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BEST: Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development

Information Bulletin

Issue No.5

Dear Reader,

This is the fifth bulletin issued in the framework of the initiative “Business Education for Sustainability: Teaching Corporate Social Responsibility and Social Entrepreneurship for Sustainable Local and Regional Development”. This initiative is supported and co-financed by the Erasmus+ Program of the European Union.

In a series of electronic editions we present the progress of the initiative’s research and new developments in the areas of corporate social responsibility and social entrepreneurship. In this issue we would like to present some successful business practices from the seven project countries: Bulgaria, United Kingdom, Lithuania, Turkey, Spain, Greece and Portugal.

The BEST project focuses on gathering information about good practices in corporate social responsibility in the project countries and demonstrating good examples of such activities.

We believe that by demonstrating good practices, we could motivate businesses in all project countries, and beyond, to follow the example. The good examples are essential for developing economies that are socially inclusive, just and sustainable all over Europe.

As before, we continue to work with companies and organizations who would like to have their good practice or replicable idea published in our database for good practices. Good practices are also published in a

searchable online database at <http://database.education4sustainability.eu>. Please read the **Call for Contributions for more details at**

More information and access to our developments is available at the website of the **Center for Social Innovation and Entrepreneurship** at <http://education4sustainability.eu>.

Yours Sincerely,

The BEST Project Team

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DANONE SERDIKA AD, BULGARIA

Danone is a world known company that was officially established in Bulgaria in 1993. That is when Groupe Danone bought the formerly state-owned company “Serdika”. Internationally, Danone is known to be successful on the market of healthy foods. Currently, it has around 160 facilities and around 100 000 employees. Its business spreads on five continents and over 140 countries. It has leading market positions in four business divisions: fresh milk products, bottled water, baby food and clinical food. Locally, in Bulgaria, Danone Serdika has leading position on the market of fresh milk products. The company has an impressive portfolio of around 50 different products. Danone Serdika’s goal is to combine European standards with the specificity and conditions on the Bulgarian market and the preferences of Bulgarian customers. Generally, the company’s mission is to produce wholesome products and encourage healthy eating.

On an international level, corporate social responsibility has become part of Danone’s activities in 1972 when the company adopts the dual model of business management – a model that combines the pursuit of business success and profit with creating social value. This proves that Danone believes that successful business should be dependent on investment in society.

In the context of corporate social responsibility, in Bulgaria, Danone Serdika has chosen to focus on healthy living. According to the statistics, Bulgaria is one of the countries with the highest obesity rates among school children in the world. Every fifth child in Bulgaria is overweight and 12% of children are obese. Based on these issues Danone Serdika has decided to take an active stance and try and improve the statistics. Therefore they have chosen two directions of work:

- Healthy eating
- Physical activity

In order to achieve its mission to improve the statistics and reduce the rates of child obesity in Bulgaria, Danone Serdika has chosen to implement different corporate social responsibility initiatives. Some of them were centrally developed from the mother company, but others have been created locally. Some initiatives targeted employees and others targeted the external environment. The general strategy of the company was to have smaller number of initiatives but with a long lasting effect.

Here are some of the initiatives that Danone Serdika has implemented in Bulgaria:

- Danoniada

This is one of the most successful examples of corporate social responsibility. In 1998 – the year of World Football Cup, Danone Serdika organized in Bulgaria a local football tournament with the participation of school children. The initiative was spread throughout Bulgaria and more than 1000 teams from different schools participated by creating their own football team. Danone Serdika called this tournament a National children’s football cup. The initiative was so successful and so well received that the Danone headquarters in Paris decided to duplicate it at an international level. Therefore in 2008 Danone organized an



event calling in International Danone Cup. The first Danone cup was organized with the participation of eight football teams. Later on, in the following years, the International Danone Cup has become more and more popular. Now there are 40 countries that participate in the finals. The International Danone Cup is the only football tournament for children under the age of 12, which is officially recognized by FIFA. Zinedine Zidane, the French football star is the global ambassador of the tournament. And in Bulgaria, since 2008, the national ambassador is Dimitar Berabtov – Bulgaria's most popular football star. The local recognition for Danone Serdika came in 2007, when the company won the Bulgarian Business Leaders' Forum Responsible Business Award for creating the Danoniada.

- Active and Healthy

In 2009 Danone Serdika started cooperation with the Dimitar Berbatov Foundation, the Ministry of Youth and Sports and the Ministry of Education and Science, to create a campaign, called Active and Healthy. The focus

was placed on specific projects, such as renovating and building school gyms, swimming pools, football stadiums and multifunctional sport areas. All of these projects were targeting local Bulgarian schools. The campaign had an element of social marketing, because 5% of the sales of some of the company's products were used as funding for the initiative. The campaign was mostly implemented during 2010 and 2011. It was recognized from the Bulgarian Business Leaders' Forum which awarded the company 3rd place in the category "Social Marketing" in 2010 and 1st place in the same category in 2011. Additionally the campaign received an award for Best Donor Programme by the Bulgarian Donors Forum.

- The Hour of the Child

This initiative is a social project, which supports the Specialized Clinic for Children with Hematological and Oncological Diseases. It started in 2005. The main activities included the purchase of equipment and consumables for the clinic and the maintenance of a children's playroom and social programme. The campaign is based on volunteer work from the company's employees. Basically the employees donate the remuneration they receive for the volunteered working hours. Danone Serdika was nominated for CSR awards several times by the Bulgarian Donors Forum. And it won the award for volume of non-financial donations in 2005.

Danone Serdika has been very active in its corporate social responsibility activities in Bulgaria. Even though the outreach of some of its initiatives is limited, due to the fact that they target specific areas, specific regions or organizations, the company has won the local approval and thus has created an improved corporate image. It is a good example of corporate social responsibility both on national and on international level.

WHITBREAD, UK

Whitbread is one of the top 100 companies in the United Kingdom. It was founded back in 1742 with the goal to produce beer in the north of the city of London. There are very few companies founded in this period, and Whitbread is one of them, which have managed to maintain their independence. Currently Whitbread has 45 000 employees and more than 2 500 outlets across the United Kingdom.



They are serving more than 25 million customers monthly. Whitbread now has a portfolio of diverse companies, such as T.G.I. Friday's, Pizza Hut, David Lloyd Leisure, Costa Coffee, Beefeater Inn – in the leisure field; Premier Travel Inn, Marriott Hotel Group and Thresher – in the hospitality field; and beer brands such as Heineken, Stella Artois, Murphy's Irish Stout and Boddingtons.

Corporate social responsibility is embedded into the company's corporate strategy. They have created a program, called 'Good Together': "Good Together is our corporate responsibility programme and is part of our Customer Heartbeat model. It is a fundamental and integral part of how we do business at Whitbread and we aim to be 'a force for good' in all of the communities in which we operate." (Whitbread Corporate Responsibility Report 2014/15)

In order to demonstrate their ambition to do successful corporate social responsibility activities and to have an ongoing commitment, rather than single initiatives, the company

has underpinned three fundamentals, or as they call them three 'pillars' into the Good Together Programme: Teams and Communities; Customer Wellbeing; Energy and Environment. These fundamentals are important in a social sense as well as in a business sense. Teams and communities focuses on the need for well-trained employees as well as good corporate image among the local community. Customer wellbeing focuses on the ethical supply chain and the responsible sourcing, but it also supports the business in its product development, therefore the customer experience is improved. Energy and Environment improves the image of Whitbread and at the same time it creates an efficient and sustainable business model.

- Teams and Communities

A good example is the company's WISE Programme – Whitbread Investing in Skills and Employment. The focus of this program is on the skills which are required for the hospitality careers and their perception. Whitbread has initiated an apprenticeship scheme; an outreach programme of visits to different schools, colleges and universities; provision of work experience placements for young people of the age 14-18; and an adult work placement by partnering with Job Centre Plus and The Princess Trust.

Within the WISE programme the company also pays special attention to 'giving back to communities'. The company's stakeholders (including the management, the suppliers and the customers) provide practical support for the Great Ormond Street Hospital Children's Charity and the Costa Foundation. This spreads the program outreach both on national level (through the support of Great Ormond Street Hospital Children's Charity) and on international level (through the supporting of Costa Foundation, which supports coffee growing communities throughout the world). It needs to be mentioned that the support of Great Ormond Street Hospital Children's Charity has raised £2 million and the Costa Foundation has raised £10 million. The Costa Foundation focuses on support of educational projects to more than 50 communities in Colombia, Costa Rica, Ethiopia, Guatemala, Honduras, Peru, Uganda and Vietnam. The target of Whitbread is to raise £15 million by 2020 and to support 100 school projects. Through this project Whitbread believes that it can make a positive



impact on the wellbeing of the coffee growing communities in the mentioned countries.

- Customer Wellbeing

The Customer Wellbeing within Whitbread company satisfies two broader elements of their activities: “We are committed to ensuring that all of our buying practices are carried out in the most sustainable and responsible way possible, and in 2014/15 we introduced our Responsible Sourcing and Commodity Policies focused on ten main commodity categories. These policies have been developed by working collaboratively with our own suppliers, and in consultation with NGOs and trade organisations.” (Whitbread Corporate Responsibility Report 2014/15)

Whitbread has segmented their supply chain into ten commodity groups, then created an assessment and reporting system in order to provide their suppliers with a database where they have to complete assessment questionnaires in order to assess their approaches to responsible sources.

Through this system Whitbread receives assessment marks for each of their suppliers, who are given a red, amber or green rating. According to these ratings Whitbread can assess which of their suppliers meets the company’s standards for ethical and responsible sourcing and which need further development. The principle of continual improvement is seen in the Whitbread’s desire to work with the suppliers by supporting them to improve ethical sourcing instead of substituting them when a problem arises.

Another aspect of Customer Wellbeing is the Menu development and nutrition. The initiative complements the ethical sourcing and insistence of engaging with an ethical supply chain. Additionally it is in line with the current focus on healthy eating. Whitbread is also part of the Government’s Responsibility Deal on Public Health. For this the company has agreed to work towards achieving targets for reduction of salt and saturated fat; for removal of trans fats; and for calorie reduction. Furthermore Whitbread complies with the EU legislation, which requires information about allergens for the consumers.

In line with this, Costa chain (part of Whitbread) has developed their own internal assessment tool, which assesses and rates the nutritional content of their products. The obtained information is used for their product development and for the development of nutritionally balanced menus.

- Energy and the environment

This fundamental adds up to the two other ‘pillars’ and focuses on the ethical and sustainable approach to the environment. “At Whitbread our goal is to be a successful business without impacting our environment. This principle runs deeply through the strategy and culture of our company and is closely connected to the motivation of our teams. Our targets for reducing carbon and water consumption, and increasing recycling rates are ambitious, and we relentlessly strive to set a standard of environmental leadership for the hospitality sector.” (Whitbread Corporate Responsibility Report 2014/15)

Whitbread’s aim to reduce water consumption was well recognized. Their partnership with Waterscan won the “Water Management’ prize at the Sustainability Leaders Awards and ‘Water Efficient Project of the Year’. The company is the first hospitality company in the UK that has



received the Carbon Trust Triple Standard Award for significant achievements in carbon, water and waste reduction.

Another interesting initiative is the first 'hub by Premier Inn', which was opened in November 2014 in London. It was rated 'Outstanding' by BREEAM – the environmental assessment rating system for buildings. It was the first hotel in the United Kingdom to achieve the highest rating. The 'hub by Premier Inn' uses 100% renewable certified energy from different sources – wind, hydro and bio-mass fuel.

Whitbread has a strategic approach to corporate social responsibility. The company's 'Good Together' Programme is embedded into all areas of operation, demonstrating the focus of Whitbread on CSR. The three 'pillars' of the programme complement each other and work towards achieving the company's goals, by demonstrating the company's strive for continuous development of its products, services and operational efficiencies, which on its own supplements the better corporate image

and creates better relations with the company's stakeholders.

MAS LA LLUM, SPAIN

Mas La Llum is a rural house which has shared living facilities and an educational classroom. The focus of the company is the promotion of sustainable use of energy. Throughout its existence Mas La Llum counts on renewable energy, eco-tourism and sustainable tourism, efficient use of resources, minimizing and reusing waste, healthy and sustainable house criteria. This is mainly achieved by means of good management practice and through leisure and educational activities for environmental education. The house is made of straw, mud and wood and has no toxic elements used in its construction.

Mas La Llum aims to raise awareness in the field of sustainable use of resources, better waste management and improved environmental conscience.

- Increasing energy efficiency of houses

By using natural elements in the construction and by reducing the energy consumption within the house, Mas La Llum aims to promote the sustainable way of living which is closest to our environment. Further on the enterprise strives to educate and to give a good example of how environment should be respected. By lodging people in a place which is energy self-sufficient, uses mostly natural resources and elements, and has a great waste management practice, Mas La Llum shows in reality what responsible tourism means and urges people to follow this example.

Two aspects of this house are innovative for Spain:

- The house is constructed in an innovative way – using a hybrid system of straw and wood. Further on Mas La Llum is responsible for the legalization of the building and dry toilet level.
- The house is a great example of eco-tourism – here the tourist is placed in a mud/straw/wood house which has no toxic elements. Here the tourist sees and understands what sustainable energy use and waste management means. The tourists are actively involved in the process of gathering and reutilization of natural energy resources. Thus the



tourists are educated and motivated to be more conscious about environmental sustainability.

Being a self-sufficient and sustainable estate, Mas La Llum aims to be a good example for eco-tourism in Europe. Additionally the enterprise promotes sustainability, energy efficiency and respect towards environment. All of this is achieved through leisure and educational activities done in the house.

The fact that Mas La Llum is a great example and a role model for European tourism by being a sustainable and eco-friendly house is a key factor for the enterprise. It is complemented by the desire of the management to educate all tourists who visit the place and to motivate them to be environmentally friendly not only during their leisure time but also to apply these practices in their won houses and their own way of living.

Furthermore Mas La Llum is a living project. It constantly evolves and employs new sustainable practices, which means

that the estate will keep being attractive for visitors.

Mas La Llum is a great example of sustainable tourism promotion. Sustainable tourism is embedded in many business models; however it is essential that the tourists are educated and motivated through the environmental practices, just as Mas La Llum is doing.

PAKMARKAS, LITHUANIA

For the past 21 years, PakMarkas has been one of the leading companies in Lithuania in the packaging and labeling business. Throughout its activities, the company has employed the use of modern technologies and has created a team of employees who strive to create high-quality products that are in line with the environmental causes. PakMarkas' main activities include self-adhesive label printing, packing and marking equipment trade, packing materials trade, gears and industrial automation systems trade. PakMarkas ensures the quality and responsibility of its activities and this is represented by the number of certificates that the company possesses (ISO 9001 since 2002; Environment protection management system ISO 14001 since 2003; Good manufacturing practice (GMP) since 2009; Efficient manufacturing based on LEAN and TOC principles since 2010; Social responsibility management system SA 8000 since 2012; member of Global Compact). The company strives to continuously improve the quality of its services and to contribute to environmental protection causes and social progress. Additionally it represents a responsible business model that can be replicated by other companies.

PakMarkas' corporate social responsibility focuses on environmental issues, employee welfare, and the development of young people's employability. Specifically the company strives to reduce waste and sustainable use of energy and resources. Additionally the company aims to create employee welfare by providing 'equal pay for equal work'. It engages its employees in the company's CSR activities and gives opportunities for internships for young people.

- Ensuring that suppliers adhere to the company's social responsibility policy

PakMarkas has an interesting procedure of assessing its suppliers. It is based on a Social Responsibility



Management Procedure. Every supplier is ranked based on its share in PakMarkas' turnover and its impact on social responsibility objectives. This rating give PakMarkas a clear idea about how important the supplier is to the company and how much influence it could exert over it in relation with the SA 8000 requirements.

- Employee welfare and involvement

PakMarkas is an employer that aims to ensure 'equal pay for equal work' policy. This is achieved through 'objective work evaluation criteria'. Employees are offered additional health insurance package with wellness services; and both full-time and part-time employees receive at least 3 months insurance package. PakMarkas offers its employees professional trainings, which are focused on the employees' specific tasks and duties. Furthermore, the employees have elected representatives who communicate with the management, relate specific requests and defend the employees' rights. The production supervisors have

responsibility for the work safety of their teams, which gives them a more personalized attention and motivation for care. Additionally when the management finds low employee engagement in the company's social CSR activities, they organize meetings, which aim to improve the employee performance in the field. The company relies on the principles of ethical employment and employment relations policy, which are also listed on the company website (<http://en.pakmarkas.lt/social-responsibility-policy.html>)

- Addressing environmental issues

PakMarkas has an approach to be a sustainable company, which addresses environmental issues in all of its activities. In its practice, the company has invested in modern wastewater treatment facilities, which allow reduction of the volume of wastewater. Reduction of energy consumption has been addressed through launching a project for introduction of solar panels, which would give the company the needed hot water for the production activities. Furthermore, the fluorescent lamps have been replaced by LED lams, which additionally reduces the energy consumption.

PakMarkas has also introduced washable labels, which allows their clients to reuse packages more than once. Furthermore, the company has replaced the used polymer plates with printed digital labels and has stopped the use of adhesive substances, used before for attaching the labels. Now the labels are thermally fused with the product. These activities represent the company's ambition to be in line with the current environment protection causes and the desire of PakMarkas to be a business model, which promotes eco-friendly activities.

- Developing young talent

PakMarkas also strives to motivate young people and to give opportunities for work placements. It offers internships and some of the interns who successfully fulfill their tasks are even offered a full-time job.

In 2010 and in 2013 PakMarkas was recognized as Top Employer – based on its good working conditions and informal attitude towards the employees. The company aims to continue its activities in the field and to create a business-employee model, which can be replicated by other businesses.



In 2011 PakMarkas was also recognized in the National Responsible Business Awards, where the company received a nomination

Environmental Enterprise of the Year 2010. This was in recognition for the company's search for innovative recycling solutions.

All of these public recognitions have led to improving the company image and have motivated the company to continue its business in the same way. Corporate Social Responsibility is embedded into all areas of PakMarkas – it is part of the core aspects of the company, it is part of the management system and it is employed in the employee daily tasks and activities. PakMarkas focuses on the creation of shared value and benefit both for the company and the society.

GENCTUR, TURKEY

Genctur is a Turkish company, which aims to encourage incoming and outgoing youth motilities and exchanges, related to volunteer work. The main goal of the company is to promote volunteer work, open-mindedness, empathy and

understanding. Genctur sends around 600 Turkish volunteers and hosts around 300 foreign volunteers from all over the world. Through these experiences, the volunteers manage to learn about new cultures, to get rid of their prejudice, and to acquire new positive perspectives and values.

Genctur is focused on young people and strives to encourage volunteering and culture solidarity, inter-cultural understanding. Furthermore, it strives to motivate young people to do volunteer work and to address the needs of the local communities.

In order to achieve its goals Genctur is a member of worldwide networks, such as CCIVS, ALLIANCE of European Voluntaary Service Organizations, Service Civil International. Its partners have projects in 85 countries, where the volunteers from Turkey can participate. Furthermore, Genctur hosts international volunteers. Some of the initiatives and volunteer projects include renovations and constructions of schools in small villages, awareness campaigns promoting sustainable use of natural resources, tree planting, summer schools for disadvantaged children, socializing projects for disabled people and others. During these projects, the volunteers usually work for 6 hours per day (usually 5 or 6 days per week) for two weeks. What they receive for their work is board and lodging usually within the community they work for. There is an undoubtful positive effect for the communities that not only receive new knowledge or new constructions, but also get the opportunity to meet and exchange values with people from all over the world. The added value of these initiatives is the multi-cultural experience that the volunteers too receive and the self-satisfaction which comes from the achieved results.

Genctur is an example of a successful business model for volunteer work, both in local context – within Turkey and in an international context – worldwide. The benefits are two-dimensional – there is benefit for the volunteers and for the community.

Another aspect of the organizations' activities is the company's strive to encourage young unemployed people to work in the field tourist management. Additionally Genctur has a reformist approach in encouraging the employment of women in the tourism sector.



IPAV – INSTITUTO PADRE ANTONIO VIEIRA, PORTUGAL

IPAV – Instituto Padre Antonio Vieira is a non-profit civic association, which is recognized as a private social welfare institution. It is a non-governmental development organization. The goals of IPAV are to promote reflection, education, human dignity, sustainability, social solidarity, diversity and dialogue. Additionally IPAV promotes the “More Employability” Programme.

The initiative aims to give young people new skills and abilities, which will help them in finding employment. It focuses on creativity, open-mindedness and social resilience and provides young adults with trainings on digital literacy, CV creation and soft skills. It promotes activities that prepare young people for the labor market and for the active life, while instilling caring attitude, multicultural understanding and social inclusion. The main focus is placed on young people who are without employment, out of school or at risk, and who

have no higher education degree.

Specifically there are six actions that IPAV has undertaken. These six actions involve thousands of young people and include seminars, trainings, teaching materials, self-help groups, and business-educational institutions networking:

- Vitamins for Employment

These are seminars that are one day long and focus on the theme of cross competence/soft skills. The seminars target college students and alumni, VET school students and alumni.

- Job Parties

These are workshops where former students make presentations about educational institutions. The aim is to share experiences and to attract young people both to the educational institutions and to the labor market.

- Europass CV Junior

These are one-day seminars targeting students and alumni. During the seminar, the participants have the opportunity to work on their curriculum and to learn how to make it more attractive for future employers.

- Open Day in Enterprises

During these Open Days, selected companies welcome visitors inside their organizations. This aims to give the participants a clear idea on the job process and participate directly in the working process.

- Co-working towards Employment

Here IPAV is creating a model of job searching. It is supported by technical education institutions and it follows a very practical approach.

- Promoting Entrepreneurship

This model promotes entrepreneurship. It targets secondary school students, VET school students and young people who are currently neither studying nor working. There is a component of soft skills encouraging, where the participants are taught about innovation, creativity, business plan development and other important business skills. The company provides also a “Junior Entrepreneur” course, which is a Massive Open Online Course.

Through these initiatives, IPAV manages to promote capacity building for employability, to foster



entrepreneurship and job creation and to contribute to the social inclusion of vulnerable groups. The priority is given to young people at risk. Through the group dynamics, the participants are motivated to achieve results and more precisely to find long-term employment. The business model of IPAV is a good example of involvement of young people from vulnerable groups and can be replicated by organization with similar activities. The non-formal education methods have proven effect on the participants.

ATHENS BREWERY, GREECE

Athens Brewery is a large company, located in Greece. Its business activities are within the beer production and sales. The company was established in 1963 and today it is part of Heineken N.V. Group. The first factory of the company opened in 1965 in Athens, the second one

was in Thessaloniki in 1975. And from there on, today the company has several factories, including one that produces and bottles natural mineral water. Athens Brewery has 25 products distributed in 11 countries.

The main social concern of the company is related to environmental protection. Specifically in its production activities Athens Brewery strives to reduce water and power consumption, as well as CO₂ emissions. The company aims to reduce the environmental footprint and to employ “green” processes and methods both at the whole sale and retail levels.

Athens Brewery makes investments in new technologies, which are as energy efficient as possible; it uses recyclable packaging and where possible reuses the glass bottles; it has “green” logistics for product transportation. Athens Brewery follows an integrated control system on environmental impact. Furthermore, the company strives to reduce waste through appropriate waste management methods. Specifically for the cooling and refrigerating processes, the company achieves a 35% reduction on energy consumption.

In 2010 and 2011, Athens Brewery invested more than €15 million in new equipment and €15 million in returnable packaging. This is an example of the approach the company uses to be environmentally friendly.

Being part of the Heineken N.V. Group, Athens Brewery follows a broader CSR strategy. Additionally, on a local level, the suppliers and business partners of the company have adopted some of the values and goals of the company and some have even replicated their model.

Practices like these create better corporate image of the company, while creating a cleaner environment, which affects the society. Additionally due to these initiatives, Athens Brewery achieves reduction of production costs. In line with this, the customer loyalty and the employee satisfaction have increased.