Today’s economic, societal and environmental challenges are driving a profound transformation of our world. Within the next decade, they will increasingly bring into question our current patterns of living, working, learning, communicating, consuming and sharing resources.

What will the world look like in 2020? How will trends such as increasing globalisation, demographic change, natural resource scarcity, technology acceleration, global health challenges and social divisions shape business and society? How will they influence the capacity of enterprises to create value that contributes to economic, societal and environmental progress?

The financial and socio-economic changes and the rapid globalisation of markets continue to bring increasing pressure to bear on our governance systems. The time has come for governments, companies, investors, civil society, academic institutions and spiritual and cultural communities to work closely together.

In the interconnected world, no one has the monopoly of solutions. Building mutual trust and transforming the way we work is our shared responsibility. By working together, we can ensure a more human society and sustainable planet for present and future generations.

Many companies in Europe and worldwide realize that sustainability and responsibility have become critical drivers of stable economies and sustainable growth. They are striving to make a positive contribution to society through entrepreneurial solutions and build their reputation on a governance culture driven by integrity and transparency, sustainable products and services, and proactive cooperation with stakeholders.

However, mainstreaming corporate social responsibility (CSR) in all business functions, assessing and communicating its impacts, and involving different stakeholder groups in its further development remains a crucial challenge. Addressing this task requires audacity, innovation and joint efforts of many more companies and stakeholders working in new partnerships.

Building on the European Alliance on CSR – initiated in 2006 by the European Commission with CSR Europe, BUSINESSEUROPE and UEAPME – Enterprise 2020 is an open invitation for new alliances of cooperation. It is a starting point for building together an economy based on “markets with a conscience”, as described by the European Commission’s President José Manuel Barroso at CSR Europe’s General Assembly in 2009.

It is against this background that CSR Europe is launching Enterprise 2020 in October 2010. With a shared vision and commitment to leadership, our network calls on other companies and organisations in and outside Europe to join the journey towards the enterprise of the future.
Transforming Challenges into Leadership
What is Enterprise 2020?

A Shared Vision
The company of the future, Enterprise 2020, operates profitably through mainstreamed responsibility and transparency, and innovates solutions for the planet and its people in close cooperation with stakeholders. Together, they lead the transformation towards a smart, sustainable and inclusive society.

Enterprise 2020 is an initiative launched by CSR Europe to:

- **Support companies in building sustainable competitiveness** by providing a platform for innovation and exchange
- **Foster close collaboration between companies and their stakeholders** by exploring new ways of working together to create a sustainable future
- **Strengthen Europe’s global leadership on CSR** by engaging with EU institutions and a wider range of international players

The initiative is supported by CSR Europe’s network of corporate members and national partners in 23 countries, the European Commission, the Belgian EU Presidency and a growing number of governments in Europe.

Enterprise 2020 in a Global World

- **Demographic change**
- **Social divide**
- **Climate change**
- **Natural resource scarcity**
- **Technology acceleration**
- **Global trade**

**Society / Stakeholders**

**Products and Services**

**Organisations**

**People**

- **Innovative company initiatives** and thematic communities of practice
- **Collaborative ventures** between business and stakeholders

- **Renewed EU partnerships and international outreach** to strengthen Europe’s global leadership on CSR

**1996**
European Business Network for Social Cohesion

**2000**
EU Heads of State appeal on CSR (Lisbon Strategy)

**2000**
CSR Europe
A New Way of Working

Engaging in Communities of Practice
Enterprise 2020 provides an open platform for innovation and exchange in thematic communities of practice. These practices reflect the transformational trends and drivers of global change which businesses are currently confronting. They engage CSR Europe’s corporate members and national partners in various opportunities for learning, sharing and working together with other companies and relevant stakeholders.

Developing Collaborative Ventures
Collaborative ventures created in each community of practice address societal challenges through joint leadership and cooperation between companies and stakeholders.

They aim to develop thought leadership and practical tools that can be replicated and transferred to other areas and sectors and that can be the basis for new synergies with European and international policy making.

2002
EABIS – Academy of Business in Society

2002
1st EU Commission Communication on CSR

2004
EU Multi-Stakeholder Forum on CSR
Dialogue and cooperation between the European Commission and the network of CSR Europe have constituted a solid basis for advancing CSR in Europe since the early 1990s.

In the context of the EU’s new Europe 2020 strategy, Enterprise 2020 provides the foundation for a renewed partnership between business and the European Commission, Council and Parliament. It supports the Commission’s goal of “making Europe a pole of excellence on CSR” and promoting CSR as part of the European strategy for smart, sustainable and inclusive growth.

Broad partnerships are also needed to strengthen the international dimension of CSR. As key players in global markets, European companies and institutions play a crucial role in further developing CSR as a strategic tool for a sustainable global economy.

Enterprise 2020 constitutes also a unique platform for schools and universities willing to team up with business to champion responsible management research and to enhance the capacities of students and executives to be future generators of sustainable value for business and society.

Shaping the Future

Enterprise 2020 activities reflect the convergence of global trends with the efforts of business to provide solutions to emerging societal needs. Initial focus will be on consolidating communities of practice, facilitating collaborative ventures and developing innovative partnerships.

Through the various initiatives and collaborations, Enterprise 2020 participants will produce tangible results and models which can be shared externally across industries. Together they will bring to life the vision of Enterprise 2020. Enterprise 2020 will continue to evolve as an open platform through the engagement of stakeholders, each contributing their unique perspective and united in the aim of building the responsible enterprise of the future.
What’s in it for Me and my Organisation?

The vision of Enterprise 2020 builds on fifteen years of business engagement, best practice, tools development and dialogue with the European Union and stakeholders at local, European and international level in CSR. It is based on key lessons learned, observations and convictions.

If, like us, you believe that:

- Business needs to renew the vision and purpose of enterprise
- Bringing about change requires proactive dialogue and unconventional cooperation and alliances
- Creativity and motivation are driven by personal values, passion and emotional intelligence
- The risks and the promise of globalisation challenge us to harness the resources of companies in the public interest

If, on the basis of your own experiences, needs and convictions, you would like to:

- Play an active role in Enterprise 2020
- Improve your competitiveness through CSR leadership
- Advance your CSR and sustainable development agenda through a reference peer group of other CSR leaders
- Put your organisation at the forefront of a new milestone in the European and international movement on CSR

Get in touch and let’s explore mutual benefits for a fruitful and exciting cooperation.

To know more about how you could participate in and benefit from Enterprise 2020, please visit us regularly at:

www.csreurope.org/enterprise2020
enterprise2020@csreurope.org

About CSR Europe

CSR Europe is the leading European business network for corporate social responsibility (CSR) with around 70 multinational member companies and 27 national partner organisations in 23 countries across Europe. CSR Europe acts as the European platform for companies and their stakeholders to exchange and cooperate to make themselves and Europe global leaders in sustainable competitiveness and societal wellbeing. The network was founded in 1995 by senior European business leaders in response to an appeal by the European Commission President Jacques Delors.

www.csreurope.org
CSR Europe’s Corporate Members

CSR Europe’s National Partner Organisations

This document is available in several languages at www.csreurope.org/enterprise2020.

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