BEST PRACTICES CATALOGUE in Corporate Responsibility
Wherever you see a successful business, someone once made a courageous decision.

PETER DRUKER (1909-2005)
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APPROACHING A DEFINITION OF
Best Practice in Corporate Responsibility
The generic concept of “Best Practice” refers to a systematised and documented experience that is based on the application of methods of excellence and/or innovation, which give added value to the performance of different management processes. For the first time, this concept was linked to social and sustainable development in the United Nations’ second Conference on Human Settlements “HABITAT II”, in Istanbul, Turkey, in 1996. The conference focused on debating ideas and adopting commitments to improve the environment and the quality of life of the inhabitants of an increasingly built-up planet. The reflection process showed a commitment to identifying urban policies and actions that, based on sustainability criteria, would prove to be effective at improving living standards in cities and villages. In 2001, the United Nations ratified its interest in the General Assembly, committing the international community to guaranteeing the effective presentation and the expansion of best practices and policies (paragraph 63 of the Final Declaration of the special session).

In order to fulfil this objective, the United Nations has created the Dubai International Award for best practices to improve living standards, the Best Practices and Local Leadership programme, the Latin-American and Caribbean Forum about best practices and the electronic library “Cities for a more sustainable future” (Cf+S). In these and other programmes, the United Nations specifies that its notion of “Best Practices” is that of “outstanding contributions to improve the quality of life and sustainability of our cities and communities” and identifies the following elements in its description:
1) They must have a tangible impact on people’s quality of life.
2) They must be the result of an effective association between actors from the public and private sector and civil society.
3) They must be sustainable from a cultural, social, economic and environmental point of view.

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

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

Through the combination of all these elements, this catalogue’s approach to the notion of “Best Practices” will be: “Initiative that proposes innovative, sustainable, relevant and effective ways of acting to create value for the company and some of its stakeholders, and that could be transferred to other contexts.”
CRITERIA FOR THE IDENTIFICATION OF Best Practices in Corporate Responsibility
The Club de Excelencia en Sostenibilidad has reached a consensus on a series of criteria to determine whether or not an action constitutes best practice. The basic elements taken into account were the same criteria adopted by the United Nations for its “Best Practices” awards. These criteria are not prescriptive (the organisation can either comply with them or not), for the appropriate identification of the best practice and they are based on the following premises.

- It should propose innovative ways of action within their context.
- Practice should arise from a necessity, clear or latent, of the organisation or one of its stakeholders.
- It should affect a key process of the organisation or one of its services/customer care activities.
- It should have a provable impact leading to tangible improvements in people’s quality of life in any of the proposed spheres of action.
- Other social actors should be associated with its development.
- It should be based on verifiable data or evidence in order to justify its necessity and prove its results.
- It should have a guarantee of continuity. A best practice has to be sustainable (economically, organisationally and technically) in the long term, until it is improved or replaced by another.
- All the people involved should participate, as far as possible, in its design, introduction and evaluation, and they should adopt the measure.
- It should carry on the possibility for exchange and repetition of experiences.
- Measures should be appropriate to local conditions.
- Gender equality and social inclusion: initiatives that accept and respond to social and cultural diversity and promote social equity and equality, for example in terms of income, gender and age, physical/mental states and recognise and value different abilities.
- Systematisation of the best practices allowing the experience to be repeated.
- Networking ability should be demonstrated: collaboration of (or alliances with) other organisations involved in or leading organisations in the design and/or execution of the best practice.
- It should have the support and participation of management.
Social entrepreneurship
Reasons for the project
For Santander Bank, investment in education and research is the best way to contribute to social and economic progress in the countries where it is present. Since 1996, the Bank has maintained a strategic alliance with universities through the financing and institutional support of projects that improve the teaching quality, promote research and technology transfer, favour the internationalisation of academic activity and support the introduction of new technologies.

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

Methodology
Collaboration with university and research institutions through bilateral agreements. 650 academic institutions have already received Santander support for the development of initiatives related to:
- Teaching projects
- Mobility and study support
- Research programmes
- University-Company relationships
- New technologies
- Global projects (Universia, Miguel Cervantes Virtual Library).
- Other initiatives: sport and cultural activities.

Measuring system
The trust that vice-chancellors, teachers and university students put in the bank. In response, the bank aspires to keep managing, globally, the institutional commitment to higher education and university students in all the countries and regions where it is present.
Points for improvement
The general improvement of the project is being pursued.

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

Repeatability of the best practice
The programme could be transferred to other countries and companies.

Internal benefits
• financial:
  3 million university intelligence cards issued.

• non-financial:
  Corporate reputation.

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

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

• non-financial:
  • Knowledge transfer
  • University internationalisation
  • Innovation
  • University management
  • Research
  • Teaching
Cepsa awards for social entrepreneurship

Social entrepreneurship

Prize-giving to NGOs that work with underprivileged groups so that they can carry out programmes proposed by Cepsa employees

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

Objectives and strategies
• **External**: to support persons and groups belonging to the most underprivileged sectors of the society in which it operates, helping to promote their social and work integration as well as their living standards.

• **Internal**: to promote supportive values, and cultural and educational development, involving employees as an essential part of the company.

Methodology
• **Initiatives presentation** by the “supportive benefactor”: one or various Cepsa employee(s) from any services company working at the “La Rabida” refinery (Huelva) present supportive projects from public and private institutions, NGOs and other groups. The proposals must be initiatives with a positive outcome in society and must contribute to improving the living standards of the most underprivileged groups.

• **Initiatives selection**: after all the projects have been received, a jury (made up of persons related to the field of social entrepreneurship as well as representatives of the company) decides which initiatives will be supported.

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

Specifically, in Madrid’s edition, two kind of projects are awarded: those which support the most underprivileged groups (in general), and also those that specifically promote the integration of disabled people into the labour market, as a result of agreements reached between Cepsa and the Adecco Foundation.
Measuring system
In three years, more than 830 persons have sponsored one of the 182 projects submitted.

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

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

Repeatability of the best practice
The aim is to organise these awards in Cepsa Portugal and in the Tenerife refinery (Canary Islands) in 2008.
This best practice could be repeated by any organisation, regardless of sector and size.
Another Smile Foundation
Social entrepreneurship

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

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

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

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

Best Practice details
Organisation
ISS FACILITY SERVICES.

Implementation location
The Republic of Ecuador.

Project tutor
Ramón Folch Soler,
CR Manager and Foundation Director.
ramon-folch@es.issworld.com

Stakeholders
Employees.
Society.

Resources employed
Euros: 180,000.
Hours: more than 3,000.

Participating organisations
ISS.
CC.OO.
UGT.
Codespa Foundation.
Populorum Progressio Ecuadorian Fund (PPEF).
Measuring system
- Quantitative, metrics depend on each project.
- Qualitative, through personal interviews in Ecuador, with the coordinators of the projects as well with the beneficiaries.

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

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

Repeatability of the best practice
Suitable for all kinds of sectors and companies; large companies and small and medium-sized businesses.
The action could be extended to suppliers, customers, family and friends.

Internal benefits
- non-financial:
  Greater feeling of belonging to the company and an increase in collaborative spirit between colleagues.

Stakeholders’ benefits
- financial:
  ISS employee contribution: 50,000 €. This amount is topped up by a financial contribution from the company.
- non financial:
  Social improvement in very run-down areas and support for women who are head of the family and who have children,
  - 371 direct and 1,700 indirect jobs.
  - Creation of an emotional link, not only between employees but also between employees and the company.
  - Job creation means:
    - Dignity.
    - Development.
    - Autonomy for the people and their families.
    - Opportunity.
    - Hope for a better future and subsistence.
    - Excitement.
    - Support for people and their dreams.
    - Increase in community self-esteem.

Another Smile Foundation
Social entrepreneurship

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

Social entrepreneurship

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

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

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

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

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

Best Practice details

**Organisation**
MRW.

**Implementation location**
Spain.

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

**Stakeholders**
Customers.
Suppliers.
Society.
Environment.
NGOs.
Public administration.

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

**Participating organisations**
MRW.
More than 6,000 non-profit-making organisations.
Points for improvement
Extend communication about MRW’s social entrepreneurship, involving national media in particular.

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

Repeatability of the best practice
MRW’s experience is transferable as a concept to other companies, showing that it is possible to help and gain at the same time.
The MRW management model has been the subject of a methodology “case” study on the masters programme at IESE and the Instituto de Empresa.
The MRW experience is also studied at the San Telmo University in Seville and has been presented through ESADE at Harvard University.

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

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

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

- **financial:**
  - 1.56% investment in general interest activities, including social entrepreneurship.

- **non-financial:**
  - Supporting communities’ social initiatives.
**Reasons for the project**

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

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

**Objectives and strategies**

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

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

**Methodology**

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

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

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

**Stakeholders’ benefits**

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

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

**Measuring system**

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

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

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

**Lessons learned**

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

**Repeatability of the best practice**

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

Competitiveness and innovation in products and services

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

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

Objectives and strategies
CETAqua’s objective is the development and undertaking of R&D&I projects in the field of the water cycle.

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

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

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

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

Best Practice details

Organisation
AGBAR.

Implementation location
Spain, France, United Kingdom, Chile.

Project tutor
Luis Ángel Gutiérrez, General Manager of CETAqua and Director of R&D&I for the Agbar Group. lgutierrez@agbar.es

Stakeholders
Customers.
Suppliers.
Society.
Environment.

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

Participating organisations
Agbar.
Polytechnic University of Catalonia.
CSIC.
Measuring system
- More than 20 collaboration agreements.
- Active participation in two international and four national networks.
- 34 people devoted to the development, implementation and management of projects.

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

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

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

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

Objectives and strategies

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

Methodology

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

Measuring system

- Number of km of autonomy.
- Electricity consumption.

Points for improvement

Increase the number of kilometres the tram can cover without needing overhead power cables.
Lessons learned
Business success and corporate responsibility are not only compatible, but also reinforce each other by opening up new business opportunities which respect the environment.

Repeatability of the best practice
Rail sector companies.

Internal benefits
- **financial:**
  Cost reduction (traction supplied by batteries).
- **non-financial:**
  Higher quality service.

Stakeholders’ benefits
- **non-financial:**
  - Preservation of protected city centres (Nice, Bordeaux, Ornans..).
  - CO₂ emission reduction. Use of stored, renewable energy.
  - Electricity supply to the tram by the ground, guaranteeing total pedestrian safety.
  - Visual impact minimised.

Rail transport solutions that respect the historical heritage of cities.
Competitiveness and innovation in products and services
Reasons for the project
For Bancaja to be recognised and differentiated from other financial organisations by pursuing customer relations based on effective customer care.

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

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

• Commitment application: applicable to all Bancaja customers on any domestic operation carried out in Spain. Professionals and companies, although benefiting from many of the introduced measures, are initially excluded from the compensation payments.
Corporate values: efficient customer care and ethics in relationships is transferred to the whole human team as one of the corporate culture’s values, the employee’s code of conduct and the management system, defining, at a very practical level, the principles that must govern the employees’ behaviour in their relationships with third parties.

Employee training: employees receive continuous training and a corporate guide and procedures manual is permanently updated in the intranet.

Monitoring and control: compliance levels are controlled quarterly, and improvement plans are worked out annually. Information: the improvement results and plans worked out are published and sent out annually.

Customer surveys: surveys are carried out annually so that customers can assess Bancaja’s commitment.

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

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

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

Repeatability of the best practice
Any kind of goods or services company.
SRI and BBVA’s Employment plan
Competitiveness and innovation in products and services

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

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

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

Objectives and strategies
• SRI management of the total fund*:
  • Reinforce BBVA’s SRI leadership in Spain.
  • Contribute to the promotion of SRI in Spain with the aim of aligning us with European and American trends.
  • Anticipate the increasing awareness of SRI standards among some of our stakeholders.
  • Incorporate sustainability criteria (social, ethical, environmental and from corporate governance) in the fund’s portfolio management and extend this practice to other Spanish funds.
  • Manage the extra-financial risks of the portfolio’s assets to improve its economic performance in terms of sustainability.

• PRI signature:
  • Take on this commitment fully.
  • Integrate PRI in the assets selection process and investment management of BBVA’s Employee Plan and its extension to the rest of the pension plans managed by BBVA Group (since the Gestora de Previsión y Pensiones, GPP BBVA, also subscribes to PRI).

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Best Practice details

Organisation
BBVA.

Implementation location
Spain.

Project tutor
BBVA’s Plan Control and Pension Fund Commission.
rrc@grupobbva.com

Stakeholders
Shareholders.
Employees.
Customers.
Suppliers.
Society.
Environment.
Third sector.
Multilateral organisations.

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

Participating organisations
BBVA.

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

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

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

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

Measuring system

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

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

Lessons learned

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

Repeatability of the best practice

BBVA’s example could be followed by other public or private employment funds.
The ecologically-designed “Love Planet” griddle
Competitiveness and innovation in products and services

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

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

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

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

**Competitiveness and innovation in products and services**

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

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

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

### Repeatability of the best practice
This methodology can be transferred to any business that develops products or services.

### Internal benefits

<table>
<thead>
<tr>
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</tr>
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<td>Environmental marketing arguments, with an improved assessment by society.</td>
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### Stakeholder benefits

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  - Better image for the Ufesa brand and BSH.

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  - Raising society’s awareness (about the importance of taking environmental aspects into account during the manufacturing life cycle and the major impact products have on the environment).
  - CO₂ emissions off-set derived from the product’s use.
**Assisting SME customers to prepare CR reports**

*Competitiveness and innovation in products and services*

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

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**Reasons for the project**

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

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

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

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

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**Objectives and strategies**

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

For Caja Navarra, this is also a key differentiating element in its strategy to be a reference point for social and financial innovation.
Methodology
The project consists of two services offered to the bank’s customers:
Firstly, the production of a CR Report free of charge. The report contains the following sections: strategy and analysis, nature of the report and company profile, social action through Caja Navarra’s civic account; Governance, commitment and stakeholder participation; performance indicators with economic, social and environmental sections; and improvement objectives. This report, a simplified version of the Global Reporting Initiative (GRI) model report has been created for more than 130 companies.
Secondly, the preparation, also free of charge, of a Social Entrepreneurship Report has been offered to the companies. This report collects together an extensive list of the social contributions made by every company through the initiative ‘you choose: you decide’. Nearly 1,900 companies have chosen this format.

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

Points for improvement
• Extend the initiative to more client companies.
• Improve the systematic practice of the initiative.

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

Repeatability of the good practice
This methodology can be transferred to any business that offers products or services.
Ideas 10 and Get integrated
Competitiveness and innovation in products and services

Gathering ideas to identify new improvement opportunities for products and services

Best Practice details

Organisation
CEMEX PLC.

Implementation location
Spain.

Project tutor
Francisco Asensio,
Sustainable Development Director. francisco.asensio@cemex.com

Stakeholders
Employees.
Suppliers.

Participating organisations
Cemex PLC.

Reasons for the project
- Avoid bottom-up ideas being left behind.
- Promote participation.
- Improve the bottom line.

Objectives and strategies
- Promote participation.
- Convert ideas into profitable projects.

Methodology
- Idea generation.
- Initial assessment of ideas and selection.
- Documentation.
- Selection of chosen ideas.
- Put best initiatives into practice.

Measuring system
Criteria for the evaluation of ideas:
- Degree of compatibility with group objectives.
- Degree of complexity of introduction.
- Financial potential.
- Competitive advantage.
Points for improvement
Encourage participation.

Lessons learned
Innovative ideas have to be put into practice.

Repeatability of the best practice
In all kinds of sectors and companies, in both large companies and SMEs.

Internal benefits
- **non-financial:**
  Talent recognition.

Stakeholders' benefits
450 people have been able to express and share their ideas.

- **financial:**
  Projects introduced.

- **non-financial:**
  - Having at their disposal the necessary resources to demonstrate the viability of an idea.
  - Having more visibility inside the company.
  - Having a certain level of autonomy to do what they wish.
  - Belonging to a community.
  - Participating in training and information distribution, etc.
  - Having fun.
Reasons for the project
In Brazil, 7.5% of the population earns less than $1/day, according to the 2006 UN Millennium Development Goals Report and, generally, there are broad sections of the population living in poverty, with reduced purchasing power. In this context, the lack of financial liquidity and the culture of non-payment for public services is a constant.

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

Objectives and strategies
Contribute to solid waste recycling and provide liquidity for low-income consumers’ energy accounts, mainly through the following strategies:
• Fluent contact with the central administration (approved by the National Electrical Energy Agency) and local authorities.
• Development of agreements with recycling companies to organise waste treatment.
• Development of agreements with local associations and other community institutions to organise waste collection at mobile stations.
• Introduction of a fixed collection structure, attractive to the public.
• Development of a flexible control and invoicing system that allows on-line monitoring of the amounts collected, the credit given to each customer and the opportunity for account holders to donate those credits to social causes.
Methodology
• Collection and treatment of recyclable material.
• Control and monitoring of the credits obtained.
• Agreements with local organisations to organise collections.
• Design and implementation of the collection places.
• Developing web applications (www.ecoelce.com.br) to allow the personalised monitoring of the project’s status.

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

Points for improvement
• Increase the number of collection points to improve the project’s presence across the entire state of Ceará.
• An effective methodology for waste prices.

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

Repeatability of the best practice
Electricity companies.
The scheme is already up and running with Endesa’s other distribution company in Brazil (Ampla) and the possibility of extending the initiative to other countries where Endesa is present is being studied.
Rural electrification
Competitiveness and innovation in products and services

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

Best Practice details
Organisation
ISOFOTÓN.

Implementation location
Ecuador, Dominican Republic, Morocco...

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

Stakeholders
Shareholders.
Employees.

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

Participating organisations
Isofotón.

Reasons for the project
Isofoton’s “technology for development” strategy contributes to the achievement of the Millennium Development Goals (MDG) through rural electrification projects.

Objectives and strategies
There are four lines of action:

1- Raising awareness among public institutions and civil society about the advantages to be gained from rural, solar energy electrification development through the promotion of R&D&i in solar energy, as well as transmitting knowledge and best practices through alliances with other institutions such as Energía sin Fronteras.

2- Development of financed projects. Isofotón is one of the leading companies in the global rural electrification market, working in conjunction with all the stakeholders involved. This experience is reflected in the company’s knowledge, which guarantees the sustainability and continuous improvement of the rural electrification project, and which will be used during the development of non-profit-making projects.

3- Development of non-profit-making projects in especially vulnerable populations, supporting the development of fundamental services such as education and health, in accordance with the MDGs. Taking into account Isofoton's presence in developing countries, the organisation focused on looking for new challenges and employees became actively involved in the projects carried out in these countries. As a consequence, in 2005 the Energía Solidaria Foundation was created. The foundation allocates its funds to carry out rural, solar energy electrification projects in developing countries. It follows a strategy that includes promoting corporate volunteering, strengthening public private partnership networks and analysing the needs of underprivileged communities.

4- Experiences and new opportunities. The experience accumulated and direct knowledge of the markets generates new business opportunities, consolidating an important basis for Isofoton’s growth. Over the years, in addition to its commitment to the community through Foundation projects, Isofotón has gradually established an international network of subsidiaries and offices to guarantee its presence in the rural electrification market, offering the necessary knowledge to continue spreading the word about the advantages and solutions solar energy has to offer.
Methodology
- Carrying out non-profit-making projects.
- Network generation.
- Diffusion of knowledge and good practices.
- R&D&i promotion.
- Corporate volunteering.
- Development of adapted technological solutions.

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

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

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

Repeatability of the best practice
Isofotón transfers technological knowledge and innovation to the communities where it operates. Its experience in handling projects allows Isofotón to get to know the local reality in depth so that technological transfers are always adapted to specific needs.
Good practices agreement for “Health and safety at work” in the coordination of business activities between Orange and other operators

Competitiveness and innovation in products and services

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

Reasons for the project

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

Objectives and strategies

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

Methodology

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

Best Practice details

Organisation
FRANCE TELECOM SPAIN LTD.

Implementation location
Spain

Project tutor
D. Esteban Janez,
Head of H&S at Work.
esteban.janez@orange-ftgroup.com

Stakeholders
Employees.
Suppliers.
Other operators.

Participating organisations
France Telecom.
**Points for improvement**

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

**Lessons learned**

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

**Repeatability of the best practice**

This good practice could be applied within any company, not only in large companies but also in small and medium-sized companies.
Reasons for the project
Approximately 39.1%* of the Spanish population permanently or at some point in their lives face barriers that make accessibility and personal autonomy difficult.

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

Objectives and strategies
The aim is for the company to reach its strategic objective: “To be a Responsible Company”. Vodafone has been developing 5-year CR Strategic Plans; the plan includes the strategy of using the potential of telecommunications to extend vulnerable groups’ accessibility to telecommunications services.

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

These products and social services are directed at vulnerable groups, in which, among others, the following are included:
- People with any disability (auditory, visual, physical, etc.).
- Elderly and/or dependent people (mobile phone assistance).
- People suffering from chronic illnesses (e.g. Alzheimer’s, diabetes, hypertension).
- Victims of domestic violence.

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

*According to data published by the ONCE Foundation and the Institute for the Elderly and Social Services (IMSERSO) (2006).
Points for improvement
Increase the availability of the technology, products and services for people with special needs.

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

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

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

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

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

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

• non-financial: Reputation improvement.

Stakeholders’ benefits
The potential users of products and services in Spain:
• More than 800,000 blind people or people with visual impairment.
• More than 900,000 deaf people or people with auditory impairment.
• More than 7 million people older than 65 or with reduced manual skills.
• More than 800,000 dependent people or people with Alzheimer’s.

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

• non-financial:
• Increase the social/work integration of vulnerable groups.
• Increase mobile phone manufacturers’ awareness of usability and design for everyone.

• financial:
• non-financial:

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• non-financial:
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• financial:
• non-financial:
Dialogue with stakeholders
Reasons for the project
Sustainable development is one of the company’s main values and principles, the project is consistent with this and contributes to the company’s own sustainable development.

Objectives and strategies
• Fulfilling the company’s vision: “To be the leading chemical company in the Iberian market, recognised by its sincere social commitment”.
• Compliance with the company’s sustainability policy.

Methodology
These are some of the measures concerning the stakeholders:
• BASF Group corporate bodies: audits of the Global Competence Centres, satisfaction surveys of the Business Units, internal Sustainability Network and Progress Commitment network.
• Customers: have information about all the products (safe use, environmental aspects and an ecological efficiency analysis that allows them to choose between several options) and periodic satisfaction surveys on environmental matters are carried out.
• Collaborators: training in environmental and safety matters for employees and contractors, suggestion system that rewards ideas, biennial forum where the best sustainability practices of each company in the Group are presented, communication of annual objectives in ethical and sustainability matters, General Reports on Health and Safety and the Environment, and dialogue between unions, among others.
• Materials suppliers: chosen after classifying those materials according to their nature and geographical location.
• Carriers: must comply with safety and environmental standards. They are evaluated according to SQAS regulations.
• Associated companies (located in the production centre): agreement to comply with Safety and Environmental standards.
• Institutions and Public administrations: involvement in discussion of public policy with regard to energy, chemistry and renewable raw materials; collaboration with different environmental or social organisations in projects of public interest.
Internal benefits
- financial:
  Higher brand value.
- non-financial:
  - Positive assessment of the company by media, customers and employees.
  - Awards and recognitions at national, regional and local level.
  - 200 environmental talks to 950 employees.
  - High participation from collaborators.
  - High level of training in emergency issues.
  - More than a thousand items related to sustainability on the Intranet.
  - Communication of the number of incidents to do with environment and safety.
  - Great number of improvement proposals.
  - Ethical behaviour of managers and collaborators.

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

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

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

Points for improvement
Introduction of a permanent and updated information system based on the project’s activities.

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

Repeatability of the best practice
Model applicable to similar companies.
Stakeholders’ inclusion
Dialogue with stakeholders

Cementos Portland Valderrivas Group stakeholders management system

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

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

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

Objectives and strategies
• Identify the stakeholders’ needs and expectations.
• Communicate the work carried out and obtain a higher recognition by society in general.

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

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

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

Best Practice details
Organisation
CEMENTOS PORTLAND VALDERRIVAS GROUP.

Implementation location
Spain.

Project tutor
Carlos San Félix García, Environment and Sustainability Manager. csanfelix@valderrivas.es

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

Resources employed
Euros: 30,000.
Hours: 135.

Participating organisations
Cementos Portland Valderrivas Group.
Measuring system
All the sessions were developed with a “Focus Group” methodology with the participation of expert consultants.

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

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

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

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

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

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

Repeatability of the best practice
Carrying out consultation sessions with stakeholders is a good practice that can be transferred to any company.
Defining frameworks for dialogue with external stakeholders and improving relationships
Dialogue with stakeholders
Red Eléctrica stakeholders’ management system

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

Objectives and strategies
• Shift in strategic viewpoint, programmes and management systems for stakeholders.
• Comments, contributions and improvements to the above.
• Creates systematic and permanent communication channels.
• Explore the expectations, requirements and suggestions for improvement of “all” the stakeholders.
• Establish action frameworks with all the stakeholders.

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

Measuring system
• Metrics about the established frameworks and the efficiency of projects and activities.
• Studies and periodic satisfaction surveys of the stakeholders.
• External management evaluation with them.
• Evaluations of dialogue platforms with the stakeholders.
Points for improvement
- Information systems that facilitate the monitoring and development of the relationship frameworks established.
- Standardisation of the different dialogue mechanisms to make them less costly.
- Achieve compliance with systematic plans.
- Improve the essential character of these actions in day to day activity.

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

Repeatability of the best practice
In all kind of sectors and companies, in both large companies and SMEs.
Talent management and work-life balance
Reasons for the project
Since its foundation, “la Caixa” has implemented a progressively greater number of provisions in accordance with gender equality and work-life balance criteria.

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

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

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

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

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

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

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

Repeatability of the best practice
All sectors and types of company, not only large companies but also SMEs.
Reasons for the project
To foster a human resources management model that promotes work satisfaction, increasing external and internal communication. Work groups were created in order to gather suggestions, but without losing sight of the final objective: defining and reaching a consensus on action proposals to be presented to management. Among the proposals taken to management level by the Workgroups in 2006, the most notable was that for the creation of a group to develop a Work-Life Balance Plan. This group later worked on the Gender Equality and Work-Life Balance Plan for the Lacera Group and on its Flexibility and Work-Life Balance measures.

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

Methodology
Approach: Since July 2007, the Lacera Group has had a Gender Equality Plan which complies with that outlined in the Effective Equality Law. In addition, the Group’s General Management appointed a Head of equality matters for the organisation so that equality is managed beyond what is currently required by law.
Informing people:
- “Payslip advertisement”: the payslip is used to inform the employees of items of interest in the social and work arena.
- Ideas about the effectiveness of equality in the Group sent via its website.
- The Head of Equality’s participation in different opinion forums (improvement of external and internal image).

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

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

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

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

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

Repeatability of the best practice
Many organisations have invited the Lacera Group to share their experience. This is a source of great pride for the Lacera Group, given that it shows the group is a pioneer in the introduction of these management systems.
Reasons for the project
The strong expansion of NH Hotels has led Human Resources Corporate Management to create its own future manager selection programme, thereby anticipating the future needs of the company. The most important programme, called the Internal Development Programme or IDP and put into practice in 2003 is oriented towards the development and keeping of future company executives. This programme has been developed by NH University (the NH Hotels training department).
Since 2008, NH University has also begun to develop its Internal Development Programme for Middle Managers.
At NH University all training programmes are coordinated on an international level.

Objectives and strategies
Identify and develop people working for the chain who have potential and prepare them to attain positions of responsibility in NH Hotels and especially in the Operations area, thereby responding to the company’s strategic needs.
Specific objectives:
• In-depth study of knowledge relating to different areas of the Corporate Centre, and in particular, its strategy and projects in order to improve their view of the company’s value chain.
• Increase and update knowledge about hotel management.
• Develop their managerial abilities to achieve excellence in their team management skills.
• Carry out internships in business areas that do not form part of their current profiles or special skills, through exchanges at both a national and international level.
• Increase the company’s attractiveness as an employer.

Methodology
• Before the IDP: a candidate selection process is carried out via several tests that evaluate the minimum abilities and knowledge needed to participate in the programme.
• During the IDP: over the course of the programme and in each module, the participants are evaluated by the programme teachers and coordinators both for knowledge acquisition and learning predisposition shown during the modules.
• After IDP:
  • Expert tutoring: if a participant in an IDP is appointed to a position of different responsibility, he/she will be monitored for a 2-year period by a senior professional in that position who will act as an adviser regarding the technical aspects of the participant’s new area of responsibility.
  • Tutoring by Human Resources: in all cases, IDP participants who have passed the programme will be individually monitored by the human resources team whose objective is to provide personalised advice regarding their professional development in the chain through an individualised development plan.

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

Points for improvement
Medium and short term expectations of management.

Lessons learned
The design of the training modules has been improved, for example, on-line training to standardise knowledge, the combination of attending modules with an internship and more comprehensive skills training.

There is an opportunity to widen the development programme to include the group of Middle Managers who will be the next IDP candidates.

Repeatability of the best practice
Hotel sector companies.
PortAventura University
Talent management and work-life balance

Programme to train and retain human resources in PortAventura

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

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

Offering training opportunities to these groups, as well as to the employees in general, is a way of recognising their value and motivating them in their daily work.

In this context, the training programme, PortAventura University, was born, aimed exclusively at PortAventura’s full-time and seasonal employees and accredited by the Rovira i Virgili University (RVU).

Objectives and strategies
Employees are a key part of PortAventura’s success and in the Human Resources department areas where the PortAventura University programme can contribute, improvements are constantly being identified, for example:
- Increasing training and level of specialisation.
- Employee retention and loyalty.
- Recognising the work and aptitudes of employees who carry out a very good job but who do not have official qualifications.
- Facilitating internal promotion.
- Covering new job positions due to the amusement park’s growth (a new hotel, a conventions centre, a mall and three golf courses).

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

The programme is a training tool adapted to PortAventura’s needs and the needs of people who want to increase their knowledge and gain internal promotions and whose efforts are recognised with a university extension degree.
Internal benefits
- non-financial:
The programme’s positive reception and success. Also all parties involved benefit greatly from the programme.
  - PortAventura:
    - Increases employee skills and training levels.
    - Talent retention and employee loyalty.
    - Covers new profiles and job offers with internal staff, who know the company and have taken its corporate culture on board.
    - Is working to become a leading example amongst companies concerned about their employees.
    - Creates synergies with existing organisations (universities) and avoids the duplication of resources (creating its own university).
  - University:
    - New relationship fields and synergies created.
  - Employees:
    - Increases employee skill and training levels.
    - Obtain a university extension certificate. The three courses (hotel management, catering and theme and leisure park operations) will be accredited by the RVU.

Stakeholder benefits
- non-financial:
  - Employees increase their training and knowledge level.
  - University certificate.
  - Possibility of promotion and making a career in the organisation.
  - Specialisation in different business areas.
  - Academic accreditation: obtaining a university extension certificate.
  - The three courses will be accredited by RVU.

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

Measuring system
Measurement is based on the identification and monitoring of indicators such as the following:
- Number of applications for the course.
- Number of employees/students who finish the course.
- Training hours carried out by all employees.
- Assessment by the tutors of all the projects carried out.
- Training assessment by the employees/students themselves.

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

Repeatability of the best practice
- Workshops and modules: employees can learn and/or develop different abilities that can be transferred to the job position: languages, computer tools and work-related management and personal development skills.
- Specialist courses: employees who follow this specific course in tourism and leisure become specialists in the field, developing their skills and competencies and applying them at work.
Reasons for the project
The security services managed by S2 Group are 24x7 services and require highly qualified staff to resolve security incidents in client companies' information systems. An alarm raised for any of these incidents requires fast action that meets the response and solution time established in the customer quality agreement.

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

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

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

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

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

On another note, the technical team is provided with HSDPA communication encoded laptops (ultra-portable computers) with point to point connection with the centre, allowing the technician to work from anywhere without compromising the service's security.
Methodology
- Hourly statistical analysis of incidents.
- Incident classifications.
- Design of performance procedures and “rotation” policy.
- Development of the event correlator and of monitored systems actuators. The correlator filters the security events applying artificial intelligence skills in order to avoid the technical team receiving false alarms or being called for non-urgent events. The actuators can take the initiative in documented and proceeded cases to avoid human intervention (only in very clear cases of action).
- Design of a mobile workstation. Securing of laptops (ultra-portable computers) and of the communication channel.

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

Points for improvement
- Correlation rules.
- Actuator efficiency.

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

Repeatability of the best practice
This practice could be transferred to any company managing information systems in which the technical team is obliged to be on 24-hour duty or return to the workplace to resolve security incidents in customers' information systems.
Corporate Governance and ethical management
Reasons for the project
Adif’s strategic plan establishes the development of a common culture as one of the company’s priorities, based on social responsibility and a vocation for public service. For this reason, it is necessary to have a CR policy that:
- Links Corporate Responsibility initiatives to business strategy (in so far as they have been treated separately).
- Integrates the efforts of the different business areas.
- Promotes new programmes and projects.

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

Methodology
1- Diagnosis. Carry out an internal and external analysis to determine the point of departure.
2- Identify the main challenges the company faces and the commitments acquired by Adif to respond to them:
   - Comprehensive safety of the rail system.
   - Preservation of environmental and cultural heritage.
   - Strengthening pride in being part of Adif.
   - Increase the company’s value to citizens.
   - Strengthen our ethical behaviour and transparency.
   - Promote relationship and dialogue with the stakeholders.
3- Deployment of these challenges in 20 strategic objectives and 36 projects and an action plan to carry them out.
4- Management system to assign responsibilities, to link coordination and decision-making bodies and establish indicators for the evaluation of results (CR Committee and CR Performance Scorecard).
5- Implementation and monitoring.
Measuring system
In order to guarantee control and monitoring of the PEC, a CR Committee covering all the company’s management areas has been created. The most strategic decisions taken in that committee regarding CR are sent to Adif’s Management Committee for their approval.

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

Points for improvement
• Control and evaluation systems maturity.
• Deepening and extending the change in management culture.

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

Repeatability of the best practice
Repeatable in any kind of organisation, regardless of sector or size.
Reasons for the project

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

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

Objectives and strategies

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

• Define and propose CR strategy to the Board of Directors and monitor all CR related activities, especially:
  • Corporate governance.
  • Information and accountability transparency.
  • Environment and sustainability.
  • Social entrepreneurship.
  • Working relations with the media, stakeholders and public administrations.
  • Competition.
  • Sponsorship.
  • Research, development and innovation.
• To define and propose to the Group’s Board of Directors:
  • The appropriate Corporate Governance structure.
  • The most efficient corporate structure for the Group and its subsidiaries as well as the content and reach of the delegated authority at all the Group’s companies.
  • Board of Directors’ regulations and internal Codes of Conduct.
  • The establishment and the responsibilities of the Board’s Advisory Commissions.
  • Procedures for the identification, prevention and resolution of conflicts of interest.

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

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

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

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

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

Repeatability of the best practice
The practice could be transferred to any kind of company that wants to integrate a CR strategy into its higher governance body.
Implementation of a Policy against Bribery and Corruption in an SME
Corporate Governance and ethical management

Achieving equal opportunities for subcontracted companies in the construction sector

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

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

**Methodology**
Steps for the introduction of an anti-corruption policy:
1- Identification of the principal risk focus, describing these in a document containing the biggest part of assumed and current risks in the sector.
2- Presentation of this policy to the company’s workers and partners. The reasons for the policy and the commitment to be adopted are commented upon and discussed and their implementation is approved.
3- Sending of personalised letters of commitment and policy implementation describing it point by point to company customers and suppliers.
4- Publication in local and regional press. Also, since 2006, the policy has been published on Javierre’s website: www.javierre.es
Implementation process: guidelines to identify the situations where managers and employees encounter this risk, a means to communicate it to the manager’s office, what measures to take and appropriate rejection methods and in documented cases, establish procedures for reporting the event to the authorities.

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

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

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

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

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

Repeatability of the best practice
Any company in the construction sector, in particular those that operate as subcontractors. Also, Javierre demands the implementation of the same “Anti-Bribery and Corruption Model” in all of its franchises.
Equal opportunities for groups with special needs
Fundación Integralia
Equal opportunities for groups with special needs

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

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

Objectives and strategies
The Foundation’s activities have a twin aim:
• Health care, promoting the social integration of disabled people as a way to recover their health and self-esteem.
• Social, since it gives support, assistance and training so they can gradually be integrated into the professional world.

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

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

Best Practice details

Organisation
DKV SEGUROS Y REASEGUROS, PLC.

Implementation location
Spain.

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

Stakeholders
Employees.
Customers.
Suppliers.
Society.
Public administration.
Other companies.

Participating organisations
DKV.

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

Equal opportunities for groups with special needs

Measuring system

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

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

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

Lessons learned

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

**Technological problems:** technology platform selection.

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

**Persuasion:** the search for internal and external support.

**Staff selection and training.**

**Facilities search.**

Repeatability of the best practice

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

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

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

**Internal benefits**

- **financial:** 615,207 answered phone calls in 2007.

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

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

**Stakeholders’ benefits**

During 2007, 160 people benefited from this programme.

- **financial:**
  
  100% stable employment. 30% indefinite contracts.

- **non-financial:**
  
  Integralia’s main effort has been to support disabled people with serious difficulties integrating into the social and professional world.

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

- **non-financial:**
“Waterlift”

Equal opportunities for groups with special needs

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

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

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

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

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

Best Practice details

Organisation
ASTRALPOOL (FLUIDRA GROUP).

Implementation place
Internationally available product.

Project tutor
David Tapias,
AstralPool Technical Director.
dtapias@astralpool.com

Stakeholders
Employees.
Customers.
Society.
Environment.

Participating organisations
AstralPool commercial company and producer of Metalast equipment (Fluidra Group).
Points for improvement

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

Lessons learned

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

Repeatability of the best practice

Specific product for swimming pools.
Involved project
Equal opportunities for groups with special needs

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

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

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

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

Tools used:
• Active training and practical examples.
• Explanation and exchange of experiences between the organisations.
• Development and implementation of the project with advisory services.

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

Repeatability of the best practice
In all sectors and companies, not only in large companies but also in small and medium-sized companies.

Internal benefits
- non-financial: Improvement in reputation.

Stakeholders’ benefits
900 persons.
- non-financial: Integration of disabled people in the business world.

Involved project
Equal opportunities for groups with special needs

Tools used:
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Lessons learned
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Repeatability of the best practice
In all sectors and companies, not only in large companies but also in small and medium-sized companies.
Reasons for the project

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

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

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

Objectives and strategies

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

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

Methodology

• Designing custom-made products and services.
• Work integration of disabled people. In 2007, the Sanitas Group created 41 positions for disabled workers. Likewise, the Sanitas Group actively collaborates with entities that promote the incorporation of persons at risk of social exclusion into the workplace.
• Purchases from special employment centres: Sanitas promotes the creation of indirect employment for this community through alternative measures considered in the LISMI (Social Integration Law for Disabled people).
• Goods and services acquisition is promoted through special employment centres with disabled employees, thanks to an agreement signed in 2005 with Fundosa (ONCE Group).
• Projects with other entities that benefit these groups.
• Promoting research and knowledge about disability.
Measuring system
Quantitative indicators to measure the programme’s progress:
• Number of direct employees in Sanitas Group staff.
• Purchase volume from special employment centres.
• Number of insured people in products designed for disabled persons. (ONCE / Sanitas Accessible).
• Number of accessible medical centres.
• Number of places in residences for young disabled people.

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

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

Repeatability of the best practice
Any company that offers medical products and services.
Global accessibility
Equal opportunities for groups with special needs

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

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

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

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

Best Practice details

Organisation
SIEMENS.

Implementation location
Spain.

Contact person
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Responsible for the Excellence Area.
goritza.zlatanova@siemens.com

Stakeholders
Shareholders.
Employees.

Participating organisations
Siemens.

Global accessibility
Equal opportunities for groups with special needs

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

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- Carry out awareness-raising programmes, aimed at collaborators who have their work places in the company’s head office.
- Design and introduction of a measuring, monitoring and continuous improvement system.
Measuring system
A system is in place to measure performance in terms of the number of disabled people hired, architectural measures introduced, the degree of efficiency of these measures and the number of training hours, among others.

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

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

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

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

Stakeholders' benefits
• non-financial:
  • Solve accessibility problems for disabled employees.
  • Recognition from collaborators and society in general.

Global accessibility
Equal opportunities for groups with special needs
Environmental preservation and improvement
Reasons for the project

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

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

Objectives and strategies

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

Methodology

• Expert explanation about the importance of the regeneration of natural spaces devastated by fire. Description of the consequences of these disasters on the environmental and social framework.
• Orientation about reforestation activities. Techniques to use. Examples of integrated conservation in mediterranean forests.
• Participants’ direct action (guided by experts):
  • Finding surviving trees or shoots born after a fire.
  • Elimination of competition for light, nutrients or the space around.
  • Favouring the development of the best specimens, protecting them.
  • Select the best shoots to promote the tree’s development.
  • Prune willow specimens for an optimal development.
  • Sow oak seeds in seedbeds for their later planting in a greenhouse.
  • Building nesting boxes.
Measuring system
• Measurement of the reforested surface area.
• Number of seedbeds sowed for oak growth.
• Number of nesting boxes built.
• Satisfaction questionnaire for participants about the activity carried out and their perception of its success and awareness of environmental problems.

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

Lessons learned
The importance of environmental development for people and social sustainability.

Repeatability of the best practice
This type of programme is suitable for any kind of company, regardless of sector and size.
Reasons for the project
There has been a significant increase in social awareness regarding the effects of climate change. Banesto employees are very sensitive to environmental issues and have requested concrete initiatives promoted by Banesto.

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

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

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

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

- **Customers and products.** Encouraging behaviour likely to promote environmental protection amongst customers with the launch of specific products and services.
- **Products:** e-bill, EcoBanesto flat rate account (customers with accounts that support sustainable development), Banesto EcoIDAE deposit for Owners Communities and SMEs (support to owners’ communities to introduce energy saving and environmental improvement projects).
- **Internal consumption and suppliers.** Achieving a better management/rational use of internal consumption (energy, emissions, paper, water and waste management), as well as promoting suppliers’ environmental protection behaviour.
- **Employees.** Responding to their worries and raising their awareness about the responsible consumption of resources (electricity, water and paper) and waste management (reusing and recycling).
- **Society.** Raising public awareness about the need to contribute to sustainable development.
- **e.g.:** BioDiverCiudad: innovative education programme (2007-2008) from the Jane’s Goodall Institute, Banesto Cultural Foundation and Biodiversity Foundation. The programme’s objectives are to inform young people and raise their awareness of the existence and importance of biodiversity in the urban environment.
**Internal benefits**
- **economical:**
  - -10% electricity consumption.
  - -15% water consumption.
  - -15% paper consumption.

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

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

- **non-financial:**
  Raising stakeholders’ environmental awareness.

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

**Measuring system**

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

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

**Points for improvement**
- Consolidation of all the initiatives put into practice.

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

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

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

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

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

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

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

In 2007, three action areas were developed:

- **Design and manufacture of wind generators**: Gamesa leads world rankings of wind generator manufacturers and is one of the three most active companies in the sector.

- **Promotion and sale of wind parks**: completing coverage of Gamesa’s wind value chain through a full service to the end customer through the turnkey delivery of wind energy power plants – Gamesa’s wind parks. The activities carried out by this unit are the following:
  - Wind research.
  - Promotion.
  - Construction.
  - Sale.

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

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

- **Manufacture and development of solar parks**: Gamesa focuses mainly on the promotion, construction and sale of photovoltaic parks.

2007 was notable for the consolidation of a business for the manufacture of components and the development of solar parks.

Measuring system

- EBITDA’s growth objective for 2008: >15%.
- Profitability objective 2008 (ROCE): >16%.
- Financial strength objective: net debt/EBITDA <2.5x.

Lessons learned

In order to stay in business, a company has to successfully meet the challenges of the future; the competitive advantage involved in each challenge has to be permanently adapted to. This means innovating and adapting its structure and products to real market needs in order to compete globally in terms of price, time and quality.

One of the conditions to achieve this is, without a doubt, the research and development of increasingly more efficient and competitive products.

Repeatability of the best practice

Energy sector companies.
Gravel restoration at “El Puente”
Environmental preservation and improvement

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

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

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

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

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

Methodology
- After 10 years of the exploitation of aggregates in the gravel pit a series of pits have been produced, located mainly below the freatic level, which are almost completely flooded.
- The unavoidable treatment and excavation of the existing land shapes (with the resulting production of a number of bodies of water) is combined with the present vegetation, to try to cover the basic needs of the different species.
In these cases, constant water levels must be assured, the best possible depth in the pits and a maintenance of water quality at acceptable levels.

In the already stabilised gravel pits three areas are differentiated: the Coastal Area (the strip closest to the shore), the Pelagic Area (free water space) and the Bentonic Area (bottom substrate).

When creating these new habitats some factors were taken into account such as: the creation of slightly sloping shores, the creation of different bodies of water of different sizes or the undertaking of a later re-planting where necessary, among others.

Measuring system
Measurement of the project’s success is carried out by an ornithologist, who makes a detailed analysis of the project. A total of 19 reproducing species were identified at the gravel pit during the research period (1995-99).

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

Points for improvement
Current human movement in the area must be limited and oriented towards points where the observation, research and enjoyment of nature do not interfere with its correct natural development.

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

Repeatability of the best practice
Practice suitable to be transferred to any company that manufactures aggregates for construction and operates near a highly valuable ecological area.
Clean, efficient and environmentally friendly construction (CEEFC)
Environmental preservation and improvement
New knowledge generation in the sustainable construction framework

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

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

Methodology
The specific objectives of the project are focused on the following areas: waste, impact on flora and fauna, emissions, new materials, increase in the provision of existing materials and security in relation to emergencies.
Measuring system
In order to facilitate the monitoring and control of the project’s achievements, the project was divided into seven main activities, broken down into twenty-seven tasks and these in turn, into nine subtasks. Each task, subtask and activity has a clearly defined line of research and completion date. Quarterly technical and financial monitoring of each project’s progress is carried out.

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

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

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

Internal benefits
- **financial:**
  None. The project has been conceived inside CENIT’s programme framework, whose purpose is the creation of new knowledge that promotes new R&D&i projects focused on technological development and innovation.
- **non-financial:**
  - Raising awareness among the company staff about current environmental issues.
  - Increase of the R&D&i business culture.

Stakeholders’ benefits
- **financial:**
  - Direct:
    - Reuse of recycled materials.
    - Use of renewable energies.
    - Production of new materials for construction.
  - Indirect: from improvements to the population's quality of life (acoustic, gases and light emissions reduction) and improvement of the environment.
- **non-financial:**
  - The Spanish construction sector will enjoy a series of tools incorporating environmental criteria in a decisive way in the design and construction parameters of linear infrastructures, thereby shaping the future of linear transport infrastructures in Spain.
  - The intervention of big companies and SMEs together with technological centres and universities, means that a practical approach is taken to research and solid ties are built between the academic and industrial worlds. This contributes to a proper focus on R&D&i efforts, achieving developments in the sector’s productivity and competitiveness and Spain in general.

Clean, efficient and environmentally friendly construction (CEEFC)
Environmental preservation and improvement
Commit yourself, Windows Live Forest
Environmental preservation and improvement

Users involvement in the fight against climate change

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

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

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

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

Best Practice details

Organisation
MICROSOFT IBERICA.

Implementation place
Proaza Council (Asturias, Spain).

Project tutor
Eduardo Sagüés,
Microsoft consumption marketing and online services communication Manager.

Contact person
Olvido Nicolás, CR Director
onicolas@microsoft.com

Stakeholders
Employees.
Society.
Environment.

Resources employed
Euros: 15,000.
Hours: 100.

Participating organisations
Microsoft online services.
Measuring system
- Internet (web pages visited, one-off visitors, trees planted).
  - 192,161 one-off visitors.
  - 30,000 users committed to the cause.
  - 1,250 trees in the “MSN / Windows Live forest”.
  - 1.4 hectares sown.
  - 1 NGO involved: FAPAS.

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

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

Repeatability of the best practice
Practice could be transferred to any business.
Ecological restoration of spaces affected by infrastructure construction
Environmental preservation and improvement

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

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

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

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

A change of scientific discipline is for that reason proposed in order to tackle the problem, moving to Ecological Restoration Agronomy, understood as the development of a certain mosaic of communities with the aim of improving the integral quality of the ecosystems and their expression as landscapes. Where the term Restoration integrates two objectives achieved though the following actions:
- orient the spontaneous dynamism of the system towards a certain mosaic of organism communities, and
- accelerate the process that spontaneously would have taken a long time to be established or would not have been established.

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

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

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

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

Repeatability of the best practice
It is expected that the success of this research will have a strong impact, possibly even generating new legislation and rules concerning corrective measures to resolve the environmental impact created by infrastructure construction projects of this nature. In this way, the application of this new productive process will be imposed on the whole sector.
**Reasons for the project**
The planet’s future demands a review of current production and energy consumption models. Energy efficiency and greenhouse gas reductions are necessary mechanisms to counteract the increasing challenge of climate change, which is already affecting the environment and which is predicted to destroy the way of life of many people in developing countries, as well as ecosystems and species over coming decades.

**Objectives and strategies**

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

**Methodology**

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

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

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

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

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

Repeatability of the best practice
Able to be applied in any company; large, small and medium-sized.
Corporate volunteering
“Helping is low cost”
Corporate volunteering

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

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

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

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

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

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

Best Practice details

Organisation
ADECCO.

Implementation location
Saint Helena Peninsula (Ecuador).

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

Stakeholders
Employees.
Customers.
Suppliers.
Society.
Association and membership networks.

Resources employed
Euros: 156,000.
Time: 6 months.

Participating organisations
Adecco Foundation.
Ayuda en Acción.
21 gramos.

Corporate volunteering

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

Repeatability of the best practice
All kind of companies, not only in big companies but also in SME.

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<th>Internal benefits</th>
<th>Stakeholders’ benefits</th>
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- **non-financial:**
  - Increase in employee retention indices.
  - Improvement in leadership skills.
  - Encourages integration
  - Strengthens team working
  - Employees are kept up-to-date on the company’s CR policies.
  - Strengthening the values and culture of the organisation.

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

Barclays business volunteering program.

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

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

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

Measuring system
The indices of employee participation in the activities of corporate volunteering, development, project presentation, opinion surveys, etc.
Points for improvement
Measuring systems, benefits, return on investment. A series of initiatives and improvements have already been put into place such as the participation of the LBG model (London Benchmarking Group).

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

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

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

Stakeholders’ benefits
22,000 people have benefited.

- **financial:**
  - Improvement in communities’ living standards.
  - Business sustainability and reputation.

- **non-financial:**
  - Satisfaction of communities’ needs and expectations.
Ericsson Response
Corporate volunteering

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

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

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

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

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

At a local level, besides training the volunteers to take part in international missions, several other activities are included in the programme:
- Selection and training. Employees willing to become volunteers must undergo a selection process and then be specially trained, so that they are certified to go on international missions (training on the use, assembly and maintenance of the equipment and its management in crisis situations). Some of the volunteers have participated in training courses in collaboration with Red Cross Spain.
- Equipment maintenance and adjustment to guarantee it operates well at all times.
- Searching for new collaboration opportunities with volunteers in other more local projects (specific collaboration with Red Cross Spain).
Measuring system
Different key facts show the programme’s good reputation in Spain:
• Spain is the country, after Sweden, with the highest number of volunteers and participation on international missions.
• The programme’s good performance in Spain led the company to set up one of Ericsson Response’s four world Hubs (nerve centres where the equipment that the volunteers will use to re-establish communications on international missions is stored and kept in perfect condition) in Madrid.

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

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

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

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

Corporate volunteering

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

Reasons for the project
There were no initiatives in FCC Group enabling certain employees who wished to participate in actions related to corporate citizenship events to do so. In addition due to the large number of companies making up FCC and their very different activities and working conditions’ the group seemed to lack a sense of belonging to the company. During a two-day fair trade conference carried out by the FCC Group, it was noted that these issues were favourably received by our employees. The introduction of a corporate volunteering programme was considered a good way to, on the one hand, satisfy the wishes of those who wanted to participate in supportive actions aimed at underprivileged groups and on the other hand, to motivate the rest of the Group’s employees and publicise its social action projects.

Objectives and strategies
The following objectives have been identified:
• Facilitate voluntary access to social action projects to the largest number of FCC Group employees.
• Publicise the initiative across the entire Group.
• Distribute information about CR inside the company.
• Increase synergies and the feeling of company membership through a collaboration between employees from the different business areas within the FCC Group.

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

Methodology
• Choice of the foundation and the project to collaborate with.
• Analysis of legal requirements associated with volunteering programmes (volunteer insurance, registration requirements, …).
• Identification of potential activities to be carried out by the volunteers.
• Preparation of cards describing each activity with its requirements and the most appropriate profile of the volunteer.
Corporate volunteering plan

Internal benefits
- non-financial:
  • Improvement in employee satisfaction amongst volunteers (opportunity for interaction between employees of all professional categories and from different parts of the Group), generating an increase in their productivity and a greater feeling of corporate membership.
  • Generation of a communication channel between productive areas through the interaction of people from different areas, with the resulting possibility of creating beneficial synergies for the Group’s volunteering programme.
  • Company’s “social reputation” has improved.

Stakeholder benefits
433 beneficiaries.

- non-financial:
  • For the employees: improvement in their satisfaction (interaction between colleagues and the channelling of their desire to participate in social action).
  • For the beneficiaries: improvements in their quality of life, state of mind and health as they have the possibility to participate in outdoors activities, painting workshops, bullfighting or enjoy time with people and celebrate birthdays while the volunteers liven up some mornings or afternoons during the weekend.

- Get the programme’s publicity campaign up and running.
- Creation of the volunteering website on the Group’s intranet with information about the programme, interviews and dialogue forums, among other contents.
- Creation of a database for the internal management of the volunteers and the most relevant action indicators.
- Receiving and registering volunteers.
- Organisation of visits to the nursing homes and accommodation for disabled people so the volunteers get to know the facilities and the needs of the people living there.
- Coordination of the volunteers’ weekly activities and their transfer to the centres.
- Preparation of reports for every activity with observations made by the volunteers.

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

Points for improvement
- Extend the programme’s reach (to facilitate the participation of employees from other regions).
- Extend the collaboration to other NGOs.

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

Repeatability of the best practice
The project has been publicised through the Group’s CR Report, its intranet, internal bulletin and different articles published in specialised magazines. It could be transferred to any company, regardless of its size or sector.
Company involvement with the work of NGOs created by employees, through the promotion of corporate volunteering.

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

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

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

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

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

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

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

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

Best Practice details
Organisation
IBERIA, SPANISH AIRLINES, PLC.
Implementation location
The 43 countries where Iberia has branches.
Project tutor
Luis Díaz Güell, Communications Managing Director. ldiaz@iberia.es
Stakeholders
Shareholders.
Employees.
Suppliers.
Society.
Resources employed
Donated plane tickets: 32,116 euros
Material expenses: 600 euros
Internal advertisement: 65,000 euros
Total: 97,716 euros.
Time invested: 960 hours.
Participating organisations
Iberia, Spanish Airlines, Ltd
Manoa a Mano, the NGO for all Iberia employees.
APMIB, the Iberia Association of Parents with Disabled Children.
Measuring system
According to the objectives, the success of the campaign is measured using the following indicators: the amount of money raised, the number of companies taking part, the number of volunteers, the number of participants/employees, the number of tickets sold in the raffle and bids in the auction.

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

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

Repeatability of the best practice
This kind of project could be carried out by any company, regardless of sector, by joining forces with the company’s organisations or those in its immediate environment.
Partners of Club

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