



Making Europe a Pole of Excellence on CSR



CSR Europe's contribution to the European Multistakeholder Forum on CSR Brussels, 10 February 2008

Why we believe this Forum is important?

Today's crisis brings our financial, economic and governance systems to an unprecedented moment of truth. Time has come for business, investors, governments, civil society, academia and the cultural and spiritual communities to engage in a new round of "glocal" diplomacy to rebuild trust and hope in the capacity of business and all players to compete with integrity and contribute to shaping a fair and sustainable society.

Europe's strategy "To Make Europe a Pole of Excellence on Corporate Social Responsibility" (CSR), initiated by the European Commission in March 2006 and the European Plans for Sustainable Production and Consumption are at the forefront of such a cultural shift. Their success greatly depends on our capacity to build competitive advantage through more and sometimes unconventional partnerships. What is at stake is Europe's quest to serve its citizens, protect the environment and earn a just place in the world. Fortunately, more and more business practitioners across Europe around the globe, together with pioneering stakeholder organisations, have accelerated their efforts over the last 2 years to turn societal pressures and expectations into new opportunities for sustainable growth with inclusive engagement and equitable outcomes for all.

We strongly welcome the gathering of the European Multi Stakeholder Forum organised by the EC. It offers a **unique platform for dialogue**. It can also act as "clearing house" where company and stakeholder practitioners, social partners and NGOs, investors and public authorities can take stock and pool together their vision and values, their know-how and courage, their trials and errors to give a new push to corporate social responsibility. Our experience in 2007 and 2008 - through CSR Europe's initiatives, the European Alliance for CSR and in particular, the CSR Laboratories - has provided clear evidence on the "**power of collaboration**" when business and stakeholders co-build practical solutions and tools towards true and long-term value creation.

Our main contribution to this 2009 Forum will be CSR Europe's Toolbox launched on 4 December 2008. Capitalizing on two years of intense business and stakeholder cooperation, this CSR Toolbox is the starting point for accelerated action and innovation. Not only does it provide tools and practical recommendations; it also gives new hope that together we can nurture our societies and market systems through enlightened entrepreneurship and solidarity.

Work in Progress 2007-2009: The European Alliance for CSR and CSR Europe's Toolbox "Equipping Companies and Stakeholders for a Competitive and Responsible Europe"

Very much in line with the Forum recommendations (Final Report in June 2004), the European Roadmap on CSR (launched by CSR Europe in 2005) and the European Alliance for CSR (March 2006), the Toolbox is designed to equip practitioners with innovative business tools and network models on topics such as enhancing employability, mainstreaming diversity, investing in eco-efficiency and promoting innovation and entrepreneurship. This User Manual presents the outputs of the Laboratories divided into five broad themes of key importance to business and

society: creating an integrated workplace, developing human capital, engineering new business models, promoting sustainable production and consumption, and enhancing trust through open communication. The tools presented in this Manual, as well as the ongoing work of the Laboratories, are also included in CSR Europe's "Online Toolbox", which can be accessed through our website. By making them publicly available, we hope to illustrate the strategic necessity of CSR for long-term economic and business success. We aim to encourage other organisations to further develop innovative CSR practices with the goal to enhance both their own competitiveness and that of Europe. This Toolbox can be considered the starting point for our new project, the "Responsible Business 2020". We invite you and your colleagues to join with your peers and other organisations, gathered within the network of CSR Europe, to further build together a more sustainable economy in Europe.

Integrated Workplace

Mainstreaming Diversity in the Company. Fighting against discrimination and managing diversity, if part of the company's strategy, are key to business development and performance. L'Oréal, IMS-Entreprendre pour la Cité and CSR Europe launched this Laboratory to explore ways of mainstreaming Diversity Management within and across companies, focusing primarily on management processes across a range of diversity topics such as: recruitment, training, work/life balance, internal and external communication, evaluation, internal mobility, and Key Performance Indicators.

Diversity Management Tools for HR Managers

- A "Do's and Don'ts Guidebook" for company leaders, Human Resources (HR) and managers at all levels of the organisation to aid in the practical implementation of diversity and inclusion goals
- A 'How To Guide' for hosting Diversity Career Fairs as a way of diversifying the more classical recruitment sourcing for potential discriminated candidates
- A pilot session of a Local Diversity Event, which can be rolled out to other company subsidiaries in Europe

Read about this tool at: www.csreurope.org/toolbox/diversity

Equality between Men and Women. Increasing equality between men and women in the workplace is a priority both for governments and businesses. Building on CSR Europe's business-to-business working group on Women in Leadership Positions, Sodalitas and IBM Italia have explored how to support companies in the implementation of gender equality and work/life balance programmes by comparing the group's 10 key recommendations with the findings of a comprehensive study on the challenges faced by working women in Italy.

Practical Guidelines on Implementation and Management of Equal Opportunities Programmes

- Study on key barriers facing women in the workforce and in management roles in particular
- Guidelines aimed at granting career opportunities to women across different industries through practical support mechanisms, such as support and visibility to high potential women, coaching and mentoring schemes, committees and network implementation, work/life balance schemes

Read about this tool at: www.csreurope.org/toolbox/equality

Recruitment and Ethical Management of Foreign Workers. Foreign workers are one of the key resources available to fill certain skills gaps and contribute to economic development in destination countries. However, their professional mobility is often hampered by cultural, linguistic and bureaucratic obstacles. To help employers and civil society better coordinate support for immigrants, Obiettivo Lavoro and Impronta Etica have investigated how to overcome barriers faced by all parties at each step of the integration process of foreign workers.

Step-by-Step Guidelines for Companies and Stakeholders

- Guidelines outlining: legality of entry and permanence of workers into destination countries; suitability of foreign workforce to fill vacant positions; and actual ability of foreign workforce to fully integrate into host countries (i.e. overcoming cultural and linguistic barriers)
- Mapping of the opportunities and added value for both companies and stakeholders in working with migrants

Read about this tool at: www.csreurope.org/toolbox/foreignworkers

Wellbeing in the Workplace. Absenteeism, staff turnover, productivity and staff satisfaction are wellbeing-related concerns that many businesses struggle to overcome – and the costs of not doing so are surprisingly large. Johnson & Johnson and CSR Europe launched this Laboratory to support companies in addressing the essential aspects of a wellbeing promotion strategy, such as prevention, identification and support, and reintegration in to the workplace. This work directly supports the European Commission's 'European Pact for Mental Health and Wellbeing' (June 2008) which highlights the strong and direct links between mental and physical wellbeing and a competitive and responsible Europe.

Guide on Solutions to Wellbeing at Work

- Eleven straight-forward and practical tips for implementing a successful wellbeing strategy in any company, which can be used by human resource, health and safety and/or CSR managers
- Detailed analysis of the three elements of addressing mental health and wellbeing: Prevention; Identification & Support, and; Reintegration

- A collection of best practice examples to support the suggestions and recommendations of the Guidebook
Read about this tool at: www.csreurope.org/toolbox/wellbeing

Human Capital

Demographic Change. Regions and companies alike are faced with the challenge of confronting and properly addressing issues associated with demographic change, as many skilled people exit the workforce and population movements shift the demand for and supply of labour. The relevance to business strategy is clear, but until BASF, SAP and Evonik teamed up with econsense there was little preparatory work done in this field. The Laboratory, with supporting research from the Rostock Centre, has conducted an extensive study of the effects of demographic change in Europe and made the findings available through interactive online tools.

Interactive Maps to Measure and Respond to Demographic Risk

- Study of the EU's 264 regions calculating the expected changes in demography and their consequences on regional location factors such as labour productivity, human capital, R&D innovation and more, over the next two decades
- Online platform and interactive 'Demographic Risk Maps' to help companies and public authorities integrate demographic factors into long-term strategy

Read about this tool at: www.csreurope.org/toolbox/demographicchange

European Alliance on Skills for Employability. To enhance access to employment and to raise productivity, the EU needs greater and more effective investment in human capital and lifelong learning. Partnerships between businesses and stakeholders to raise employability skills is key to success. Microsoft, Cisco, State Street and Randstad have teamed up with Exin and Compia to build the foundations of employability through a network based on a "value chain" approach in which each partner brings its core competencies. Activities are run at the national level under the leadership of a European Steering Group. To date the Alliance has established seven national projects in Germany, France, Belgium, Luxembourg, the United Kingdom and Hungary, respectively.

Collaborative Model to Build Skills for Employability across Europe

- Increase the skill level of Europeans in the areas of information technology, technical ability and other modern employability-related skills
- Help develop curricula so that the process of skill creation becomes long-term and sustainable
- Support people in finding appropriate jobs, and in preparing for job placements
- Offer mentoring programmes, to help the transference of skills

Read about this tool at: www.csreurope.org/toolbox/employability

Skills for Employability Enhanced through Employee Community Engagement. KPMG, Citi and Freshfields Bruckhaus Deringer, with support from BITC/ENGAGE, have brought together organizations from across the UK and continental Europe to explore and demonstrate the value of employee community engagement (ECE) in terms of improving employability skills and competencies among disadvantaged and socially excluded groups.

Best Practices in Employee Community Engagement and Volunteering

- Examples of outstanding ECE programmes involving cross-sectoral collaboration in Europe
- Strategic insight on the value of this form of community investment, its impact on both the business and society and how this is measured, its contribution to the EU Growth and Jobs agenda, and its role in delivering companies' corporate responsibility commitments
- A newly launched website that hosts the findings and case studies of the Laboratory as well as an online toolkit enabling employers to deliver effective employee engagement programmes and policy recommendations

Read about this tool at: www.csreurope.org/toolbox/ece4employability

Enhancing Science Education in Schools. Science in Schools is a long-term strategic programme launched by IBM for aligning industry and government interests to increase the number of graduates entering careers in science and engineering. The priorities include: providing teachers with opportunities to gain first-hand experience of how Maths, Science, and Technology (MST) are applied in a wide range of jobs; fostering curiosity and interest in science among primary students; and focusing on developing girls' interests in MST subjects. By collaborating across companies and with key stakeholders, the network builds on the work of individual organisations to achieve additional impact.

Collaboration across Companies to Enhance Science Teaching in Schools

- Collaborative networks with 30 organisations and MST education groups established in 10 countries (Austria, France, Germany, Ireland, Italy, Portugal, Netherlands, Spain, Sweden and the UK)
- Activities appropriate to the local context in each country and best practice sharing across Europe
- Online briefings for teachers and short teacher placements in industry
- Activities for schools under the umbrella of Engineers Week in spring 2009 to leverage existing company programmes

Read about this tool at: www.csreurope.org/toolbox/scienceinschools

Stimulating an Entrepreneurial Mindset and Promoting Entrepreneurship Education.

Entrepreneurial skills and attitudes are not sufficiently encouraged amongst young people. This has a negative

impact on the long-term success of European economies. BUSINESSEUROPE initiated this Laboratory to explore concrete pathways by which businesses could support entrepreneurship education and the creation of a more entrepreneurial mindset.

Good Practices in Entrepreneurship Education across Europe

- **Collection of best practices in the field of entrepreneurship education, focusing on innovative initiatives that actively involve businesses and/or business organisations**
- **Facilitation mechanism for connecting business volunteers and enterprise education programmes to ensure closer collaboration between companies and umbrella organisations such as Junior Achievement (JA) and the European Confederation of Junior Enterprises**

Read about this tool at: www.csreurope.org/toolbox/entrepreneurship

(R)Evolutionary Business Models

Sustainable Business at the Base of the Pyramid. (BoP) projects are already in progress in many developing and transitional economies. Their focus on job creation, environmental sustainability, community support, and poverty alleviation indicates that BoP initiatives are naturally aligned with the UN's Millennium Development Goals. Yet there is little cross collaboration between developmental agencies and private-sector BoP initiatives. CSR Europe, IMS Entreprenre pour la Cité, Groupe Danone, Microsoft, Unilever and Vodafone launched this Laboratory to identify synergies and to explore opportunities to deepen collaboration between companies and other public and private actors.

Partnerships to enhance Communities and Businesses at the Base of the Pyramid

- **A Working Paper to explain BoP concepts and operations while exploring potential synergies between these initiatives and the European Commission's development policies**
- **A listing and explanation of the best practices of participating companies, to support the recommendations of the Working Paper**
- **A strategic meeting hosted by European Commissioner Louis Michel together with heads of European Commission delegations and companies willing to co-develop experimental Base of the Pyramid projects with high potential of replication**
- **The EU-Africa Business Forum will act as an incubator and accelerator for Base of the Pyramid initiatives**

Read about this tool at: www.csreurope.org/toolbox/baseofthepyramid

Responsible Supply Chain Management. Companies are increasingly cooperating with their suppliers to support their internal CSR capacities. This is not an easy task, as business has to cope with a myriad of environmental, social and governance (ESG) standards and other challenges. Hewlett-Packard, L'Oréal, Titan and Volkswagen, supported by CSR Europe, the Business Social Compliance Initiative (BSCI) and the Hellenic Network for CSR, have developed a basket of materials available online to help supply chain practitioners enhance their CSR capabilities.

Web Portal for Responsible Supply Chain Management

- **Key elements of a responsible supply chain management process**
- **User-friendly access to key international standards and principles**
- **Reference materials towards a responsible supply chain system**
- **Background information on issues such as overtime and child/forced labour**

Read about this tool at: www.csreurope.org/toolbox/supplychain

Financial Inclusion: Sustainable Service for Underserved Potential Customers. Underserved potential customers including migrant and temporary workers, low-income families and micro and social enterprises represent an opportunity to improve financial inclusion in the banking sector. Associazione Bancaria Italiana (ABI) and Sodalitas embarked on this topic in order to identify the barriers which keep 'un-banked' and 'underserved' segments of society from full integration into the social and economic fabric of Italy.

Research Findings and Best Practices on Financial Inclusion

- **Three surveys to assess both demand-side potential (e.g. migrants excluded from mortgages) and supply-side potential (e.g. bank services tailored to meeting the needs of vulnerable people) of the Italian banking industry**
- **Two comprehensive reports, based on the survey findings, to support the development of innovative and cost-effective approaches in product offering, service delivery and risk assessment**
- **Best practice examples from banks, public authorities and civil society**

Read about this tool at: www.csreurope.org/toolbox/financialinclusion

Business' Involvement to Enhance Social Inclusion at a Local Level. Particularly difficult in many European communities is the ability of vulnerable and low income citizens, migrants, under-skilled workers and youth to become active participants in society and in the wider economy. European savings banks, with their vast network and proximity business approach are well placed to identify and respond to community needs. Drawing on the collaborative work of its members, the European Savings Banks Group (ESBG) has explored the key success factors and lessons learnt from business involvement in local social projects.

10 Core Principles to Support Social Inclusion: Success Factors based on European Savings Banks' Experience

- **Best practice methods by which businesses can facilitate social inclusion for the marginalised and disadvantaged**

- Focus on social entrepreneurship and the expansion of access to finance and financial services
- Focus on short- to medium-term support mechanisms that do not create dependency but foster independence and innovation

Read about this tool at: www.csreurope.org/toolbox/socialinclusion

R&D Innovation Networks involving SMEs. The importance of innovation to long-term sustainable growth is well established, as is the importance of the role played by SMEs in this process. Improving knowledge transfer between research institutions and industry across Europe and enhancing open innovation are also key focus areas of the Lisbon Strategy. ST Microelectronics, Bracco, Numonyx, and Sodalitas have joined forces with stakeholders – regional institutions and universities – to promote a culture of innovation and ensure that SMEs can benefit from knowledge transfer and gain access to advanced technology.

Model for Innovation Networks and “Enterprises x Innovation” Award

- Guidelines based on success factors and obstacles identified during a series of hearings and interviews with ‘role models’ in the sphere of open innovation leading to practical recommendations on how to enhance the effectiveness of network-based innovation programmes
- “Imprese x Innovazione” award programme, based on the EFQM framework, launched by Confindustria to celebrate successes and support the innovative actions of SMEs by reaching out to over 10,000 Italian SMEs

Read about this tool at: www.csreurope.org/toolbox/innovationnetworks

Sustainable Production and Consumption

Eco-Efficiency. Small and medium-sized enterprises (SMEs) are facing continuous pressure on cost containment for maintaining business sustainability. Very often the initial capital costs of investing in efficient energy alternatives are quite high, but the experiences of large industries prove that such investments can have a very short return on investment. Recognising this, ST Microelectronics, ABB, Telecom Italia, Enel, Indesit, and Sodalitas have gathered together eco-efficiency best practices from large multinationals and focused on making them transferable to SMEs.

Eco-Energy-Efficiency Check-up Programme for SMEs

- User-friendly eco-efficiency indicators, available in CD-ROM format, to help SMEs improve their eco-footprint
- Guidelines built on the principle of 3-E’s (Ecology, Efficiency and Economy) addressing issues such as: how to measure consumption; identify improvement areas; define benchmarks; develop action plans; and monitor progress

Read about this tool at: www.csreurope.org/toolbox/ecoeficiency

Environment and the Financial Sector. The financial sector, being at the heart of the modern economy, plays a key role in the initiation and facilitation of new environmental practices. The Confederación Española de Cajas de Ahorros (CECA), together with two of its members, Bancaja and Cajasol, have conducted a comprehensive study involving companies and stakeholders in order to create a better understanding of the direct environmental impacts of the financial sector.

Report on the Impacts of the Financial Sector on the Environment

- Research findings on the key direct and indirect impacts of the financial sector on the environment
- Information on industry-specific mechanisms to enhance profitability through lower costs and the securing of new business opportunities

Read about this tool at: www.csreurope.org/toolbox/environmentfinancialsector

Sustainable Marketing. Marketers, as communicators and influencers of culture, are in a gifted position to make a difference to their company’s Triple Bottom Line. However, marketing departments have traditionally been quite reluctant to integrate CSR and sustainability in their work. BT, with the participation of companies such as Dassault Systemes, Sony and Danone, created this Laboratory to provide marketers with both basic and more advanced tools to put sustainable marketing into practice.

CSR Europe’s Sustainable Marketing Guide and 4Ps for 3 Ps Online 3D Game

- The business case for sustainable marketing – concrete benefits to the company and quantitative data from consumers across Europe
- A toolkit with practical tools ranging from basic sustainable marketing audits to advice on embedding sustainability within the company
- An online 3D game enabling marketers to put themselves in the shoes of consumers to help start brainstorming on how to more efficiently communicate the environmental aspects of the products to consumers

Read about this tool at: www.csreurope.org/toolbox/sustainablemarketing

Communication and Transparency: Competing for Trust

Corporate Responsibility & Market Valuation of Financial & Non Financial Performance. While it is broadly accepted that environmental, social and governance (ESG) issues impact a company’s performance and share price, making this causal link in a manner useful for investors remains elusive and urgent. The work led by Lloyds

TSB and Telecom Italia – in conjunction with CSR Europe, the European Academy of Business in Society (EABIS, through the sponsorship of Microsoft, Unilever, IBM, Shell, Johnson & Johnson), Cranfield School of Management, European Federation of Financial Analysts (EFFAS), Eurosif and Observatoire sur la Responsabilité Sociétale des Entreprises (ORSE) – makes the case that better mutual understanding between companies and investors around the sources of nonfinancial performance is a key driver for more accurate analysis of long-term business value.

Framework to Bridge Communication Between Investors and Businesses

- **A European Framework, 10 principles, and recommendations designed to facilitate the communication of Environmental, Social and Governance (ESG) factors to investors**
- **Academic research and high-level multi-stakeholder consultations on linking core 'non-financial' performance indicators and 'traditional' financial indicators**

Read about this tool at: www.csreurope.org/toolbox/marketvaluation

Proactive Stakeholder Engagement. Identifying and engaging relevant stakeholders is a challenge faced by many companies, but one which is critical to the relevance, credibility and innovation of its activities. To support companies in this endeavour, Total, GDF SUEZ and Observatoire sur la Responsabilité Sociétale des Entreprises (ORSE) have used multi-stakeholder fora to better understand the current forms of engagement and the existing challenges.

Mapping of Stakeholder Engagement Practices

- **Mapping of successful and unsuccessful experiences of engagement between corporations and key stakeholder groups such as NGOs, local authorities, consumer groups and trade unions**
- **A Guidebook, based on both operational and high level input, to summarise the conclusions of the Laboratory's research and to provide options for innovative engagement mechanisms**

Read about this tool at: www.csreurope.org/toolbox/stakeholderengagement

Sectoral CSR Reporting. The tracking, comparison, and potential learning from CSR reports is largely hindered by a lack of standardised reporting, also at a sectoral level. The Confederación Española de Cajas de Ahorros (CECA), in partnership with Caja Granada and Caja Madrid, have addressed this issue by gathering data on the Spanish banking sector's current reporting practices and exploring possibilities to streamline reporting across CECA's network in line with the Sectoral Aggregate Reporting guidelines of the Global Reporting Initiative (GRI).

Standardised Financial Sector Reporting Framework

- **Recommendations to savings banks on what they should include, adapt or drop from their CSR reports in order to meet the G3 guidelines and to not overlap with other reported data**
- **Standardised reporting mechanism to increase stakeholder comprehension and transparency, based on a series of indicators focused on social, environmental, socio-economic and financial performance**

Read about this tool at: www.csreurope.org/toolbox/sectoralcsrreporting

Next steps and Recommendations

❖ CSR Laboratories

In 2009, CSR Europe will co-organise with its member companies, its National Partners and other stakeholder partners around **30 Road show Sessions** across Europe to disseminate and cascade the Tools of the CSR Laboratories.

New Laboratories are going to be set up by CSR Europe and other organizations such as Eurocommerce open to enterprises and stakeholders

Business and stakeholders are invited to contribute to the further **expansion** and implementation of Laboratory Tools and Recommendations.

We raise the attention of the European institutions and of all stakeholders to the final results and recommendations to come out in May 2009 from the European Laboratory on CSR and Market Valuation of Financial and Non Financial Performance. A consultation Report presenting a **European Framework for Company and Investor Dialogue** is already available on

❖ The Responsible Enterprise 2020

As shown through the European Alliance for CSR as well as through numerous other European and International initiatives, CSR is gaining momentum and the business community is developing significant and genuine efforts to contribute to sustainable development. Yet criticism of CSR in its current form has been apparent, often related to the lack of value that it generates in the enterprises and offering only a partial and short-term response to the full challenge of sustainable development.

To explore, inspire and support creative, innovative and strategic CSR, CSR Europe will set up a **European 2020 Platform** with a challenging task: looking towards 2020, defining a concept and framework for CSR development that supports companies in their endeavor to shift the focus from pure risk management to a more progressive and entrepreneurial approach that seeks to create value and identify sustainable opportunities for strategic innovation. The European 2020 Platform will bring together representatives from business, policy and stakeholder organizations.

The European Commission and seven **Governments** have already provided their support to this starting project. CSR Europe will extend the invitation to the **High Level Group of Government Representatives on CSR** to explore constructive cooperation.

The objective is to develop by **March 2010** the concept and framework for engaging and co-building with stakeholders on the topic of responsible business practice in the future

❖ European Commission

- Capitalising on the partnerships which companies and stakeholders have initiated, and based on the current and future recommendations and proposals of CSR Laboratories, it is critical that the Commission **acts more pro-actively as a broker between these companies and stakeholders and the relevant Commission DGs and services**. To reach impact and develop further consistency, the European Commission has a unique role to help expand and deep such collaborations and recommendations if it wants to better align the complementary efforts between policy objectives and initiatives, business innovation and stakeholder visions and expertise.
- Ensure a wide dissemination across the **European Commission delegations** of some outstanding CSR initiatives which can enhance Europe's objectives and policies e.g. on decent work, human rights, fair trade and development (see in particular the Laboratories on Responsible Supply Chain and Base of the Pyramid). Explore how business and stakeholders could contribute through best practice and sometimes unconventional partnerships in the Dialogues between the EU and other countries, regions and international organisations).
- In light with the European Competitiveness Report 2008, the European Plans on Sustainable Production and Consumption and the Post Lisbon Agenda, organise a high level meeting aimed to review the results of the **European Alliance for CSR** and to explore how its objectives, methodology and impact can be improved and transferred in order to "Make Europe a Pole of Excellence on CSR".
- Based on the recommendations and other outcomes from **European Multistakeholder Forum on CSR** in February 2008, CSR Europe would welcome an analysis by the European Commission on how it can facilitate further synergies between the Forum, the European Commission and other European institutions (including e.g. **the European Economic and Social Committee, the European Committee of Regions, the European Investment Bank**) in strategic areas where there is sufficient consensus and capacity for further dialogue and cooperation among European stakeholders. This analysis could be the basis for the new Commission to prepare with the Forum's Coordination Committee the practical next of the Forum.

❖ European Parliament

On 4 December, the President of the European Parliament stated that *"time has come for business, investors, governments, civil society, academia and the cultural and spiritual communities to engage together in rebuilding trust and hope in the capacity of business and all players to compete with integrity towards a fair and sustainable society"*. He very much welcomed the launch of the CSR Toolbox as *"a very promising framework to help mainstream Corporate Social Responsibility"*. Today, CSR Europe is better equipped and more ready to partner with the European Parliament also in response to his statement that *"regarding the European Parliament, our task is to explore together with you how we can forge better synergies between CSR innovations and all relevant European policies, thereby supporting and scaling up the objectives of the European Strategies for Growth and Jobs and Sustainable Development"*. See full speech on www.csreurope.org

Annex

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

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

Facts & Figures

Over **20000 individual users per month** of the CSR Europe's Website in January 2009
www.csreurope.org

More than **90 CSR practitioners** presented their **companies' solutions to CSR challenges** at the MarketPlace. The third MarketPlace saw an increase in the number of solutions related to **mainstreaming CSR** and **equal opportunities** – an encouraging development, as these two areas were

identified as needing further company investment in CSR Europe's "European Cartography on CSR" published in 2006. The third MarketPlace also featured a record number of solutions from companies in **Central and Eastern Europe**.



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

Facts & Figures

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

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

New Alliance Website and CSR Solutions Online

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

Facts & Figures

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

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

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

Facts & Figures

25 national partner organisations reaching out to 2000 companies across Europe:
www.csreurope.org

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



Engaging with Stakeholders

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

CSR Laboratories Engaging with Stakeholders

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

In addition, one of the Laboratories ("**Proactive Stakeholder Engagement**") focuses specifically on exploring innovative approaches towards stakeholder engagement.

Stakeholders at the European MarketPlace on CSR

Around **150 stakeholder representatives** attended the European MarketPlace on CSR, hosted by CSR Europe in November 2007. CSR Europe also invited an **international stakeholder panel** of 12 participants from academia, press, NGOs, consumer organisations and public sector to present awards for the five most outstanding CSR solutions and the four most outstanding CSR Laboratories presented at the event.

In his closing remarks at the MarketPlace, Mr David Grayson, Chair of stakeholder panel for CSR Laboratories, presented the following recommendations to further improve the Laboratories' potential to contribute to business culture and performance and stakeholder engagement:

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



Research Activities Involving Stakeholders

Research activities contributing to the Alliance goal of promoting multidisciplinary research and education on CSR regularly involve a variety of stakeholders. For example, between 2004 and 2007, Project RESPONSE coordinated by EABIS engaged nearly 1500 representatives from about 200 institutions, of which 20 were multinational corporations and 180 were stakeholder organisations. For more, please see the contribution of the European Academy of Business and Society which CSR Europe co-founded in 2002.

Stakeholder Dialogue at National Level

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