinguish organisations who are successfully working with people with disabilities. Microsoft's recognition in this area signals an open and inclusive culture, and commitment to diversity, disability and inclusion issues. The Assistive Technology work was also recognised as the "Best Community-based CSR Project" by Chambers Ireland.</p> <p><u>Recommendation:</u> Ensure wide employer participation in the project to impart knowledge on benefits of AT to businesses, and to improve availability of AT in the workplace.</p>	
Source of information	Microsoft Ireland www.microsoft.com/ireland Enable Ireland www.enableireland.ie
Date	January 2009

Country	Ireland
City	Bagenalstown, County Carlow
Name of the company	Carlow Leader Rural Development Company
Type of the company	Private company
Number of employees	
Main activity	
Provides support and finance to implement programmes aimed at progressing and sustaining the rural economy of County Carlow. It provides support to individuals, community groups and rural enterprises including in training, research, mentoring and advice. Programmes that it works in include agri-diversification, environmental initiatives, rural and agri tourism, and small food production amongst others.	
Background	
<p>Carlow Leader Rural Development Company was established in 2002 to identify and transfer models of best international practice to County Carlow. Its mission statement is: <i>'Carlow LEADER Rural Development Group Ltd will provide leadership, support and linkages for the people and communities of county Carlow in progressing and sustaining the rural areas of the County into the 21st Century.'</i></p> <p>Its overall aim is to support individuals, enterprises and communities to realize their full socio-economic potential. It does this through delivering a range of programmes such as the Rural Social Scheme, which offers employment to low-income farmers; the Cross-Border Speciality Food Producers Programme, which develops core competencies of small food producers, for example in sales and marketing.</p> <p><i>'Carlow LEADER is here to support and develop County Carlow', says Mary Walsh the Chief Executive Officer (CEO). 'We launched in 2002 aiming to support and sustain the socio-economic and environmental sectors of County Carlow through the implementation of innovative and sustainable rural based projects and initiatives.'</i></p> <p>Carlow LEADER has been attracting funding into county Carlow at a rate of €1m per year. In 2006 the company saw their turnover rise from €1.4m to €4m. It has a board of 14 members, 7 of who are women. All Board Members either live or work within the county, and they reflect a mix of business, farming and community interests.</p>	
Description of the CSR activities	
<p><u>1) Carlow EQUAL Employment Programme:</u> This ran from 2005 to 2007. Its overall aim was to combat discriminatory practices and inequalities facing older people (40 years +) in training and employment. The programme worked with older people to deliver a training and mentoring system. It also worked with employers to develop policies and procedures in relation to recruiting, retaining and progressing older workers within their organisations. It worked with employers to promote equality legislation, and to encourage and support the development of anti-discriminatory practices</p>	

towards older people seeking training and employment opportunities. More specifically, it worked to:

- Create an awareness of how discriminatory practices towards older people emerge and manifest in the workforce
- Eliminate discriminatory practices and inequalities towards older workers
- Promote equality legislation and diversity management throughout the workforce
- Promote an equality employment strategy for older workers
- Promote the benefits of employing older people
- Ascertain employer requirements in terms of skills and training

This included the delivery of training programmes for managers and Human Resources (HR) staff on equality legislation, equality audits, HR issues and diversity management. It also included training for existing employees seeking career progression or at risk of unemployment.

2) The Connections Programme: Aimed at long term unemployed, with priority given to those who are at least 3 years unemployed. It aims to develop new skills, improve personal skills and develop realistic personal objectives. Support offered includes:

- Individual training and career path
- Continuous advice and mentoring service
- Referral system for other training, education or guidance
- Work placement
- Continuous review system to ensure participants are benefiting from the programme
- Follow up support offering advice on topics such as interviews, job seeking skills, career planning etc.

<p>Description of CSR practice</p>	<p>Works closely with FAS (Training and Employment Authority) and the Department of Social and Family Affairs.</p> <p>Customised training programmes for long-term unemployed, older people and employers.</p> <p>Rural Social Scheme initiative which helps farmers to find part-time employment in areas benefiting the local community. This allows farmers to earn an income whilst continuing to work on their farms, and also helps to improve local amenities and facilities.</p> <p>Runs a Craft Workers Programme in partnership with the Department of Family and Social Affairs. The programme helps develop craft skills of individuals who want to pursue income generating activities or employment opportunities in the sector.</p> <p>Brings together development partners in Carlow including the public administration, non-governmental organisations, social partners and the business sector. These groups are consulted in project policy, implementation, steering and monitoring.</p>
<p>Level of intervention</p>	<p>At all levels</p>

Prospective users of CSR practice	Marginalized people (rural Carlow unemployed) including long-term unemployed and unemployed people of 40 years and over Carlow based employers who can access training and HR advice and guidance Existing employees of Carlow based businesses who enjoy personal / professional development and training
Problem addressed	<ul style="list-style-type: none"> • Alienated, disempowered, marginalized or potentially marginalized workers • De-motivation and/or alienation faced by older workers and long-term unemployed • Higher than usual unemployment figures in Carlow (9.5% compared to national average of 8.8%).
Purpose of intervention	<ul style="list-style-type: none"> • To provide flexible training to long-term unemployed people and encourage them back into seeking employment • <i>‘Encouraging employers to engage in pro-active equality based employment practices towards older people, and to combat inequalities facing older people wishing to avail of training and employment opportunities’</i> • Combat discriminatory practices towards older people and long-term unemployed by promoting in-house policy development, pro-active recruitment, retention and career progression strategies. • Promote employability of older workers by raising older workers’ profile and helping local employers recognise their positive potential • Increase competitiveness of older workers and long-term unemployed by providing mentoring, accredited training and work experience • Promote value of diversity in the workplace with employers, and provide cases of best practice for other employers throughout Ireland • To help reduce unemployment and disadvantage in County Carlow
Context	High unemployment in rural areas often leading to discriminatory practices by employers, and creating greater marginalization
Steps of implementation	<p>Carried out a survey to identify how employers can be encouraged to engage in diverse workforce issues.</p> <p>The survey led to the development and delivery of training and workshops/seminars with employers, as well as a service to review in-house policies.</p> <p>Models of good practice in recruitment and equality will be identified and disseminated to promote ongoing work in these areas outside of Carlow.</p>
Duration	<p>Carlow Equal Employment Programme: 2005-2007 (3 years)</p> <p>The Connection Programme: ongoing</p>

Resources required	Investment in training. Some resources available through local government.
Indicators for monitoring	<p>Number of older people and long-term unemployed participating in the EQUAL and Connections Programmes</p> <p>Number of workers successfully employed following training and other support from the programmes</p> <p>Number of employers working with Carlow on workforce diversity issues</p> <p>Number of employers that have changed HR policies to improve workforce diversity</p> <p>Unemployment figures in Carlow, including for older people</p>
Impact	<p>Carlow EQUAL Employment Programme has provided support, including one-to-one mentoring sessions, supported job search, 'needs led' and labour market led training programmes, to 175 individuals.</p> <p>On completion of the Carlow EQUAL Employment Programme 81% of programme participants were engaged in training or employment.</p>
Critical issues	Rural unemployment likely to be exacerbated in economic downturn
Lessons learnt	Flexible training, with gradual increase of training hours is important in encouraging participation of long-term unemployed
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for business: motivated and loyal workforce, input from diverse experiences, improved CSR image within the community, trained workforce, more robust HR policies and systems</p> <p>Benefits for employees: paid employment; social inclusion, continuing professional development, upskilling and skill refreshment; community improvements</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
<p>To provide employment and training opportunities for marginalized or potentially marginalized groups.</p> <p>To develop robust HR policies and systems within businesses that encourage a diverse workforce</p>	
The challenge related to attracting marginal groups to the labour market	
Age discrimination within businesses. Low motivation levels amongst long-term unemployed making sustained engagement difficult.	
Key points for effective practice related to attracting marginal groups to the labour market	
Flexible training hours and locations. Training of long-term unemployed starts on a part time basis and over time builds up to a full time training schedule.	

Conclusions and recommendations

In just 7 years of existence Carlow Leader has managed to attract funding from a diverse range of sources including the European Union. Its social inclusion projects form part of a wider programme being implemented at European level, with funding from the EU, to address issues of inclusion within the workforce. Its ability to link into this wider work outside of Carlow highlights the relevance of issues it works on, and the potential for learning and disseminating its good practices.

Carlow Leader was chosen by the Department of Community, Rural and Gaeltacht Affairs for an official visit by the Portuguese Ministry of Agriculture as a Local Action Group of excellence, and as a model of best practice for agri-business and environmental projects.

Recommendations: Work with employers on workforce diversity issues should simultaneously tackle HR policies with a view to embedding a change in practices from this level.

Source of information

Carlow Leader <http://www.carlowleader.ie/>

Carlow Equal Employment Programme <http://www.carlowequal.ie/>

Date

February 2009

Country	Ireland
City	Dublin and Belfast
Name of the company	Irish Congress of Trade Unions 9
Type of the company [legal status]	Trade union
Number of employees	A more relevant figure is the number of members: 832,000
Main activity	
<p>ICTU is an umbrella organization for trade unions both in the Republic of Ireland and in Northern Ireland. Its role is to represent and advance the economic and social interests of working people; negotiate national agreements with government and employers; promote the principles of trade unionism through campaigns and policy development; provide information, advice and training to unions and their members; assist in dispute resolution between unions and employers; regulate relations between unions and ruling on inter-union disputes.</p>	
Background	
<p>In 1894 the Irish Trade Union Congress was founded with the aim of acting as the collective voice of organized Irish labour. In 1959 this body changed and became the Irish Congress of Trade Unions (ICTU).</p> <p>ICTU is the largest civil society organization in Ireland, representing and campaigning on behalf of 832,000 working people. There are currently 55 unions affiliated to it, north and south of the border. Its vision is <i>'to achieve a just society - one which recognizes the rights of all workers and citizens to enjoy the prosperity and fulfillment which leads to a good quality of life.'</i></p> <p>ICTU engages and works with government, employers, civil society organisations, voluntary groups and international bodies. It works on a range of projects and campaigns aimed at solidarity, fairness and equality. These include projects looking at reducing the gender pay gap and campaigns for equal rights of agency workers amongst many others.</p> <p>ICTU also pursues its vision of a just society at the EU and global levels. It is the sole Irish affiliate of the European Trade Union Confederation, the representative body for trade unions at European level. It is also affiliated to the International Trade Union Confederation.</p>	
Description of the CSR activities	
<p>1) <u>Disability Champions</u>: focuses on recruiting and training Disability Champions throughout the trade union movement in Ireland. Its aim is to build a network of representatives within trade unions that have knowledge and expertise on disability and employment issues. This network helps to implement, in a practical sense, the objectives of the National Disability Strategy and other recent equality legislation. Training for Disability Champions takes place over five days and includes topics such as equality legislation, equality policy in the workplace, disability awareness, assistive</p>	

technology, models of best practice in recruitment.

The Disability Champions project is run in partnership with FAS (Training and Employment Authority) and is recognised by FETAC (Further Education and Training Awards Council).

2) Workway: An IBEC/ICTU partnership initiative to increase employment opportunities for people with disabilities. The project focused on raising awareness and addressing barriers to employment of people with disabilities. The project's objectives included identifying barriers to employment from the perspective of employers and people with disabilities, involving all parties in finding practical solutions, imparting information to assist with the integration of people with disabilities, informing public policy makers and service providers of the implications for developing employment and training services.

A national committee for the project was established involving key players in the area of disability and employment. The project operated in four regions - Cork, Kerry, Galway and Donegal. Local networks were set up in each region, comprising of employers, union representatives, people with disabilities and relevant service providers. The network members shared their knowledge and perceptions of employment opportunities for people with disabilities. This allowed solutions to be found at local level to some of the barriers that exist for people with disabilities in relation to work.

3) Interact - Developing the Multicultural Workplace: The project was implemented in partnership with IBEC, Integrate Ireland (formerly the Refugee Language Support Unit) and FAS. It addressed challenges to developing a multicultural work environment where significant numbers of the workforce had limited or no knowledge of English. The project had two related elements of language support and multiculturalism/diversity support. It provided basic language skills training to non-Irish national workers, as well as language training for supervisors/managers/union officials to communicate effectively with non-Irish national workers. The project also provided training on managing diversity in the workplace.

Description of CSR practice

25 Congress Centres Network (CCN) across the country, north and south, offering a range of services to people who are unemployed as well as those in employment. CCN is the trade union movement's outreach into the community. The Centres provide training and advisory services to workers out of and in employment including the migrant labour force, unions, union members, and local communities (particularly those experiencing disadvantage and social exclusion).

ICTU works in partnership with different actors across Ireland and also internationally. For example it is working with partners in Finland (led by SAK, the Finnish trade union confederation) and Austria (led by an NGO working with migrant workers) on projects that share similar objectives.

Engages on a range of workplace issues such as gender equality (including in pay and leadership levels), training of lower skilled workers and promotion of work-life balance.

Runs campaigns highlighting inequality and promoting examples of good practice, such as in rights for agency workers.

Life Long Learning Initiative – based in the workplace, a network of trained learning volunteers provide advice and guidance to people who want on-the-job and/or off the job training and development. The volunteers help to identify work based learning needs and arrange for training to take place. The volunteers also provide advice and guidance on vocational training, further education opportunities and career progression for all workers.

Level of intervention	At all levels
Prospective users of CSR practice	Trade unions and employers who take part in CSR projects. Marginalized and potentially marginalized disabled people and non-Irish national workers. Existing employees who enjoy continuous personal /professional development and career training
Problem addressed	Discrimination of disabled people Language and cultural discrimination of non-Irish national workers Communication problems between non-Irish national workers and employers Alienated, disempowered, marginalized or potentially marginalized workers
Purpose of intervention	To help reduce unemployment and disadvantage amongst disabled groups and non-Irish nationals To create a pool of non-Irish national workers trained in basic language skills To positively change policy and practice in the workplace regarding disabilities To build a socially cohesive and diverse labour force
Context	Discrimination, exclusion and high unemployment of disabled groups and some non-Irish national groups
Steps of implementation	Many of the projects follow similar steps including a survey carried out with employers to ascertain existing policies, practices and systems within companies. The survey includes an understanding of attitudes towards migrant workers and disabled workers. Following analysis of this survey a range of appropriate awareness, training and support interventions are planned and implemented under the projects.
Duration	Disability Champions: ongoing Workway: 2001 to 2005 Interact: 2002 to 2004
Resources required	Investment in training with some resources made available through government initiatives. Some of the workplace initiatives, such as Disability Champions, are voluntary roles.
Indicators for monitoring	Number of businesses participating in the projects Number of Disability Champions recruited and trained Changes in disability policies and practices of participating businesses Recruitment and retention figures of disabled employees and non-Irish national workers in participating businesses Number of non-Irish nationals trained on basic language skills Number of supervisors/managers/union officials provided with language training to communicate effectively with non-Irish nationals Number of training sessions delivered on managing diversity in the workplace

Impact	64 Disability Champions in Ireland Workway: Development of nationally adopted Employment Guidelines
Critical issues	Global economic slowdown may lead to reduced business focus on activities perceived as “non-core” activities, such as those related to CSR
Lessons learnt	Changing policies and practices within businesses is more effective if done internally, for example through the use of Champions Language skills training is not just relevant for some non-Irish nationals but also employers in order for these groups to communicate effectively with each other in the workplace
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for business: motivated and loyal workforce, input from diverse experiences, improved CSR image, trained workforce, robust internal policies and systems</p> <p>Benefits for employees: greater awareness and understanding of disability and diversity issues, paid employment, social inclusion, continuing professional development and training,</p>	
Intended outcome(s) related to attracting marginal groups to the labour market [
<p>To provide employment, training and development opportunities for marginalized or potentially marginalized groups.</p> <p>To develop robust policies and systems within businesses that encourage a diverse workforce</p> <p>To improve understanding and communication between employers and non-Irish national workers</p>	
The challenge related to attracting marginal groups to the labour market	
Discrimination within businesses towards disabled workers and non-Irish nationals, particularly those with lower language skills	
Key points for effective practice related to attracting marginal groups to the labour market	
Ensure wide participation of employers in the design and implementation of the projects to get maximum buy-in. This will facilitate the work of Disability Champions to positively change internal policies and systems, and ensure wider employer participation in language and multicultural support work.	
Conclusions and recommendations	
<p>The projects are all implemented through a multi-partner approach involving private sector employers, trade union representatives, disability service providers, government agencies and with participation from local community groups. They have also received funding from various partners, which emphasizes project relevance to the issues being tackled by these different actors.</p> <p>The existence of a national network of voluntary trade union activists committed to helping marginalized workers, and willing to give their time and skills without charge, working as Disability Champions, has been an essential factor. Support for trade unions are expanding their role beyond what are often seen as core activities, is often not welcome by employers or governments.</p> <p>Free trade unions, recognized as a social partner, and therefore a powerful force for inclusion in the</p>	

labour market and implementing the Lisbon agenda.

ICTU has developed wide international links, particularly within Europe, and has ensured that its projects feed into and learn from similar work being undertaken in other countries.

Recommendations: Training and support should be made available to change policies and systems from within businesses, in parallel to external work to promote diversity and multiculturalism in the workplace.

Source of information	Irish Congress of Trade Unions http://www.ictu.ie/ Disability Champions at Work http://www.daveparr.co.uk/dc/ Workway project www.workway.ie
Date	February 2009

3.1.3 United Kingdom

Best practices United Kingdom

Case study № 1

Country	Scotland, UK
City	Cities across Scotland, mainly Glasgow and Edinburgh.
Name of the company	Laing O'Rourke Scotland (http://www.laingorourke.com/) part of the Laing O'Rourke (international) plc.
Type of the company [legal status]	Public Limited Company
Number of employees	23,000 people worldwide, 12,000 workers in the UK, 700 employees in its direct labour force in Scotland.
Main activity	
Construction. The company directly employs its staff across all aspects of construction from site operatives to niche specialists and recruits widely from a range of professional backgrounds. Laing O'Rourke aims to be a ' Total Solutions Provider ' to the built and infrastructure environment and working with clients from project conception through to delivery and on-going operations.	
Background [Give brief details of company, type of workers and social environment in which the activity/ies took place]	
<p>Laing O'Rourke plc is the largest privately owned construction firm in the UK with offices in the UK, Germany, India, Australia and the United Arab Emirates. R O'Rourke & Son was founded in East London in 1978 and acquired Laing Construction in 2001.</p> <p>The company delivers construction projects across lifestyle, social infrastructure, business and transport sectors and operates from three geographic hubs: Europe, the Middle East and Asia and Australasia.</p> <p>In terms of governance an overarching Executive Board (10 members, including 1 woman) is in place with each of the three regional hubs managed by a local management board.</p> <p>The company also has an advisory panel made up of academics and specialists which is consulted on issues relating to performance and investment and an information and consultation forum set up in 2006 to comply with European Directive 2002/14/EC and to provide a general framework for informing and consulting employees.</p> <p>The company recognizes and works with trade unions including the Union of Construction Allied Trade Technicians (UCATT), the General Workers (GMB) and Unite - the union. Globally the business has a turnover of GBP 2.1 billion (about €3.07 billion).²</p>	

² As at 3 May 2007.

Description of the CSR activities	
<p>1) Close involvement in the Scottish Bridges Programme - a specialist agency that helps refugees and asylum seekers living in Glasgow gain meaningful work experience within their field of expertise. The project also develops accreditation and up-skilling/work-shadowing schemes to help refugee professionals access sustainable jobs at the appropriate level for entry into the labour market and runs women's and youth empowerment workshops. http://www.bridgesprogrammes.org.uk/index2.html</p> <p>2) Initiatives to support long-term unemployed people such as the 'Upskilling the long-term unemployed into construction' partnership. This venture brings together local enterprises, job centres as well as industry training organisations to provide advice, training and help to long-term unemployed people in the hope of helping them to find a suitable job.</p> <p>3) Laing O'Rourke undertakes community liaison through open days and offers lifelong learning and staff mentoring initiatives to provide long-term unemployed people with the necessary skills for the job, as well as any additional support they might need to (re)integrate into the workforce.</p> <p>4) Targets school leavers and young unemployed people by involving them in 'New Deal' like programmes where they can undertake flexible, apprenticeship type training which has been developed with local training organisations.</p>	
Description of CSR practice	<p>The creation of a CSR department to implement relevant policies and to integrate them into the company's activities.</p> <p>Initiated 'New Deal' type schemes which aim to get younger and older workers as well as single parents into employment</p> <p>Running 'local' training initiatives (in conjunction with local providers) targeted at empowering marginalized people</p> <p>Working with trade unions, local government and an advisory panel to identify company, social and local employment needs</p> <p>Publication of annual Human Capital Corporate Responsibility Review, 2008. http://www.laingorourke.com/media-centre/human-capital.htm This is a detailed report on its workforce in terms of sex and age distribution, levels of qualifications and participation in training. Also Annual Report: http://www.laingorourke.com/docs/downloads/annual_review_2008.pdf</p> <p>Supporting skilled workers (refugees, asylum seekers) from other countries to gain the accreditation they need to work (and progress) in the UK labour market.</p> <p>Encourages existing staff to embark on continuing professional development (CPD) programmes and 'engage' with communities through voluntary work etc.</p>
Level of intervention	<p>The activity operates across the company and is led supported from the main board. It is therefore integrated into the general company practice and not a special project, or a temporary initiative, or undertaken by a small department operating on its own. This therefore means that it is a sustainable and mainstream practice.</p>

Prospective users of CSR practice	<p>Existing employees who enjoy continuous personal /professional development (CPD) and career training</p> <p>Local Government and related enterprises and regeneration schemes</p> <p>Marginalized (local – i.e. Scottish) young people, long term unemployed, women, refugees and asylum seekers.</p>
Problem addressed	<p>Staff shortages – from manual workers to skilled professionals</p> <p>Skill deficits</p> <p>Alienated, disempowered, marginalized or potentially marginalized workers, especially the longer term unemployed and refugees.</p>
Purpose of intervention	<p>To meet labour market shortages in the skilled professions</p> <p>To create a trained pool of labour which contributes to an increased supply of skilled workers for the construction industry.</p> <p>To look beyond narrow labour supply issues by encouraging the CSR department to develop a long term plan that considers not only company needs and the supply of skilled labour to the industry but also social inclusion issues related to its CSR position.</p> <p>To build a socially cohesive, but at the same time diverse, labour force</p> <p>To demonstrate commitments to CSR, local people, communities and those at risk of labour market exclusion.</p> <p>To provide flexible ‘on the spot’ training which enables former long-term unemployed people to access appropriate training at the right time rather than having to wait to join specific courses at set times. For example, 20 New Deal ‘clients’ were able to take part in a general training programme on construction operations designed and delivered by local education providers immediately they were recruited to work on a project.</p> <p>To help reduce local (Scottish) unemployment and disadvantage.</p>
Context	<p>High long term unemployment, high unemployment amongst marginalized groups, industrial restructuring, skilled labour shortages.</p>
Steps of implementation	<ol style="list-style-type: none"> 1) Challenging some of the mainstream views on employing marginalized or potentially marginalized workers. For example in 2004 the Head of CSR at Laing O’Rourke Scotland told the Scottish Trade Union Congress (STUC) conference on integrating refugees and asylum seekers into employment about his ‘very, very positive’ experience of working with refugees and asylum seekers. 2) Demonstrating awareness of how many employers are exploiting vulnerable workers by keeping them off the official books and paying them less than the national minimum wage. This was discussed at the same TUC conference. 3) Working with key stakeholders on needs identification and planning 4) Company participation in relevant local forums and committees 5) Working in partnership with relevant bodies and education providers

Duration	Ongoing engagement
Resources required	There is no identifiable and is aggregated data available. Clearly senior management time is required and some investment in training. However considerable financial support for training is available through various government initiatives (including the European Social Fund)
Impact	<p>Examples of the impact of Laing O'Rourke's policies include its GBP 13 million (€19 million) Glasgow Airport multi-story car park project where 46 workers (23% of the entire workforce) are former clients of the 'New Deal 25 Plus' scheme, which is designed for unemployed people aged 25 years and older .</p> <p>On its Cala Homes Glasgow Harbour project costing GBP 21 million (€30.9 million), the company took on five local people as apprentice joiners. In addition, 11 New Deal and two incapacity benefit clients were employed and were able to undertake a Scottish Vocational Qualification (SVQ) training programme in general construction.</p> <p>The company directly employed 36 long-term unemployed people on its GBP 13 million (€19 million) Gogarburn project in Edinburgh which involved the construction of the new worldwide headquarters for the Royal Bank of Scotland (RBS).</p> <p>The company recruited another two long-term unemployed people on the Edinburgh Airport multi-storey car park project.</p> <p>Laing O'Rourke also has 19 permanent resource efficiency technicians working across its various business units who were formally unemployed on a long-term basis.</p>
Critical issues	The construction industry is facing a very challenging period in the current global economic downturn, which means that the workforce levels may not be sustained.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>For the business, - meeting skill shortfalls, cost effectiveness, developing company loyalty and bonding, 'a lasting employment initiative which makes sound business sense', strong CSR image, motivated and loyal workforce. Input from diverse experiences:</p> <p><i>Different nationalities can also take a fresh approach to problems, because they've done it differently and are looking at it differently. They are always looking for cost effective solutions, because they may have had no choice in the country they're from. It's also quite invigorating seeing older engineers wanting to get out and work on the construction sites. They're technically aware but also very hands on. They want to be out there seeing it getting built. It seems to be the way they've been trained, whatever country they're from.</i></p> <p>For new employees, paid, sustainable employment; social inclusion, upskilling; continuing professional development; community improvements</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
To provide employment and upskilling opportunities for marginalized or potentially marginalized groups.	

The challenge related to attracting marginal groups to the labour market	
Initial engagement is difficult because of low self esteem, lack of skills etc	
Key points for effective practice related to attracting marginal groups to the labour market	
Flexible and relevant training related to immediate employability aims.	
Conclusions and recommendations	
<p>The communication strategy between trade unions, local stakeholders, and the advisory committee and within the company appears to be good – company publications are thorough and transparent. It also appears that the commitment to initiatives outlined here runs throughout the company. The initiatives are flagged up in the various publications of the Company and are underlined in the writing of senior management. Engagement with local projects – such as the Bridge Project - means that local expertise and knowledge can be utilized and partnerships developed.</p> <p>The company appears to have realized the value of an integrated programme that values its human capital and sees it as contributing to its efficiency and profitability. Therefore does not see its activities in the area of CSR as being primarily for good publicity, but sees them as integral to its business success.</p> <p>To generalize this model and transfer the achievements to other companies, it will be necessary to help identify and accept the “business case”.</p>	
Additional information	
The company has also upskilled and recruited six electricians who came to the UK as refugees through OTAR (Overseas Trades people Accreditation and Reskilling). A further five former refugees have been recruited through the Pathways to Employment for Professional Engineers (PEPE) initiative.	
Source of information	<p>Eurofound, the European Foundation for the Improvement of Living and Working Conditions, http://www.eurofound.europa.eu/about/index.htm</p> <p>Laing O’Rourke http://www.laingorourke.com/</p> <p>The Bridges Programme: http://www.bridgesprogrammes.org.uk/index2.html</p>
Date	January 2009

Country	UK
City	National coverage
Name of the company	Remploy
Type of the company [legal status]	Remploy is a Non-Departmental Public Body funded by the Department for Work and Pensions (UK government). It will receive a grant of £111m a year over the next five years.
Number of employees	Remploy is the UK's largest employer of disabled people with more than 3,000 employees at 54 manufacturing and service locations.
Main activity	
<p>Remploy has two main activities.</p> <ol style="list-style-type: none"> 1) It runs 30 branches in major UK cities and through them offers tailored support services to disabled people and those experiencing complex barriers to work. The employment services are targeted to the needs of both employers and employees. Services include development, training, learning and rehabilitation to help individuals prepare for, gain and remain in sustainable work as well as providing employers / partners with the skilled staff they need. Remploy has committed to supporting 20,000 people into mainstream employment by 2012/13 and is on track. In 2007/8 Remploy found 6,500 jobs for disabled people and those facing complex barriers to work - an increase of 27% on the previous year. 2) Remploy is also an employer of disabled people with 54 manufacturing and service business sites offering a diverse range of products and services to multiple private and public sector customers throughout the UK. It has businesses in the automotive, building, electronic, furniture, healthcare, packaging and service sectors. 	
Background	
<p>Disabled people make up a large and growing proportion of the working-age population: between 12 and 16 per cent in the UK depending on the definition used. Employment rates among disabled people are low, at around 40 per cent, and have remained stable. Of those who become disabled while in work, one in six lose their employment during the first year after becoming disabled. Getting work is much more difficult for disabled than non-disabled jobseekers and one-third of disabled people who do find work are out of a job again by the following year. (Joseph Rowntree Federation)</p> <p>Remploy was set up under the 1944 Disabled Persons Employment Act by Ernest Bevin (the Minister of Labour at the time) and was originally called the Disabled Persons Employment Corporation. Its first factory, which made violins and furniture, opened in Bridgend, South Wales in 1946 and mainly employed disabled miners. 'Remploy' was an early brand name which was originally registered by the Ex-Services Employment Corporation and was derived from 're-employ'. The name was fully adopted in 1946. From its beginnings the company developed a UK wide factory network which operated a variety of businesses and services but from the late 1980s, Remploy also expanded to help individuals find work with other 'mainstream' companies.</p> <p>Remploy supports people with all types of disabilities, health conditions and complex barriers to</p>	

employment. Disabilities range from people with physical and sensory disabilities, mental health conditions and learning disabilities. Anyone out of work and claiming disability, sickness or incapacity benefits is eligible to work with Remploy and to use its services.

Description of the CSR activities

Remploy engages in a number of CSR activities which are aimed at supporting disabled workers, who suffer considerable discrimination and disadvantage in the labour market including: Offering advice and guidance on employment to people with disabilities, running learning centres in its factories and branches, working with high profile companies as partners to encourage them to employ disabled workers.

Companies that wish to have a good CSR record find that employing disabled workers is a useful activity, and also candidates for positions supplied by Remploy are as good as non-disabled workers and if employed remained with the company 50 per cent longer than other employees.

Description of CSR practice

- 1) As an executive Non-Departmental Public Body (NDPB) Remploy complies with the central Government requirement to have in place a code of best practice for employees. The Code of Business Ethics draws heavily on the Government's CSR Model Code and its underlying principles.
- 2) Through its engagement with high profile employers as a supplier who employs disabled people, Remploy encourages firms in their CSR by helping them to consider their employment practices. For example the Dutch firm Akzo Nobel was reviewing its practices in the light of corporate social responsibility considerations. It became convinced by Remploy that there was a good business opportunity if the company's boxes were supplied locally by a Remploy Factory. Thus the original decision was not based on potential CSR results but on the ability of Remploy to deliver a service / product that the other required at the right price and quality. The companies now have a partnership which includes an integrated approach to training and the mutual use of training facilities. The partnership links into both businesses' overall strategies: for Remploy, it delivers its core aim of expanding employment opportunities for disabled people. For Akzo Nobel, one of its core business values is social responsibility. The partnership helps fulfil this whilst at the same time provides Akzo Nobel with the 'right' products and services. The boxes are made by a workforce mainly comprising disabled people, so the partnership provides employment for a group that is often excluded.
- 3) Remploy has developed three separate CSR equality schemes for Race, Disability and Gender and is now moving towards developing a single Equality Scheme for all six diversity strands: age, gender, disability, ethnicity or race, sexual orientation, religion or belief. The Equality Schemes have 3 year action plans attached to them and Remploy aims to embed the schemes in every aspect of its business planning, day to day management and working practices.
 - The Remploy Disability Equality Scheme (2006-9) has been developed through the participation of disabled employees, charities and focus groups of disabled service users. Remploy has drawn up a checklist of good practices:
 - involve disabled people in helping with training on disability.

	<ul style="list-style-type: none"> • train all managers on disability issues. • provide development and training for disabled people. • support disabled people to apply for jobs and check how many disabled people get them. • let disabled people know about jobs that are available at Remploy. • interview all disabled people who can do the job. <p>4) Remploy has developed a structured communication plan which aims to ensure that a 2 way communication takes place on key issues at local, business and organisational levels. A variety of methods are used from team and site briefings and meetings to newsletters.</p> <p>5) Involvement of the recognised trade unions takes place through a working together partnership, which includes openly sharing information and joint working at a national level on learning, health and safety and the organisational challenges that face Remploy.</p>
Level of intervention	At all levels
Prospective users of CSR practice	<ol style="list-style-type: none"> 1. Existing Remploy employees and service users in Branches and factories enjoy advice, guidance, continuous personal /professional development (CPD) and career training. 2. Companies with whom Remploy has partnership arrangements 3. Marginalised and socially and economically excluded disabled groups
Problem addressed	<ol style="list-style-type: none"> 1) The excluded and discriminated experience of alienated, disempowered, marginalized or potentially marginalized workers or people with disabilities. In the case of one: 2) The requirements of the Disability Discrimination Act 1995 3) The need for all companies to manage an increasingly diverse labour force and to be the employer or service of choice to Disabled workers and citizens. For example the Head of Employee Relations and Inclusion for Royal Mail said: <i>"Recruiting people from socially excluded groups provides opportunities to those who may otherwise not have the chance to enter mainstream employment. It also makes good business sense for Royal Mail to become more representative of the diverse communities in which we work."</i>
Purpose of intervention	<ol style="list-style-type: none"> 1) The business case. 2) To challenge disability discrimination 3) To build a socially cohesive and diverse labour force which reflects society 4) Compliance with anti-discrimination legislation (The Disability Discrimination Act 1995)
Context	Discrimination and labour market exclusion amongst marginalized disabled groups
Steps of implementation	Challenging mainstream views on employing disabled staff by positive targeting and engagement. Employing disabled people and encourage partners to do the same as part of their CSR. Once employed, ensuring motivation and progress through support and monitoring.

Duration	Ongoing. Remploy has now been in existence for more than 50 years and it is anticipated that it will continue for many more
Resources required	Resources are significant. While the Remploy factories do receive income, substantial government subsidy is still required.
Indicators for monitoring	There is a commitment to monitor and evaluate progress in the various Equality schemes
Impact	Powerful impact. Employers unanimous in the quality of Remploy training but also how partners can benefit in their CSR activities through engagement with Remploy.
Critical issues	There is a concern that the Remploy factories are not cost-effective (indeed many struggle to produce a surplus). There has recently therefore, been a process of 'modernization' and some factories have closed. There is a second tension or contradiction which reflects the sensitive debate about whether those with disabilities should be in mainstreamed or sheltered employment.
Lessons learnt	Sound practices of reflection and inclusion means that disability charities are supportive of Remploy. Remploy 'seems to get it right'.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>For the business, - all the evidence suggests that excellent employees trained by Remploy are an asset to the workforce. Also enable businesses to meet their CSR commitments: Caroline Waters, Director BT People & Policy said: "<i>The partnership we have formed with Remploy is enabling BT's Able to Work Programme to reach out directly to those communities furthest from the labour market.</i>"</p> <p>For employees, labour market engagement/employment, social inclusion, flexible and appropriate training</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
<ol style="list-style-type: none"> 1) To provide meaningful employment opportunities for marginalised or potentially marginalised groups. 2) To help embed disability into CSR practice of both Remploy and partners organisations 3) To promote the Social Model of Disability – the idea that being disabled is a social issue because of the barriers disabled people experience. This challenges prejudice and enables inclusion. 	
The challenge related to attracting marginal groups to the labour market	
<ol style="list-style-type: none"> 1) Discriminatory attitudes and practices prevail in society 2) Any costs associated with employing disabled workers i.e. the need to adapt physical space or make 'reasonable adjustments' cited in the Disability legislation can be prohibitive 3) Confidence in ability from disabled groups. In some cases the experience of school was very poor. 	

Key points for effective practice related to attracting marginal groups to the labour market	
1) Working with disabled employees and charities to identify needs and how to meet them. 2) Targeting disabled people 3) Creating a virtuous CSR circle with partners	
Conclusions and recommendations	
<p>Although Remploy has a traditional board made up of Executive and non-executive directors, it is fully committed to participatory and democratic engagement with employees, service users and charities to enable the identification of priorities and needs.</p> <p>Primarily though, the success of the Remploy model lies in the virtuous circle it has been able to create because it is a producer/supplier which, because of the nature of its workforce, is able to meet the CSR aspiration of its partners and clients.</p>	
Source of information	1) Joseph Rowntree Foundation http://www.jrf.org.uk/ 2) Remploy - http://www.remploy.co.uk/ 3) Direct Gov/UK government - http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/
Date	February 2009

Country	United Kingdom
City	National
Name of the company	B&Q
Type of the company [legal status]	Public limited company
Number of employees	38,000
Main activity	
<p>B&Q is Europe's largest home improvement and garden centre retailer - with more than 330 stores, 40,000 employees. It supplies products and services for every part of the home. From paint and pot plants to fully installed kitchens. From basic building materials, like sand and cement, to designer paint and wallpaper.</p> <p>In the UK, many home improvement activities, such as decorating, plumbing and installing equipment, are undertaken on the basis of "do it yourself", or DIY. Home improvement is a booming industry with an estimated £18.1 billion spent on DIY products in the UK last year</p> <p>B&Q is the market leader in this area. It is part of a larger company, Kingfisher Group, which has outlets in Europe, China</p> <p>The main activity of the company therefore is retail. Its stores are usually extremely large. Its largest UK store in the UK is at Trafford Park today. It is 15,649.5 square metres in size; that is three times the size of the football pitch at Old Trafford.</p>	
Background	
<p>The company is named after its founders – Richard Block and David Quayle - who opened the first B&Q store in Southampton in 1969.</p>	
Description of the CSR activities	
<p>In 1989 B&Q decided to open two stores staffed entirely by over 50s: one in Macclesfield and a second store in Exmouth. In 1989 it removed any set retirement age to allow employees to continue to work beyond 60 and also undertook an audit to remove other age barriers in employment.</p> <p>The company introduced flexible working, which means that a variety of shift patterns on our patterns are offered to employees. This is beneficial to the company as customer "footfall" - that is customers in the shop can vary dramatically throughout the day. It is therefore advantageous to have more staff at certain times or on certain days. 62% of the workforce has taken advantage of flexible working.</p> <p>B and Q are commissioned Warwick University, which conducted a survey of the Macclesfield store</p>	

in 1991 and benchmarked it against four other average B&Q Supercentres. The results validated the business case:-

- Profits were 18% higher
- Staff turnover was six times lower
- There was 39% less absenteeism and 58% less shrinkage
- There was an improved perception of customer service and an increase in the skill base of the staff.

In addition, every store has a diversity champion, a senior manager within the store and promotes the company corporate philosophy on diversity. All recruitment is based on ability to do the job not on any other relevant factors such as age (or sexual orientation, gender religious belief etc)

Description of CSR practice	Promoting a diverse workforce, including older workers, and in many respects have been excluded from the labour market as a matter of government policy for many years.
Level of intervention	National; the policy operates throughout the company
Problem addressed	Under UK law, age discrimination in employment became unlawful on 1st October 2006. However, in practice it is still widespread. 25% of workers aged between 50-69 have experienced age discrimination when looking for work or while in work. The cost to the economy of age discrimination is estimated at being between £15 billion and a £30 billion a year.
Purpose of intervention	To encourage older workers to apply for and remaining positions with the company. The company has benefits from valuable experience and knowledge. Older workers are able to advise customers on technical aspects of the products they are purchasing.
Context	In the 1980s, with manufacturing industries in severe decline, government policy was to encourage early retirement as a simple solution to reduce the national labour force. The target was a participation rate of 80% for workers over the age of 50 years. This has now led to a situation where the dependency ratio (the number of people over age 65 and the working population) means that funding for pensions in work is under threat. Age discrimination is also increasingly unacceptable, in a situation where discrimination on so many other grounds (religious belief, sexual orientation etc) has become unlawful.
Steps of implementation	B&Q diversity work forms part of its overall Corporate Social Responsibility (CSR). The company has a high level CSR steering group, chaired by the Chief Executive Officer. The company has a comprehensive diversity policy covering disability, gender, cultural background, sexual orientation or religious belief. The view of the company is expressed in the slogan “ diversity - our greatest asset” This policy applies to all aspects of employment including recruitment and

	<p>selection processes, opportunities for training, development and promotion, and Terms and Conditions of Employment.</p> <p>All managers receive training in this policy and its application.</p>
Duration	On going
Resources required	No special resources are earmarked for identifier for this CSR activity, as is mainstreamed in the business.
Indicators for monitoring	<p>Organisations exist, often employer led, to deal with different aspects of discrimination. Examples are the Employers Forum on Disability and the Employers Forum on Age. These are voluntary organisations, funded by the member companies. These organisations undertake research and produce rankings to assess which companies are performing best in their chosen area. B&Q has set aims for the year 2010 to achieve higher positions in these rankings. As these are externally assessed and evaluated, there is some objectivity in these.</p> <p>B&Q was a founder member of the Employers Forum on Age</p>
Impact	B&Q received the 2006 Retail Award for “Age Diverse Employer of the Year” in recognition of its achievements in the area of inclusion of older workers.
Lessons learnt	<p>B&Q adopted a positive attitude towards older workers two decades before discrimination on the grounds of age became illegal in the UK. By being a leader, they reap the benefits of having a more mature, more committed, more experienced workforce.</p> <p>This case study has implications for many European Union states where the population is ageing and demographic trends indicate that replacement rates are not being reached. In many instances the “solution” is seen to be increased migration and this has caused tensions in some member states.</p> <p>The possibilities of removing any fixed retirement rate and negotiating planned retirement rates from work as a way of filling labour market vacancies, needs to be considered. This consideration should bear equal weight with those of social justice.</p>
<p>Notes: B&Q employ an age diverse workforce of over 38,000 people, spanning from age 16 to the oldest worker who celebrated his 92nd birthday in November 2006.</p> <p>Age profile of B&Q employees – 2006:</p> <p>over 50 years old: 24%</p> <p>25-49 years old: 53.5%</p> <p>18- 24 years old: 18.5%</p> <p>under 18 years old: 4%</p>	
<p>Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market</p>	
<p>B and Q identifies discrimination as being bad for its business for the following reasons:</p> <ol style="list-style-type: none"> 1. It can cause stress, anxiety and illness and have a serious impact on the physical and mental well being of the individual worker. Clearly this is bad for the company, if 	

<p>workers take time off because of ill-health.</p> <ol style="list-style-type: none"> 2. It is unlawful, and can lead to poor morale, loss of respect for managers and supervisors, absenteeism, lack of commitment, poor job performance and resignation 3. It can damage the Company's reputation <p>The company therefore sees clear business benefits in its diversity policy, as avoiding these problems are beneficial to its bottom line.</p> <p>At the same time there is a positive benefit, as the company is able to access the skills and experience of a much wider range of individuals.</p> <p>Benefits for the employees are considerable. A very large numbers of workers over 50, following redundancy or loss of their job have given up attempting to find new employment because of age discrimination. The chance to work is not simply a financial benefit, but for many people work is a significant factor is maintaining contact with other people, providing social networks and meaning to their life.</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
<p>The objective behind practice is to attract more experienced workers, who will be more loyal and the company will benefit from their experience in advising customers.</p>	
Key points for effective practice related to attracting marginal groups to the labour market	
<ol style="list-style-type: none"> 1. Having a clear policy, communicated to all employees in an attractive way; 2. Having diversity champion in each store. 3. Ensuring that all recruitment is done on the basis of ability to do the job. 4. Consulting readily in closely with those marginal groups already employed to see what the company can do better. 5. Celebrating and publicizing the success 6. Celebrating and publicizing the advantages for the business. 7. Being a leader 	
Conclusions and recommendations	
<p>B&Q is the leading company in its market, which is quite competitive in the UK. The company was established that in 40 years ago and is now one of the largest employers. It works in the retail sector, where turnover rates of up to 30% are quite normal and the work is associated with low pay, low staff morale and poor levels of skill. Typically workers in retail have very few qualifications.</p> <p>B&Q has demonstrated that by seeing diversity as an asset, it has been able to recruit and retain a workforce with above-average levels of skill and commitment.</p> <p>As pointed out elsewhere, this has important implications for other European member states. Diversity and inclusion in the labour market is not a matter companies to think about when they are profitable, as an additional luxury. You can actually part of what makes a business successful and profitable.</p>	
Source of information	<p>B&Q website: http://www.jobs.diy.com/jobs/</p> <p>Where to work website: http://www.wherewomenwanttowork.com/women/default.asp</p> <p>Employers Forum on Age website: www.efa.org.uk</p>
Date	24 February 2010

Country	United Kingdom
City	National coverage
Name of the company	Marks & Spencer (M&S)
Type of the company [legal status]	Public Limited Company
Number of employees	71,000 in UK - 76% female
Main activity	
<p>M&S is one of the UK's best-known retailers. It offers clothing and home products, as well as premium foods, sourced from around 2,000 suppliers globally. It has over 600 UK stores, plus an expanding international business.</p> <p>M&S is the leading provider of womenswear and lingerie in the UK, and has large market share in menswear, children's wear and home furnishings. Overall, clothing and homeware sales account for 49% of business (it is the U.K.'s largest clothing retailer) and 51% of the business is in food, which includes fresh produce and groceries, and ready meals.</p>	
Background	
<p>The company was founded in 1884 in Leeds. It has been an iconic brand in the UK for many years although it is in a complete increasingly competitive market. It is definitely not the cheapest retailer, particularly in the food sector where it is undercut by the larger supermarket chains.</p> <p>Historically, the company marketed itself as selling only goods made in the UK. In recent years it has abandoned this policy. It was seen as offering quality goods but also value for money. Until the late 1990s, it was one leading and most profitable British companies. However for the last decade it has been experiencing many difficulties, with declining profits, falling share prices.</p> <p>Staff turnover is 27%, which is below the retail industry average.</p> <p>On Monday, January 15, 2007, Marks & Spencer launched an initiative, known as 'Plan A', covering a range of corporate social responsibility questions with a five-year plan programme and expected to cost £200million. It wishes to be seen as a leading socially responsible company.</p> <p>The plan covers "100 commitments over 5 years to address the key social and environmental challenges facing Marks & Spencer today and in the future" with the tag-line "Because there is no Plan B". The commitments span five themes: climate change, waste, sustainable raw materials, 'fair partnership' and health, with the aim that, by 2012, it will:</p> <ul style="list-style-type: none"> * Become carbon neutral * Send no waste to landfill * Extend sustainable sourcing * Help improve the lives of people in their supply chain 	

* Help customers and employees live a healthier life-style

Despite an 18% fall in the share price in January 2008, following publication of their latest trading statement, the company confirmed that they would be continuing with the plan, saying that there were 'compelling commercial - as well as moral - reasons to do so'.

Description of the CSR activities

Marks & Spencer launched Marks & Start, a programme targeted at a range of excluded individuals in 2002. (Explanation in note: the name of the programme “ Marks and Start” is a play on words; in the UK Marks & Spencer is often known as “ Marks and Sparks”)

The programme was subdivided into four sub programmes, aimed at a number of excluded individuals. These were:

- Ready for Work, targeted homeless individuals;
- Young Unemployed and People with Disabilities
- School Work Experience includes pupils from disadvantaged schools and communities, and children with special needs;
- Parents Returning to Work

This case study relates mainly to the homeless group, but similar procedures were followed for all the sub programmes.

Description of CSR practice

Stage 1: Selection of participants by voluntary agencies, monitored by Business in the Community (BiTC), a national organization for companies to support and promote involvement in community activities. The participants had to be in receipt of government benefits (Jobseekers Allowance, a weekly sum paid for six months to those who are searching for work.). Many homeless people have problems with drug or alcohol abuse and those wishing to participate in the programme had to be on a drugs or alcohol programme if appropriate;

Stage 2:

Two days of work preparation for the participant, a special programme called “Ready to Go”, run by specialized external organisations. This includes half a day for organisations to meet the participant and to find out more about issues around homelessness;

Stage 3:

Two week placement with an in-store ‘buddy’ who mentors the participant;
Participant is debriefed with the placement line manager;

Stage 4:

- Link to post-placement employment guidance, including an ‘Action Day’ to talk about next steps, putting people in contact with other relevant agencies such. Some participants were invited to apply for work at the store.

Level of intervention

The project took place nationally, at a selected number of the company's stores.

Prospective users of CSR practice	Homeless people
Problem addressed	Difficulties for homeless people to apply for or remain in employment.
Purpose of intervention	To provide experience of the labour market to homeless people.
Context	<p>Worklessness is a different concept from unemployed. The official number of those out of work in the UK is different from the number of those who might more actively seek a place in the labour market, but are excluded for many reasons. Worklessness remains concentrated in certain groups:</p> <ul style="list-style-type: none"> • men and women without partners (especially lone parents); • disabled people; • those with low qualifications and skills; • those in their 50s; • members of certain ethnic minorities (especially Pakistanis and Bangladeshis); • homeless people: over 150,000 people are officially classed as homeless, and perhaps another 400,000 are thought to be without a permanent roof over their heads. <p>Research conducted in 1997/98 on behalf of Business in the Community found that homelessness was seen by consumers as the second most important social issue that businesses should address. A group called Business Action on Homelessness (BAOH) developed a work placement programme called Ready for Work, with the aim of giving homeless people a chance to gain some experience, improve their self-esteem and try to help themselves out of the 'no home, no job, no home' trap.</p> <p>Business Action on Homelessness (BAOH) is a partnership between business, homeless agencies and Government. It aims to break the cycle of 'no job, no home, no job', by helping homeless people, or those at risk of homelessness, to gain and sustain employment.</p> <p>M&S were a key partner in this programme.</p>
Steps of implementation	<p>Pre-placement</p> <p>Placement</p> <p>Post-placement</p>
Duration	The programme commenced in 2001. Is continuing until now
Resources required	<p>These have not been quantified.</p> <p>Staff resources would be required to train and support the "buddies" in the time they themselves spend with the homeless person on the placement.</p>

	The external partner organization would also require resources for the initial recruitment and screening and the training before the placement.
Indicators for monitoring	<p>Number of placements offered</p> <p>Number of placements accepted</p> <p>Completion rates of those starting placement</p> <p>Number of those completing placements offered work with M&S</p> <p>A total of 600 placements were available between 2002 and 2004</p> <p>455 placements were offered and 305 were accepted by homeless people</p> <p>60% who started a placement completed.</p> <p>29% of those who completed the programme have moved into sustained employment (20% with Marks & Spencer and 9% elsewhere)</p> <p>85% participants reported increased motivation and commitment</p>
Impact	At a strategic level, Marks & Spencers' scheme tackled many of the issues facing workless and socially excluded individuals in the UK labour market.
Critical issues	This contribution to improving employment opportunity in the UK could be further improved through Marks & Start being better connected with existing policy frameworks, such as the government's New Deal programme, which guarantees a job or training to somebody unemployed for more than six months.
Lessons learnt	<p>The programme was reviewed and lessons learnt were:</p> <ul style="list-style-type: none"> • the programme needed to be embedded more firmly in daily operations and HR processes and procedures of Marks & Spencer, to help more effectively support the participants as well as maximize the benefits to the company; • HR procedures needed to be improved in the light of the programmes to ensure Marks & Spencer can fairly recruit successful participants; • it was felt that the timing of the <i>Marks & Start</i> programmes needed to be aligned with potential periods of recruitment; • more rigorous and demanding relationships with partners supplying participants were required
Notes: Marks & Spencer is the biggest single backer of the BAOH campaign and was committed to providing 600 placements for the Ready for Work scheme between 2002 and 2004. Their involvement rapidly expanded the scheme.	
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>The Marks & Start programme had clear business objectives:</p> <ul style="list-style-type: none"> • To raise the aspirations and employment prospects of participants, enabling them to move towards sustained employment; • Develop employee skills (through buddying) and improve employee commitment, loyalty 	

and pride in the company;

- Integrate community activity throughout the company;
- To provide a strong focus for external communications and to increase customer awareness of the Marks & Spencer CSR programme;
- Provide sources of recruitment.

It will be noted that the programme had benefits for the existing employees as described above.

For the homeless people, without work, the programme provided a unique opportunity, otherwise unavailable for work experience with a nationally reputed company. They were thus able to relearn the skills of participating in the labour market. A number were even able to go on to regular jobs in the company. Others were able to get work elsewhere

Intended outcome(s) related to attracting marginal groups to the labour market

The intended outcome was to provide high-quality work placements for homeless people.

Homeless people suffer from many problems which prevent their participation in the labour market. Many companies will not consider people for work unless you have an established address. Homelessness is often the product of relationship breakdown, mental health problems, or drug or alcohol abuse problems. Homelessness is situated with people who are seen to be social failures, and perceived as difficult to fit into a working environment. Homeless people themselves frequently have very low self-esteem.

Conditions for success in this case study were:

Ensuring that participants are motivated and fully prepared for the placement. The selection process is therefore particularly important.

In addition, the Ready to Go training, provided to the participants for two days, helped create good conditions for the placement. They helped to ensure that participants were aware of what the schemes involve and are ready for the workplace. Some found the Ready to Go training to demanding and realized that they were not yet ready for work, whilst others found that it helped them realize the possibilities arising from the placement.

The second key factor for success was quality and enthusiasm of the “buddies” - the existing employees. It was important to ensure that buddies were enthusiastic about the scheme and see that it has benefits for them as well through developing their skills. They require training and support as well as central guidance, as most of them had little experience of issues facing those who were homeless.

Conclusions and recommendations

If such programmes are to be replicated, a number of very clear steps need to be followed:

- establish clarity about the roles of the different agencies in the programmes;
- the participating companies and organisations should share lessons learnt from these programmes with other agencies and work together to continue to improve outcomes;
- Government and voluntary organisations working with excluded groups should seek ways to promote such private sector programmes into existing public policy frameworks.

Source of information	Business action on homelessness: http://www.bitc.org.uk/community/employability/homelessness/index.html The report <i>Marks & Start Opening the door to employment?</i> By Alexandra Jones, Max Nathan and Andy Westwood. Published January 2004 by The Work Foundation Marks & Spencer, <i>How We Do Business Report 2008</i>
Date	24 February 2010

Country	United Kingdom
City	London
Name of the company	London Borough of Camden (Local government)
Type of the company [legal status]	Public body (municipal authority)
Main activity	
The London Borough of Camden is a local authority in London with a population of around 220,000. It is responsible for all municipal services, except civil protection (fire, police)	
Background	
There are an estimated 20,000 to 25,000 refugees and asylum seekers in Camden, and 16,000 of working age, mainly from Somalia, Congo, Eritrea, Colombia, Sudan, Iran, Turkey, Afghanistan, Iraq and Poland and Roma people. Camden is a mixed inner city area, with many problems of poor housing, poor quality of jobs, and a very mobile population.	
Description of the CSR activities	
Description of CSR practice	<p>The project RAISE (Refugees Access Into Sustainable Employment) undertook the following measures:</p> <ul style="list-style-type: none"> * created a dedicated employment routes team for refugees providing specialist information, advice and guidance, and sustained job matching activities working closely with employers * empowered refugees to carry-out an evaluation and mapping of local English language service provision * campaign for a English for Speakers of other Languages (ESOL) strategy that incorporates the needs of refugees * piloted an ESOL course for the construction industry * piloted bi-lingual construction industry health and safety courses, and target the informal labour market * established pre-entry ESOL course for those who require additional support before entry to full level ESOL classes * set up a Refugee Doctors Club in North London and provided advocacy and support to refugee doctors on clinical placements within the National Health Service (NHS) * produced an Employers Toolkit giving practical advice on employing refugees, promoting diversity, and matching the skills of refugees with employers.

Level of intervention	Local - inner city area
Prospective users of CSR practice	Refugees seeking work
Problem addressed	<p>Enabling refugees to take part in London's economic life on equal terms with other Londoners is clearly fundamental to the aim of integration, and has been recognized by the London-wide government.</p> <p>Post-1990 refugees may comprise roughly five per cent of the city's total working age population, or about one in seven of London's working-age migrant population. But they are likely to represent a bigger percentage of those who are excluded from a productive role in London's economy, in particular from its labour market.</p> <p>Research over recent years consistently shows levels of unemployment and economic inactivity for refugees which are - nationally and in London - worse than for any other major social group, including any of the ethnic groupings defined by Census category:</p> <ul style="list-style-type: none"> • in 2002, a major UK-wide study for the Department of Work and Pensions (DWP) found refugees and asylum seekers had an employment rate of 29% – half the overall UK rate for ethnic minorities, with more temporary work and lower pay than the ethnic minority average; • among higher-skilled refugees and asylum seekers in London, the employment rate was found to be 37% in a 1998 survey – and as low as 18% for refugee women professionals surveyed in a 2002 report; • Analysis of 2001 Census data by country of origin shows an employment rate of 16% for London residents born in Somalia, the great majority of whom will have reached the UK as refugees, and rates below 30% for residents from several other countries associated with high refugee numbers.
Purpose of intervention	The aim of the RAISE partnership was to bring together organisations with different interests to work towards a common objective of pooling their skills and resources for the maximum benefit of assisting and sustaining refugees into employment. Together, the RAISE partnership addressed the barriers faced by refugees.
Context	Refugees are a “hard to reach” group, who are often long-term unemployed or underemployed through no fault of their own.
Steps of implementation	<ol style="list-style-type: none"> 1. A project application was drawn up and submitted to the European Union EQUAL programme; 2. A partnership was created including: <ul style="list-style-type: none"> • Training organizations from the state, private and “third” sector • Community organization • Refugee support groups • Refugee organizations, for example, Federation of Iranian Refugee

	<ul style="list-style-type: none"> • Health Authority • Adult education provide, Working Mens College • Construction Industry Training Board • London Borough of Camden (LBC) Equalities & Social Inclusion Unit • LBC departments, for example, Libraries, Personnel & Diversity Team, <p>3. Centres were established in LBC's public libraries and community centres (total: 29)</p> <p>4. Refugees were contacted and provided with the appropriate service by one of the partners</p>
Duration	September 2004 - December 2007
Resources required	GB £1.5 million (approximately 2.2 million Euros at that time)
Indicators for monitoring	Numbers joining the programme that progressed into training, work placement, or work. Estimated at approximately 35%
Impact	<p>RAISE demonstrated how a combination of ESOL and work placements can lead to paid employment including placements within council libraries and the local construction industry</p> <p>RAISE empowered refugees to deliver services for themselves, and gave them skills to do so.</p>
Critical issues	An injection of labour-power of the kind the UK has experienced from refugees in recent years is an opportunity. Asylum seekers with skill levels above the host society's average, like most in London, are only part of this picture. Equally important, the host economy cannot - unless its response is badly mismanaged - fail to gain from the arrival of tens of thousands of potential workers, whether they have PhDs or just energy and the will to succeed.
Lessons learnt	<p>The need for and effectiveness of work placement schemes - with the crucial employers' reference at the end - in helping refugees gain permanent, paid employment.</p> <p>A work placement breaks the vicious circle of "no UK work experience = no reference = no job = no UK work experience".</p> <p>Work experience contributes to higher self-esteem of participants; and employers realize that refugees made hard working and highly motivated staff.</p>
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Refugees represent a pool of skilled workers. 90 per cent are estimated to have been in work in their country of origin. Refugees include teachers, lawyers, accountants, civil servants, policemen and army personnel – all in short supply in the UK. For example, the British Medical Association (BMA) has drawn up a register of medically qualified refugees with the right to work. In</p>	

March 2003 nearly 850 people with medical qualifications recognized outside the UK had registered with the BMA Refugee database. More than half lived in London.

If those without the right to work were included, the number would be much larger, up to 2,000.

Refugees can help fill skill gaps.

For the refugees themselves, participating in the labour market will not only provide income, it will assist integration, and help deal with the psychological trauma of having to leave their country.

Intended outcome(s) related to attracting marginal groups to the labour market

Objectives were:

- To help refugees become “ready for work” – with the language skills, the recognition of the qualifications they had obtained in their country of origin; and with the skills to access the labour market – how to find jobs, how to behave at an interview.
- To increase employment amongst refugees in Camden so that the workforce is representative of Camden's diverse population.
- To engage with local, regional and national policy-makers to inform, influence and ultimately change policy.
- To provide information advice and guidance, signposting and job matching.
- To produce a toolkit including guidance on how to employ refugees, access qualification conversions, match existing skills to employer needs and promote diversity.

The challenge related to attracting marginal groups to the labour market

Why does refugee status entail a degree of labour market exclusion ? Research shows many factors converging to produce this problem:

- countries of origin: English is not prevalent in most of the recent major source countries; limited education, in some of them, for the communities who fled
- conditions of flight: long-term impact of persecution, clandestine flight and exile; chaotic arrival, dislocation and (often) weak links into London social networks;
- UK systems – asylum regime: formal exclusion from labour market during the asylum decision phase (since 2002); problems with documentation for employers, after the positive decision;
- UK systems - other major challenges: including inadequate provision of ESOL (English for Speakers of Other Languages); poor access to stable housing, health and other services; difficulty in recognising and converting foreign qualifications; easy access to alternative work in London’s informal (irregular) labour market;
- information and perceptions: including poor knowledge of services, entitlements and job search routes among refugees and/or their advisers; poor knowledge of rights at work; employer discrimination; banks’ reluctance to lend to refugees for enterprise development.

Key points for effective practice related to attracting marginal groups to the labour market

1. A national skills audit of refugees;
2. Speeding up the asylum process;
3. Issuing a welcome pack, work permits and much clearer documentation about the rights of a

<p>refugee or asylum seeker to study, volunteer and work;</p> <ol style="list-style-type: none"> 4. Review of central government active labour market systems 5. Improved ESOL and the New Deal; 6. Review of benefits to avoid the “benefits trap” – when people lose income by entering work, compared to government benefits. 7. Partnership between local authority organizations, the voluntary sector, specific local and national refugee organizations, health services, employers and trade unions 8. Providing work experience placements 9. Holding an employers’ conference. 	
Conclusions and recommendations	
<ol style="list-style-type: none"> 1. The leadership of the LBC was very important, as its resources and links were an asset. 2. The broad partnership of organizations involved. 3. A strong understanding of the conditions of refugees and acceptance of their rights. 	
Additional information	
<p>RAISE was part of a “WELCOME” partnership comprising three projects working in Theme A of the European Union Equal programme ‘facilitating access and return to the labour market’: Working Cultures (Denmark) Crowning Achievements (Netherlands) Refugee Access into Sustainable Employment (RAISE) (United Kingdom) All projects focused on supporting both refugees and immigrants.</p>	
Source of information	<p><i>Working with Refugees: Report of the Scrutiny Panel looking at Further Education, employment and training opportunities for refugees in Camden.</i> London Borough of Camden, July 2003</p> <p>LBC website: http://www.camden.gov.uk/ccm/content/business/regeneration-and-partnership/camden-in-europe/raise-refugees-access-into-sustainable-employment.en;jsessionid=08DFA75D22FD1D1D2F0FC905E84414B7.node1</p> <p><i>Asylum and Employment: Developments in the Creation of a Common European Asylum System</i>, Statement by Peer Baneke, European Council on Refugees and Exiles (ECRE), General Secretary at the Equal conference, Dublin, 1 April 2004</p> <p><i>Refugees and asylum seekers in London: a GLA perspective</i>, Greater London Assembly Policy Support Unit, September 2001</p>
Date	February 2009

3.2 New member states

3.2.1 Bulgaria

Best practices Bulgaria

Case study № 1

Country	Bulgaria
City	Panagyurishte
Name of the company	Assarel-Medet JSCo
Type of the company [legal status]	Private Joint Stock Company
Number of employe	Total: 1316 Gender: Male – 1060; Female - 256
Main activity [describe the main production cycle]	
Assarel-Medet is a joint stock company with a subject of activity – open pit mining and processing of copper and copper-pyrite ore, biochemical copper leaching and the related trade and engineering activities.	
Background	
<p>Assarel-Medet JSCo is established in 1991 on the basis of the mining and processing complex Medet, which began its activity on 29.12.1964 (to be closed at 1994) and the mining and processing complex Assarel – entered into exploitation on 06.12.1989.</p> <p>Assarel-Medet JSCo is situated on an area of 20 thousand decares, about 1000 m above sea level, 11 km north-west from the town of Panagyurishte and 90 km south-east from the capital of Republic of Bulgaria – town of Sofia, in the picturesque Sashtinska Sredna Gora Mountain.</p> <p>The company organizes for the first time in the world an effective open pit mining and processing of copper ore with a copper grade below 0.4%, and today on this road a lot of enterprises, built on similar raw material basis are running. From its establishment up to now Assarel-Medet is a main producer of copper and pyrite concentrates in Republic of Bulgaria and one of the biggest producers in Europe.</p>	
Description of the CSR activities	
Description of CSR practice	<p>The OSR implementation as part of the formal company policy is based on an Ethical Code and a Company policy document. HR department is in charge of the OSR practices.</p> <p>The company integrates in its overall policy activities related to Health and Safety, Environment, Human Capital and Sponsorship and Donation.</p> <p>The OHS and Human Capital policies are related to the HRM part of the overall policy on OSR.</p> <p>Some of the activities in OHS include:</p>

- The company has developed a “Targeted program for occupational safety and health conditions”, investing for its implementation almost 1 mln. Euro in a year.
- New equipment for emergency and rescue activities and modern medical appliances were delivered, which resulted in enhancing the readiness to save the health of the workers, if needed.
- Health services are provided to the employees through a medical attendant on 24-hour basis. Comprehensive preliminary and preventive medical checks of all workers are carried out, depending on the specific working conditions and the individual health status.
- The company provides free meals in a canteen and increases the value of the free food every year.
- Training on modern occupational safety and health was conducted and the knowledge of the company's management team was checked.
- A study by the National Center of Public Health Protection on the sick rate and health risk for the employees of “XYZ” JSC and the residents of the municipality was completed.

Activities related to HRD were related to the implementation of the adopted Personnel Training and Upgrading Program, as follows:

- Excellent conditions for professional development are created every year and the investment in this area is constantly increasing. The workers and employees are actively involved in the organized professional training sessions in order to acquire new knowledge, upgrade and enrich their professional qualification and skills.
- A total number of 354 courses and trainings were carried out for a year. 3,375 workers and employees participated in these trainings or 24% more than the planned participants for the whole calendar year.
- Attracting and integrating motivated young specialists to the team of Assarel through trainee and internship programs is another major element in the policy of the human capital development. "Internship 2007" with the approved 26 students was successfully carried out during the months of July and August for the fourth successive year. Opportunities for carrying out training, industrial, specialized and pre-graduation internships of university and high school students are regularly provided. 45 contracts for scholarships were concluded with university and high school students.
- The part time training of the company's workers and employees is also stimulated. A new approach for the provision of engineering personnel is the conducted for the first time tutoring course in Mathematics for the enrolment, after which 13 workers were accepted at the University of Mining and Geology.
- The existing appraisal forms for personnel assessment were improved in the following areas:
 - Specifying the evaluation scales and the importance of the individual criteria;
 - Specifying the texts describing the particular requirements on the separate indices;
 - Determining all key evaluation criteria;

	<ul style="list-style-type: none"> ○ Including indices for the results from the efforts. • The incentive system for proposals of the workers for improvements was updated aiming at even higher encouragement of the personnel proactiveness. • The improved life standard of workers and specialists is also related to the increase of their working capacity. In fulfilment of the corporate policy for healthy way of life and adequate relaxation, the company maintains a gym centre with modern equipment, which is used with priority by the workers and employees of Assarel. There are several sport sections: "Football, basketball and volleyball", "Ping pong, tennis and badminton", "Bridge, chess and backgammon", "Hunting and fishing" and "Tourism".
Level of intervention	The CSR activities are on company level and concern OHS, HRD and Environmental practices.
Prospective users of CSR practice	Existing employees Students
Problem addressed	Recruitment Difficulties of young professionals in finding jobs without professional experience
Purpose of intervention	To give opportunities to excellent young students to gain their first work experience that can help them find a job in their field of specialty.
Context	Difficulties of young students or graduates to find jobs due to lack of experience.
Duration	Assarel has implemented a scholarship program and internships of students at the company for the past 6 years.
Resources required	Training facilities and tutors.
Impact	45 contracts for scholarships were concluded with university and high school students in 2007. 31 students had their internship in 2008. 4 of them were hired by the company.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
The students are given the opportunity to practically train their theoretical knowledge in real working environment and to be hired. The company benefits from the opportunity to recruit skilled and educated young professionals.	
Intended outcome(s) related to attracting marginal groups to the labour market	
The expected outcome is to support the students in gaining working experience and to form a pool of well-educated and trained professionals who could potentially work for the company.	

Source of information	http://www.asarel.com/AboutUs.jsp?language=en “Progress Communication 2008” for the Global Compact Network Bulgaria Interview with Lilly Ignatova - HR Expert at Assarel-Medet
Date	April 2009

Country	Bulgaria
City	Sofia
Name of the company	SIA EAD
Type of the company	Private Joint Stock Company
Number of employees	Total: 100 employed and 50 with service contracts
Main activity	
Production of TV shows and other audiovisual products	
Background	
<p>The company was established in 1997. It creates and produces some of the most popular TV shows. It is the biggest producer of TV commercials for the Bulgarian and international advertising market. It has infrastructure for the production of 3D design and multimedia. It has a postproduction studio and complete TV equipment.</p> <p>The workers are TV show directors, cameramen, script writers.</p>	
Description of the CSR activities	
<ul style="list-style-type: none"> • Internships for students from Journalism Faculty • Hiring disabled youths for home work related to media monitoring 	
Description of CSR practice	The company looked for disabled young people at the Labour Office, who could be hired under a government employment encouragement programs.
Level of intervention	Company level, HRD
Prospective users of CSR practice	Disadvantaged young people
Problem addressed	Lack of young employees, particularly such with creative thinking
Context	Disadvantaged young people
Steps of implementation	<ul style="list-style-type: none"> • The company published job announcements on the web site of the Agency for Disabled and at the Labor Office • Out of 4-5 applicants, the company selected two persons – 1 male and 1 female • They were interviewed • The Research Department performed a training at the homes of the

	<p>disabled and gave them written instructions on how to do the media monitoring</p> <ul style="list-style-type: none"> • They were provided with notebooks
Duration	December 2007 – March 2008
Resources required	<ul style="list-style-type: none"> • Person from SIA responsible for the training • Trainers • Notebooks
Indicators for monitoring	<ul style="list-style-type: none"> • Opinion of the person responsible • Weekly reports
Impact	2 disabled youths were hired
Critical issues	<ul style="list-style-type: none"> • The procedures of the Labor Office were cumbersome, so in the end the company decided not to use the government program and hired the two identified disabled directly. • After a while, one of the persons declared he/she does not have to work, since they will receive benefits anyway.
Lessons learnt	The company encountered difficulties in finding the suitable people in the usual way, so it is of the opinion that in future it has to count on its own contacts with marginal groups and formulate its objectives in the announcement in a better way.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<ul style="list-style-type: none"> • Some of the tasks performed at SIA do not require the physical presence of the employee and do require long hours of watching TV, reading in the Internet, and listening to the radio. Such tasks are very suitable for disabled. • The company on the other hand can recruit young people, who can work and have contacts with the young staff of SIA in an environment of creative exchange of ideas. 	
Intended outcome(s) related to attracting marginal groups to the labour market	
The expected outcome was to create a network of youths for media monitoring tasks and help disabled people to find a job and become part of SIA's team.	
The challenge related to attracting marginal groups to the labour market	
Usually the places to look for unemployed disabled persons are the Labour Office and the Agency for Disabled. In the process of looking for the suitable applicants at these two organizations, the company found there is lack of interest and motivation by disabled to work, since they were receiving benefits anyway.	
Key points for effective practice related to attracting marginal groups to the labour market	
<ul style="list-style-type: none"> • Lack of education and motivation of disabled • Agency for Disabled is not proactive enough in supporting its members • Labour Offices have no capacity to support companies trying to include some of the unemployed and the procedures for government aid related to employment are too cumbersome for the companies 	

Conclusions and recommendations	
The idea of the practice was very beneficial for both the company and the disabled, since it helped the company recruit young and creative people and helping the disabled find a suitable and decent job.	
Source of information	Maria Mileva – HR manager
Date	April 2009

Country	Bulgaria
City	Sofia
Name of the company	Citibank N.A. – Sofia branch and Association Integra-BDS
Type of the company	branch
Number of employees	60 Male – 20 Female - 40
Main activity	
Corporate banking – multinational companies and institutional investors	
Background	
<p>Citibank is part of Citigroup, located in 140 countries with 100 million clients. The Citigroup implements its Corporate Citizenship vision through its philanthropy arm – the Citi Foundation.</p> <p>The Citi Foundation is committed to the economic empowerment of individuals and families, particularly those in need, in the communities where it works so that they can improve their standard of living.</p> <p>It fulfills this mission by providing grant support for programs that are aligned with the priority focus areas, promotes collaboration and effective use of philanthropic resources, engages the employees, and demonstrates impact and positive outcomes. It is particularly interested in supporting program innovations in the following priority focus areas:</p> <ul style="list-style-type: none"> - Microfinance and Microenterprise to help individuals and families improve their lives through economic self-sufficiency and reduce financial vulnerability - Small and Growing Businesses to create employment opportunities and support broad economic growth - Education programs that help improve quality and access to primary and secondary education in Citi markets internationally, and in the United States programs that increase the number of low-income and first-generation students who enroll in postsecondary education and earn a degree - Financial Education and Asset Building to help individuals and families develop the knowledge they need to achieve financial stability - In addition, the Citi Foundation works with its partners in its priority focus areas of Microfinance and Microenterprise, Small and Growing Businesses and Community Development to support environmental innovations and embed a "green" component within key areas of their work. <p>The CSR activities of Citibank in Bulgaria are part of the overall policy of Corporate Citizenship of the Citigroup.</p>	

Description of the CSR activities	
The particular action concerns a regionally organized (Bulgaria, Romania and Slovakia) Microenterprise Development Program for Women at Risk, implemented originally for 3 years, 2003 through 2006.	
Description of CSR practice	<p>The program was implemented together with Association Integra BDS. It is a nation-wide Bulgarian non-profit organization, concerned with education, qualification & training. The main idea of the organisation is to initiate, implement and support joint projects between Bulgarian and other international institutions in order to increase the quality of education and training at all levels and in all its forms.</p> <p>The role of Citibank was to provide the program financing, the small loans for the women and to partly staff the Credit Committees. Some volunteers from the Bank also gave lectures during the training.</p> <p>The actions included:</p> <ul style="list-style-type: none"> • Three-days Business Training Seminar on “Basics of business” • Providing a microcredit for starting or developing a small business • Free business consultations and monitoring for the period of the micro-credit payments • Organizing a monthly Ladies' Business Club
Level of intervention	Community level, business qualification for women at risk
Prospective users of CSR practice	Women at risk: single mothers, divorcees with young children, refugee women, women who are victims of domestic violence, women with alcoholic or chronically unemployed partners, women who are not able to re-enter the work force after maternity leave, women with disabilities, and women from ethnic (mainly Roma) minorities.
Problem addressed	Poor financial status and quality of life and hopelessness of unemployed women who have very little or no chance to come back to the labour market.
Purpose of intervention	To help disadvantaged women with entrepreneurial spirit who are struggling with poverty and unemployment by providing them with business training and consulting how to start a small business as well as with a micro-credit opportunity.
Context	The women were selected mainly from towns with big unemployment through announcements at labour offices and NGOs.
Steps of implementation	<ul style="list-style-type: none"> - Announcement - Selection. The selection criteria were for the women to be at risk, but motivated and to have entrepreneurial spirit; - Face to face interviews to check the above criteria; - Training. The 3-days training covered Business Basics (e.g. writing a business plan for start-up business, applying for a loan, etc.); - Loan Application. The women were given opportunity to apply for small loans at preferential interest (financed by Citibank and other sponsors).

Duration	2003 - 2006
Resources required	Training facilities, car, bus, notebook
Indicators for monitoring	Number of training courses – 30 Number of women trained - 720 Number of start-ups - 109
Impact	<ul style="list-style-type: none"> - Established relationships of trust with trainers and lecturers; - In the project course a lady's business club was established, where women meet and discuss different problems; - These women are not anymore disadvantaged - they have their own busines.
Critical issues	Labour Offices were not always helpful enough. Sometimes there were difficulties in having all invited come in time to the training.
Lessons learnt	How to work with people in need of special care.
Notes: The program continued after 2006, since the women that started-up their own business needed further business/financial training and support.	
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
Benefits for Citibank: fulfilling its mission	
Benefits for employees: forming a sence of belonging, learning usefull skills, having social life,	
Intended outcome(s) related to attracting marginal groups to the labour market	
The objectives were to empower and strenghten the capabilities of women at risk to start-up their own business and attain entrepreneural knowledge and skills, as well as financing for the start-up.	
The challenge related to attracting marginal groups to the labour market	
After several years the themes of the training had to change because the present labour market needs were different, as well as the place and the time of the training.	
Key points for effective practice related to attracting marginal groups to the labour market	
<ul style="list-style-type: none"> - Self-employment of (sometimes) long-term unemployed; - Going beyond ensuring employment, by empowering women to take their destiny in their own hands and work something they are good at, while earning their living; Skills upgrading and providing them with the basic financial knowledge to be able to manage their own business.	

Conclusions and recommendations	
<p>The practice was effective, since 109 out of 720 women started-up their own business and stopped being dependent on someone else to earn the money in the family. Now they have their club, where they can still get advice if they have difficulties or need some support, as well as share experiences about their business.</p> <p>In the presence of a global crisis, the women at risk are the first ones to loose their jobs. In that respect and knowing the success of the 3-year program, the same project could be re-implemented to mitigate the effects of the global crisis.</p>	
Additional information	
<p>Improve quality of life of women at risk;</p> <p>Capabilities strengthening of women at risk;</p> <p>Support for women at risk with some skills (knitting, sewing, etc.) to attain sufficient knowledge about the business basics, so as to be able to start-up their own small business.</p>	
Source of information	<p>http://www.citigroup.com/citi/citizen/</p> <p>http://association.integra.bg/en/about/about.php</p> <p>http://www.unglobalcompact.bg</p> <p>Interview with Galina Tomova – Citi Country Officer Assistant, Public Affairs Officer</p> <p>Interview with Dessislava Chalamova - Association Integra-BDS</p>
Date	April 2009

3.2.2 Romania

Best practices Romania

Case study Nº 1

Country	Romania
City	Constanta
Name of the company	Fantasy Mod SRL
Type of the company	Private limited responsibility company
Number of employees	100
Main activity	
<p>Fantasy Mod is a medium-sized textile company and the main activity is producing ready-made clothes for women and children. It is a provider of products created by famous brands such as Escada, Christian Lacroix, Dolce Gabbana, New Man, Zara, etc. It produces clothes under the own brand - „Flowers by Fantasy”, sold in its own shops in Constantza and Mamaia.</p>	
Background	
<p>The company started in 1994, with 3 people, and now it has over 100 employees, most of them women. The internal culture is based on respect for the partners and for the employees. It is constantly involved in several programs that have an impact on the community within the frame of social corporate responsibility programs.</p>	
Description of the CSR activities	
<p>FANTASY MOD considers that a company may be successful only if it works in a healthy and prosperous community. Therefore, 6 years ago, it started to cooperate with various local actors for supporting less favoured categories from the local community (Constanta county).</p> <p>It started with an initiative to train and employ young people without families (16 – 18 yrs. old) when reaching the age to leave foster homes.</p> <p>Consequently, the initiative was enlarged, to approach older long-term unemployed people (over 45 yrs. old).</p>	
Description of CSR practice	SC FANTASY MOD SRL trained and qualified more young people coming from local children homes and unemployed people over 45 yrs. old and helped them find jobs
Level of intervention	HR Department, training department, local level

Prospective users of CSR practice	Young people (18 yrs. old) coming from local children homes and unemployed people over 45 yrs. old
Problem addressed	<p>There are some gaps in Romanian legislation concerning the situation of children without family, when they turn 18. As children, the public authorities support their lives and education, according to the law for child protection. As they turn 18 yrs. old, they are instantly considered adults and therefore they have to start suddenly to support themselves. Some local authorities or NGOs offer them support for the transition period, but usually insertion on the labour market is difficult and the costs of life (rent, food, further education) are high for people with low qualification.</p> <p>A similar problem appears after a certain age, for people with lower qualification.</p>
Purpose of intervention	<p>Attract on labour market the people from marginalised groups</p> <p><i>Young people from foster homes</i></p> <p><i>Long term unemployed people over 45 yrs. old</i></p>
Context	Imbalanced labour market, relatively inappropriate qualifications offered during the initial formal education, skilled labour shortages
Steps of implementation	<p>Identification of the target group</p> <p>Selection of the persons for the qualification courses</p> <p>Training and qualification of the selected persons</p> <p>Finding jobs for the trained persons</p>
Duration	On going
Resources required	<p>The initiative started 6 years ago. At the beginning, resources needed were provided by Fantasy Mod and also by USAid, World Vision and World Learning.</p> <p>Training of older people is partially supported by Law 76 (Art. 85)</p>
Indicators for monitoring	<p>No. of trained people from foster houses</p> <p>No. of trained unemployed people over 45 years old.</p>
Impact	<p>Training of people from foster houses</p> <p><i>12 girls from the centre CRISTINA – Constanta</i></p> <p><i>12 boys from the centre DELFINUL – Constanta</i></p> <p>Training of older unemployed people (over 45)</p> <p><i>13 women / qualified as textile workers</i></p>
Critical issues	Labour market does not spontaneously assure equal opportunities to cover diversity and eliminate all other discrimination criteria. Both current employees and employers are to be considered when a job seeker from marginalised groups is to be inserted on the labour market.

Lessons learnt	Technical training is not enough when dealing with marginalised groups; a social approach should be considered, as they need support to enhance self-esteem and pride in what they are doing.
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
Benefits for the business: More skilled and dependable employees, meeting skill shortfalls; developing company loyalty; more production and export capacity; improvement of the image as responsible employer;	
Benefits for new employees: Job opportunities, support for evaluation and sustainable employment, upskilling;	
Intended outcome(s) related to attracting marginal groups to the labour market	
Contribution to the improvement of the community development	
The challenge related to attracting marginal groups to the labour market	
Qualified and stable workforce is not easy to find for an employer, therefore more attention to all stakeholders is required for reaching the desired level of company success	
Key points for effective practice related to attracting marginal groups to the labour market	
Risks: technical training, without social impact awareness, is not enough; costs are to be seen as long term investment in HR development	
Conclusions and recommendations	
Impact on local community may be provided only by creating partnerships between companies, local authorities and civil society.	
Source of information	http://www.fantasymod.ro/responsabilitate_sociala.htm
Date	January 2009

Country	Romania
City	Piatra Neamt
Name of the company	Trust Eurotherm (TET)
Type of the company	Limited Responsibility
Number of employees	95, out of which 31 women
Main activity	
TET was found in 1993 and it provides solutions for heating / cooling systems. The processes performed include design and supply of equipment needed to fulfil customer requirements. Additional technical services are provided to corporate clients (service, training for vendors and for service providers, logistics services).	
Background	
The company was developed during its 15 yrs of activity, building a strong organisational culture oriented towards employees' accountability and responsibility.	
Description of the CSR activities	
Description of CSR practice	<ol style="list-style-type: none"> 1) Evaluation centres for young graduates 2) Private grants for students with specialization in Equipment for Construction
Level of intervention	HR Department
Prospective users of CSR practice	Young graduates in search of the first job and students
Problem addressed	<p>Lack of adequate qualification of young graduates, adapted to specific job requirements</p> <p style="text-align: center;"><i>Staff shortages</i></p> <p style="text-align: center;"><i>Skill deficits</i></p>
Purpose of intervention	<p>Recruitment of adequate qualified young graduates</p> <p>Creation of visibility on the local labour market and of a relationship with potential job seekers for the construction industry.</p>

Context	Imbalanced labour market, relatively inappropriate qualifications offered during the initial formal education, skilled labour shortages
Steps of implementation	<ol style="list-style-type: none"> 1) Development of clear job requirements, jointly with internal relevant stakeholders, to highlight needs and specific knowledge and skills needed at the end of university studies 2) Demonstrating awareness on how many potential employees view prospective jobs and employers 3) Organisation of local centres for evaluation 4) Working in partnership with relevant bodies and education providers to select potential students for awarding with private grants
Duration	Ongoing
Resources required	Investment for grants, local costs for the centres for evaluation
Indicators for monitoring	number of hired personnel
Impact	6 evaluated participants and 1 hired person under 25 yrs. old 3 evaluated participants and 1 still on evaluation
Critical issues	Education level and expectations of the target group, lack of interest
Lessons learnt	Problems with highly specialized jobs
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for the business:</p> <p>Improvement of the image as responsible employer, meeting skill shortfalls, developing company loyalty, motivated and loyal workforce</p> <p>Benefits for new employees:</p> <p>Clearer recruitment process, support for evaluation and sustainable employment, upskilling;</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
More adequate expectations from the first job	
The challenge related to attracting marginal groups to the labour market	
Usually the seeker of the first job is not aware of own knowledge and skills, therefore own expectations are not balanced with the needs and requirements of the potential employer	

Key points for effective practice related to attracting marginal groups to the labour market	
Identify potential members of the target group Create the relationship with them	
Additional information	
http://www.eurotherm.ro/ilinca.php	
Source of information	Raluca Dabija, Euro Therm SRL (www.eurotherm.ro)
Date	January 2009

Country	Romania
City	Sibiu, Timisoara, Arad, Satu Mare
Name of the company	Continental Automotive Systems s.r.l.
Type of the company	Limited responsibility member of Automotive Systems Division of Continental AG
Number of employees	<p>3,750 employees in five facilities situated in:</p> <ul style="list-style-type: none"> Sibiu (Continental Automotive Systems SRL): 900 Timisoara (Siemens VDO Automotive S.R.L, ContiTech and Continental Automotive Products SRL): 1900 Carei (Phoenix): 700 Arad (Thermopol SRL): 250 Iasi (Siemens VDO Automotive S.R.L.) <p>Average no. of women: 28% (out of which 24% employed in R&D area and 32% in the production area)</p> <p>(Continental AG had around 150,000 employees worldwide in 36 countries – in 2007)</p>
Main activity	
<p>Continental is one of the world wide leading automotive components suppliers (electronics and mechatronics) - no. 2 in Europe / no. 5 worldwide.</p> <p>In Romania, it has more facilities involved in production (passenger and light truck tires, commercial vehicle tires, components for interior, chassis & safety, power train) and in r&d activities (to develop controllers for body, safety, engine and transmission applications, navigation systems and instrument clusters for future cars and trucks).</p>	
Background	
<p>Labour market faces with difficult situations at international level. This is why Continental is constantly oriented towards systematically investing in staff development, especially in young persons, starting with low level of education.</p>	
Description of the CSR activities	
<p>Continental offers future-oriented qualification and development opportunities in a global market, for less-educated potential employees.</p>	
Description of CSR practice	<p>Continental expands constantly its training and human resources development programs for various target groups, especially regarding the induction program for new plant employees, giving these employees the</p>

	<p>opportunity to underpin their career progress at Continental with recognized qualifications that are also relevant on the external labour market.</p> <p>Since 2003, Continental uses an approach called the “Integration at Work”, to address young people with limited educational achievements. The goal of the initiative is to introduce young adults to the working world. The focus is on candidates who in principle have the potential for a qualified professional training, but who do not yet have the prerequisite education for the training. Furthermore, development initiatives, training and further qualification programs are offered within the Corporation and its individual business units, to support less qualified employees.</p> <p>Therefore, Continental also gives those lower-skilled employees who demonstrate a willingness to engage in lifelong learning the chance to expand their education within the scope of the academic education program. Accordingly, employees can participate in offerings ranging from carefully developed intensive courses and workshops for expanding expertise through to Masters programs at the university.</p> <p>In this respect, Continental has established the Continental University in Romania, Sibiu campus on January 29, 2007. The cooperation agreement made with the Lucian Blaga University Sibiu opened up for both partners a wide range of attractive options for advanced training and ongoing education on an academic level as well as continuing professional development at an in-house level. This insures that university students benefit from the project equally as 650 local Continental employees. With this project, the company is now continuing its initiative for the creation of "educational bridges" in Eastern Europe as well, following the founding of "Continental Universities" in the US and Asia.</p> <p>The creation of "educational bridges" between academia and the company itself is a strategic aim of Continental's personnel management. The second Romanian campus to be opened is Timisoara.</p>
Level of intervention	Local and international
Prospective users of CSR practice	Young employees and potential employees, with lower level of education and qualification
Problem addressed	Continental needs internationally competitive labour costs and flexibility with regard to labour, in order to be able to respond to current market requirements. Therefore, it needs high level of qualification of full-time and part-time employees, including specific local approaches to deal with diversity and equal opportunities.
Purpose of intervention	The biggest challenges of HR Dept. are the recruitment of suitably qualified employees for the increasing international Continental locations and raising the proportion of women in specialist and executive positions

Context	Continental uses specific HR policies including age-related working hours, lifelong working, support for individual pension provisions, health promotion, individual advice and support at an early stage, participation in success, extension of working hours, flexible working hours, efficiency of working hours, securing low-wage sectors, qualification pact, training pact, labour organization, participation and mobility, communication and information.
Steps of implementation	<p>To adapt young unskilled employees, an “Integration at Work” initiative is applied, aiming first at full integration for one year in different working areas of the Company and work in a fixed working group under a mentor's supervision. Apart from learning technical skills, the participants to the programme also become acquainted with the social structure of the job in everyday business life and gradually take on responsibility. This way they have the opportunity to further develop and prove their readiness for training and work.</p> <p>Entry programs include two steps:</p> <ul style="list-style-type: none"> - Pro-MOTION, to retain talented interns in the company - Professional training - Classic commercial and technical training professions and dual commercial and technical study programs with a Bachelor qualification. <p>Complementary, young employees benefit from more other initiatives: summer practice internship, support to prepare graduation projects and to access master programs, private scholarship program.</p>
Duration	Ongoing
Resources required	Internal resources
Indicators for monitoring	<p>Continental uses “BASICS live” - a worldwide survey of all employees, with 37 standard questions for employees corporate wide (each division or plant adds extra questions, if needed). Among other things, the survey assesses overall satisfaction, management quality and the attitude of Continental employees.</p> <p>Participation in the survey is voluntary. Confidentiality and anonymity are ensured throughout.</p> <p>“BASICS live” was introduced in 2006 following a pilot project in 2004. It is generalized practice now, to be conducted every three years starting with 2008. In 2006, 80% of the employees took part. In the survey follow-up, 6,400 improvement measures were formulated and successfully implemented. In 2008 “BASICS live” took place in August and September. That year, the questionnaires, in 28 languages, were sent out to around 150,000 employees.</p>
Impact	First such project has succeeded in introducing 36 young people to professional training and the professional world, in Germany, in 2006. The project “Integration at Work” is by now an integral part of Continental's personnel policy.

Critical issues	Specialised personnel should be trained and developed on local basis, but using experience and tools available worldwide.
Lessons learnt	Use of innovation in HRD and afterwards transfer of innovation to reach all local facilities
Description of the benefits of having the CSR practice(s) related to attracting marginal groups to the labour market	
<p>Benefits for the business:</p> <p style="padding-left: 40px;">Access to local labour market, even if consisting of low skilled potential employees</p> <p style="padding-left: 40px;">Improvement of the image as responsible employer</p> <p>Benefits for new employees:</p> <p style="padding-left: 40px;">More skills and opportunities for insertion and development on labour market</p>	
Intended outcome(s) related to attracting marginal groups to the labour market	
Access to local labour market, even if consisting of low skilled potential employees, compared to actual needs of the employer suppliers (electronics and mechatronics areas)	
The challenge related to attracting marginal groups to the labour market	
Availability of needed human resources	
Key points for effective practice related to attracting marginal groups to the labour market	
Creation of a support system for local up-skill of the work force	
Source of information	http://www.conti-online.com
Date	January 2009

4 Conclusion

The reading through the selection of best practices in the field of Corporate Social Responsibility with the view of integrating into the labour market of marginalized work force brings to the following conclusions:

1. The State – the example of Denmark and Sweden shows that the state can play an active (even if supporting) role in the creation of integrative labour market thus supporting the efforts of the companies to implement the CSR principles into their development strategies and everyday work. Obviously the experience of the Nordic countries can be further investigated, analysed and customised.
2. The Social Partners and other Public Not-for-Profit Organizations – the examples from Ireland and the UK point out that they can contribute through different projects and campaigns aiming at solidarity, fairness and equality.
3. Multinational companies – pushed by the market and the consumer-protecting lobbying organizations they are one of the main driving forces for the spread of the CSR concept in countries with low law enforcement and lack of pressure from the local civil society.
4. Local big, medium and small enterprises – these are the anticipated beneficiaries of examples of best practices world-wide. Big companies obviously have the necessary resources – human and financial – to start the implementation of a good practice, to lobby at national level for promoting and supporting corporate social responsibility in the relevant country. The small and medium enterprises ensure the effectiveness and sustainability of responsible production.

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