About AED
The Business Association for Development, (AED - Association Empresarial para el Desarrollo) is a non for profit business organization for the promotion of Corporate Social Responsibility and Strategic Social Investment, within Costa Rica’s productive sector, through practical guidance, capacity building, best practice exchange and partnership creation in key issues for development.

The organization adopts private public partnerships joining efforts from the business sector, government and NOGs in order to achieve inclusion and social cohesion.

Created in 1997 by visionary entrepreneur, Walter Kissling Gam, AED is the local chapter for international organizations such as United Way and the World Business Council for Sustainable Development, as well as Forum Empresa (CRS network for the Americas) and INTEGRARSE (Central American CSR Network). More recently, AED was also asked to assume the technical coordination for the Costa Rica Global Compact local chapter.

Mission
To promote a Corporate Social Responsibility culture that advances the sustainable development of Costa Rica.

International Partnerships
AED is the local chapter for the following international organizations:

Coalition of over 200 global companies for the promotion of sustainable development, economic development, environmental balance and social progress. It encompasses over 30 countries and 20 of the most important industrial sectors in the world, representing over 12% of the world’s GDP.

Global network of nonprofit organizations working in over 46 countries to promote the common good, concentrating mainly on education, income and health issues. United Way’s mission is to create lasting change on key issues-

Hemispheric alliance of over 20 business organizations for the promotion of Corporate Social Responsibility. It brings together over 3500 companies.

Integrarse:
Network of organizations for the promotion of CSR within Central America, through a regional shared vision of a socially responsible business model. Representing over 500 companies in Costa Rica, Guatemala, El Salvador, Honduras, Nicaragua and Panamá.

Technical Coordination for the Local Global Compact Network:
In order to advance in the incorporation of the national business sector to the Local Global Compact Network, AED was designated as the technical coordinator. The coordination includes developing actions to promote the Global Compact in Costa Rica and to join efforts with other international Global Compact Networks.
### Board of Directors

The Board of Directors and Board Committees gather representatives of member companies who dedicate hours of volunteer work to coordinate and advance areas issues within the organization, as well as creating general guidelines for technical staff.

- **Luis Javier Castro** – Mesoamérica  
  *Presidente*

- **Alexandra Kissling** – Corporación Rostipollos  
  *Vicepresidente*

- **David Gutiérrez** – BLP  
  *Secretario*

- **Alejandra Cobb** – Procter & Gamble  
  *Prosecretaria*

- **Yolanda Fernández** – Wal Mart  
  *Tesorera*

- **Gisela Sánchez** – Florida Bebidas  
  *Vocal*

- **Luis Gabriel Castro** – Porter Novelli  
  *Vocal*

- **Manuel Jiménez** – Grupo Nación  
  *Vocal*

- **Karla Blanco** – INTEL  
  *Vocal*

- **Roger Carvajal** – Grupo ICE  
  *Vocal*

- **Franco Pacheco** – Independiente  
  *Vocal*

- **Manuel Zúñiga** – Grupo Cuestamorcas  
  *Vocal*

- **Alberto Borbón** – Hulera Costarricense  
  *Vocal*

- **Phillip Gariner** – AVON  
  *Vocal*

- **Emilia Amado** – Independiente  
  *Fiscal*

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- Rocanica Vizquez - BAC Credomatic
- Paul Borremans - AVON
- Roger Carvajal - Grupo ICE
- Franco Pacheco - Independiente
- Silvia Castro - ULCIT
- Renée Lagos - Holcim
- Luis Mastroeni - Grupo Purdy Motor

#### COMITÉ ADMINISTRACIÓN Y FINANZAS
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- Roberto Tovar - Independiente
- Rafael Rodríguez - SC Johnson
- Alberto Borbón - Hulera Costarricense

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- Gisela Sánchez - Florida Bebidas
- Adrián García - Mesoamérica
- Alfredo Montalegre - BIC
- Ma. Pia Robles - HAYCOM
- Gabriela Lizano - Top Talent
- Freddy Fischer - Pacheco Coto
- Suzanne Fischel - Pacheco Coto
- David Gutiérrez - BLP Abogados
- Gabriela Morales - BLP Abogados
- Guido Goeaechaca - SCG
- Patricia Chico - Intel
- Mauro Quirós
- Laura Forzas
- Andrés Kello
- Andrés Hernández

#### COMITÉ COMUNICACIÓN Y MERCADO
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- Jorge Robert - Grupo Nación
- Ana Saborío - Porter Novelli
- Liliana Carranza - Deloitte
- Mauricio Garner - Garnier BBD
- Karla Chavez - Proxima Comunicación
- Marcos Blanco - La Tres

#### COMITÉ INVERSIÓN SOCIAL
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- Alexandra Kissling - Rostipollos
- Ana Elena Chacón - Deloitte
- Alejandra Cobb - P&G
- Mary Hellen Biañas - INTEL
- Maria Fernanda Morales

#### COMITÉ AFILIACIÓN Y RECAUDACIÓN
- Emilia Amado - Independiente
- Patricia Forero - Horizontes
- Ana Elena Chacón - Independiente
- Alexandra Kissling - Rostipollos
Our approach

Being part of AED is assuming a commitment with sustainable development within our country. Through the coordinated efforts of the business sector gathered in the organization, we work creating awareness, implementing and executing CSR strategies and business models, considering different stakeholders and promoting strategic social investment opportunities through private public partnerships aimed at creating greater inclusion and social cohesion.

The companies gathered in AED consolidate an alliance focused on best practice promotion in all three sustainable development areas: economic, social and environmental. This with the ultimate goal of being more competitive and effectively contributing to sustainability in Costa Rica. AED guides companies that are at different levels of implementing CSR business models. We work with multinational corporations with local operations, large, medium and small national companies; those taking their first steps and those that are already implementing large scale sustainability programs.

Business Development Services

Business Development Services are aimed at providing information, tools and methodologies that allow member companies to incorporate responsible best practices with in their business models. We provide services such as:

• Capacity building and training
• Best practice exchange and promotion
• Knowledge management
• Communication and Diffusion
• SME Unit
Capacity building and training

Capacity building and training services aim to guide member company efforts through workshops, seminars, public activities and courses in related CSR themes.

One of the main services is the self-assessment process, which drives companies to assess CSR practices and define a base line of sustainability practices within a company and is the starting point for a continuous improvement business model.

Following a model first developed for AED by INCAE Business School in 2004, the self-assessment tool was homologated with other Central American frameworks to create INDICARSE (Central American CSR Indicators). This way a new 7 area model was developed to guide companies in focusing their business strategy with CSR considerations such as Governance, Labor Practices, Environment, Responsible Sourcing, Responsible Marketing, Community and Public Policy.

For the 2012 process the framework was adapted to incorporate all considerations included in the ISO 26000 Social Responsibility Guide published on 2010. This new process allows companies to measure their compliance with regards to the expectations and actions included in each of the seven social responsibility core subjects.

Best practice exchange and promotion

Another important area within the organization is the promotion and exchange of best practices. A best practice is an action or course of action within a company’s strategy or business program that yields a positive result for the company and for its stakeholders. We promote best practice exchange, by identifying exceptional practices through the self-assessment exercise, which are documented in order for businesses to learn from one another. These practices are then shared through events, publications and other virtual means.

Knowledge management

AED is the local chapter for several international organizations. Its access to relevant information and top of the line CSR frameworks and methodologies makes it imperative that we manage specialized content through different means and make it accessible at a local level.
Communication and Diffusion

We also share information through a business directory, a best practice pool, toolbox and expert directory and more recently a CSR portal that allows us to manage and share specialized CSR and sustainability content.

The best way to do so is through our own website: [www.aedcr.com](http://www.aedcr.com) and Facebook profile: [Asociación Empresarial para el Desarrollo](http://www.aedcr.com).

We strive to communicate actions and CSR and Social Investment programs in order to strengthen an adequate concept and inspire other companies and sectors.

Each member company has a self-administered CSR profile in order to share their actions, programs, CSR news and events, as well as CSR Reports and other publications.

SME Unit

The SME unit aims to improve the competitiveness of small and medium enterprises through the joint efforts of member companies and other sectors working to improve conditions and create business opportunities for SMEs in supply chains.

The initiative aims to improve conditions for SMEs by helping them consolidate, grow, create new markets and use technology in order to become more competitive and ensure their sustainability.

We provide capacity building opportunities, tools and methodologies for member companies to work with their supply chain. We also work with sector chambers and government institutions catering to SMEs and entrepreneurs.

Social Investment Services

Social Investment has always been considered a means through which companies develop and improve relations with their stakeholders. AED works with member companies to better understand and develop strategic social investment projects in alignment with business goals, essentially separating social investment from philanthropic actions.

Apart from managing a variety of country wide initiatives, AED also offers member companies the opportunity to design and develop corporate projects and collective business initiatives to advance the common good and further economic, social and environmental wellbeing.

- **Country wide initiatives**

Country wide initiatives are projects that respond through a collective action, to some of the country’s most pressing issues, joining business efforts, with local and national government programs and civil society efforts. Through an agenda defined by the Social Investment Committee, AED tackles a series of key issues through projects that are sustainable and can be scaled through private public partnerships.
**Corporate Project**

Corporate Projects join company efforts through Private public partnerships with civil society and government actors in order to tackle a particular area of interest through a replicable and scalable initiative.

Every day it is more evident that social investment efforts have to be strategic. This is why we have developed a model that joins a company’s social investment projects with volunteer initiatives and employee payroll deduction funds to create a corporate project, aligned to the company’s core business or investment strategy.

**Payroll deduction program**

AED offers member companies the opportunity to use a payroll deduction platform to cannell employee contributions in a safe and simple way, offering high impact social investment opportunities through private public partnership initiatives.

100% of employee contributions goes straight to project implementation and is directed towards initiatives aimed at solving some of the country’s most pressing issues.

**Individual responsibility plataforma**

As part of their CSR efforts, a growing number of companies are promoting volunteer programs for employees. These programs include operative and professional volunteer initiatives. In many cases it is employees who are interested in creating volunteer opportunities within their companies. Corporate volunteer programs can be a valuable resource for businesses, especially if they are designed to be aligned with corporate strategies or are oriented towards minimizing a company’s social and environmental impacts. AED has created a virtual platform to help connect member companies with volunteer opportunities offered by different NGOs and social programs.

**Government Relations**
Within a private public partnership framework, a company’s ability to create strong relations with public institutions and local and central governments is a key factor towards generating scalable, replicable and sustainable programs.

Since 2008 AED has raised its public incidence profile by developing stronger relations with ministeries, local governments and other public institutions. This has lead to a greater ability to advance common agendas in key issues.

**Work Groups**

Work groups are capacity building and networking opportunities for member companies in specific topics. The groups are lead by an expert organization or company which provides methodologies, tools and content for each work session. They generally consist of 11 monthly session where participating companies commit to specific tasks in order to advance in particular topics. The working groups deal with topics such as inclusion for disabled people as part of the workforce, poverty reduction for employees, gender equity, eco efficiency, sustainable strategic alignment and alignment of company frameworks with global compact principles.

Collective projects join efforts from different companies and other sectors in specific issues that represent a common interest. They bring together a group of companies that want to rally around a private public partnership with public institutions in order to generate greater impacts and collaborate. One collective initiative is EMPLEATE a private public partnership to generate job opportunities for young people (17 to 24 years) in high risk communities that are neither working nor studying. The project is an initiative developed by the labor ministry and involves companies as strategic partners to better understand the training and skills needed to make these young people more employable. Participating companies must submit the profiles and job opportunities in order to train participants in soft skills and technical capabilities according to the specific profiles.
Another collective initiative is the FOOD BANK. It is a non for profit organization created by food and beverage member companies. The Food Bank receives in kind donations and distributes donations to social and community organizations catering to people living in poverty conditions or exclusion.

With this initiative, the business sector joins efforts in order to strengthen social organizations and NGOs committed to integral attention of under privileged populations.