



CSR MAGAZINE

THE CORPORATE SOCIAL RESPONSIBILITY MAGAZINE IN EUROPE

■ November 1999
■ Quarterly

BUSINESS AND GOVERNMENT

Four page pull-out on EU Day

PEOPLE

Interview with Daniel Lebègue
Challenging Financial Exclusion

INSIDE EUROPE

Focus on the Netherlands

SPECIAL REPORT

CAN SOCIALLY RESPONSIBLE INVESTMENTS MAKE MONEY ?



CSR MAGAZINE

THE CORPORATE SOCIAL RESPONSIBILITY MAGAZINE IN EUROPE

On the cover:
Special report on Socially Responsible Investing.
Are investors and fund managers making the most of their money?

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EUROPEAN DAY

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Can socially responsible

Money may oil the wheels of power, but where it comes from and how it is used is coming under more scrutiny now than ever before. The rise in consumer power and the recognition of the need to develop sustainable economic policies means that financial institutions, as well as businesses, are rethinking the belief that making money is all that counts.

Ethical investing is not new. Churches and universities have traditionally avoided investing in business areas like tobacco, gambling, alcohol and pornography. But the financial sector now finds that it too has to accept social and ethical responsibilities. The collapse of the proposed venture between the Bank of Scotland and the US television evangelist Pat Robertson as a result of consumer pressure illustrates that making decisions purely on the basis of financial criteria can lead to trouble.

A growing number of investment fund managers and financial consultancies are now turning to socially responsible or ethical investing. This is defined by the Ethical Investment Research Service (EIRIS) as considering the ethical, social and environmental performance of companies selected for investment, as well as their financial perform-

ance. Fund managers are finding that as well as being morally responsible Socially Responsible Investing (SRI) can also be financially advantageous. An analysis by the US Social Investment Forum found that around two billion dollars are currently invested using ethical criteria.

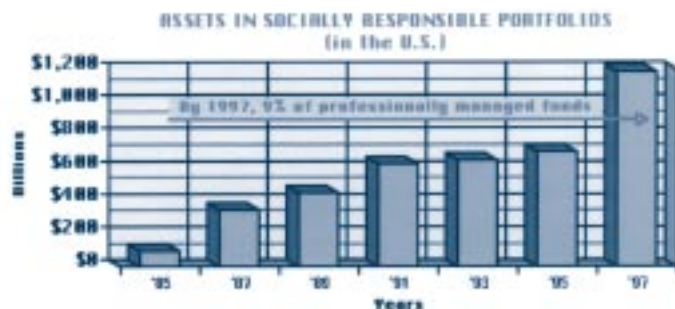
And results have been good, with many socially screened stock funds outperforming the Standard and Poor (S&P) 500 - a generally accepted benchmark for investment performance. Research by EIRIS in the UK in 1998 showed similar results, demonstrating that investing ethically is unlikely to lose money. A study by Innovest Strategic Value Advisors suggests that eco-conscious companies on average outperformed the

either, major financial players Standard Life and Sun Life entered the market last year.

Despite this, Forum for the Future (a not-for-profit organisation specialising in sustainable development) reports that 'investors are still blind to sustainability'. The reasons are the inadequacy of information provided by companies, the inability of investors to evaluate the information accurately and their view that environmental issues are not relevant to them.

Robert Rubinstein, Founder and Director of Brooklyn Bridge (a consultancy which recently organised a major conference in the Netherlands on Triple Bottom Line Investing), is of the view that: "most European pub-

FACTS AND FIGURES ABOUT SRI



Estimates by the Social Investment Forum and other sources. Does not include individual investors or private investment clubs.

S&P index by 2.8% per annum on average. In June this year the UK Social Investment Forum announced that investment in UK ethical unit and investment trusts had passed the £2 billion barrier. Ethical trusts are not confined to smaller enterprises

licly traded companies are not ready, willing or able to give the information necessary to make judgements based on triple bottom line performance (social, environmental and financial). As the financial community embraces these criteria it will

investments make money?



put enormous pressure on listed companies to report. In addition the verification companies will have a major challenge trying to meet all the demand to provide social, environmental and financial auditing."

Good environmental and social management often goes hand in hand with good company management – and this according to Innovest is the single most important factor in corporate profitability. Ignoring environmental and social factors can also be risky as the costs of clearing up pollution and potential litigation can be enormous. And companies that ignore the possibility of consumer boycotts do so at their peril.

In order to identify if a company is acting ethically, or at least not unethically, fund managers use a variety of screening methods. Positive screening could include a commitment to recycling while negative screen-

ing might pick out arms manufacturing. All ethical and environmental funds carry out some kind of screening process. A less crude alternative is the preference approach. This recognises that simply avoiding certain companies gives little room for change and instead ranks companies on how well they meet ethical and environmental criteria. Investments are then made in companies that seem to have a willingness to change.

As the benefits of ethical funds become apparent a growing number of indexes are being developed in order to measure their performance. EIRIS has put together five indexes for the period 1991-1998. Each represents a different approach, some exclude particular activities, others favour companies built on strongly ethical lines. Comparing the performance of ethically originated portfolios with the Financial Times Stock Exchange (FTSE) all share index for the same period EIRIS found that all but one performed equally well.

Ethical investment indexes

The **Dow Jones Sustainability Group Index (DJSGI)** was launched on 8 September 1999 as a partnership between Dow Jones and Sustainability Asset Management (SAM*). It represents 200 of the leading sustainability companies in 68 industries in 22 countries, with a market capitalisation of \$4.3 trillion (20% of the Dow Jones Global Index).

The **Domini 400 Social Index** is composed of 400 companies that meet two sets of criteria:

Personal conviction-based criteria like anti-alcohol, tobacco, gaming, nuclear power and weapons. No involvement in the manufacturing of products. Qualitative criteria that evaluate the corporation with an eye towards citizenship, diversity, employment, product safety, non US-operations.

* SAM is a privately owned Swiss asset management group.



EBNSC promoting Socially Responsible Investing

In recognition of the important strategic position of the financial sector EBNSC has commissioned *Avanzi* (an Italian think tank on sustainable policies, innovation and SRI) to analyse more than fifty projects promoted by over thirty European banks in support of social cohesion. This study, that will be published at the end of 1999, looks at financial institutions and their policies and practices. It distinguishes between traditional Corporate Social Responsibility initiatives, in which banks adopt similar measures to companies in other sectors (like innovative human resource policies, equal opportunities, donations and services to local communities) and specific financial products.

EBNSC is also launching a project to screen 50 companies using the criteria of the EU employment strategy. This project will be co-ordinated by *Avanzi*, *Arèse* and *Ethibel* and presented at the end of 2000.

Initiatives and Trends: some examples

■ **United Kingdom**

In the UK from 3 July 2000, under the new pension disclosure regulation, trustees of occupational pension schemes will have to state their policy on ethical investment in their Statement of Investment Principles (SIP). They will have to indicate:

- the extent to which social, environmental or ethical considerations are taken into account in the selection,

retention and realisation of investments;

- their policy on the exercise of rights (including voting rights) attaching to investments.

The UK's first 'ethical' venture capital trust (VCT) was launched in October 1999. This is a joint venture between venture capital specialist *Downing Corporate Finance* and stockbrokers *Rathbone Neilson Cobbold*. It will invest up to £10 million, primarily in smaller unquoted and quoted companies.

■ **Belgium**

Even if not highly significant in worldwide terms (0,05% of the ethical investment market compared to the 90% held by the US, Canada and UK), ethical investment is not a new practice in Belgium. An early example is the

How can financial activities positively impact on social cohesion?

Business area	Specific financial instrument	Example
Asset management	Mutual funds Pension funds Ethical funds Proxies and shareholder activism Social venture capital	Portfolio screening to invest in socially responsible businesses Pressure on listed corporations to adopt social cohesion strategies and programmes Venture capital to pioneers in social and environmental responsibility
Credit to businesses	Loans Mortgages Guarantees Micro-credit Consulting services and training Business start up	Business start up Micro business development Fight against financial exclusion and usury
Credit to individuals	Loans Mortgages Guarantees	Support to disadvantaged persons Fight against financial exclusion and usury

Source: *Avanzi*, 1999

'Epargne Cigale' set up by Fortis Bank (ex. CGER) in 1984. According to l'Echo ethical products represent 0,29% of the Belgian market. Bacob holds the first place (13,5 billion of Belgian Francs) through its ethical funds, followed by Fortis (5 billion Belgian Francs). The table below shows the variety of ethical investments on the Belgian market. It was drawn up by Ethibel VZW, an independent non-profit making organisation specialising in ethical and responsible investment.

Ethibel emphasises its own criteria and evaluation system, which is registered as the Ethibel-label. The latter is awarded to investment formula, which exclusively invest in shares or bonds of companies or institutions approved by

Ethibel considering specific ethical and social criteria.

■ Sweden

According to an environmental investment fund review published by the Swedish Environmental Protection Agency, Sweden is setting the pace having the highest concentration out of 13 ethical and green funds available in Nordic countries. KPA is a Swedish Pensions provider, mainly to the local government market and all of its pensions are managed according to a ISO14001 accredited investment process. The company has an ethical policy which covers such things as the environment, armaments and health; currently genetically






modified organisms and Human Rights are also under investigation as criteria. All of the company's funds totalling 8-9 billion Swedish Crowns are ethically invested and this is set to rise as the Swedish state pension scheme is privatised next year.

■ Netherlands

ASN Bank in the Netherlands has one of the largest and most successful ethically invested stock funds. It has around 2 billion guilders (1 billion euros) in its ASN Aandeel Fund. It is part of the Simon Nico Simon group that also has an environmental fund. This fund screens companies in Europe on the basis of their environmental practices, mainly for institutional investors.

Source material: Avanzi, Eiris – The Ethical Investor 1999, Ethibel, Herald Tribune September 1999, KPA, L'Echo September 1999, La Libre Belgique, US Social Investment Forum, UK Social Investment Forum, www.goodmoney.com.

Belgian Social-Ethical Funds (11/10/99)

	Launched in (from 0>5)	Class of risk (generation)	Ethical profundity & Research	Ethibel Control	Label Ethibel	Solidarity aspect
1. VMS Luxinter Ethifond	1992	3	+++	Yes		(Yes)
2. KB Eco Fund	1992	4	++	No		No
3. Bacob Investments Stimulus Defensive	1996	1	+	Yes		Yes (1)
4. Bacob Investments Stimulus Dynamic	1996	3	+	Yes		No
5. KBC Equisafe Ethinvest 1	1997	4*	+++	Yes		No
6. Fortis L Equity Euro Job	1997	3	++	No		No
7. Bacob Investments Stimulus Job Quality	1998	3	++	Yes		No
8. Bacob Investments Stimulus Ethipar	1998	3	+++	Yes		No
9. AlterVision Balance Europe	1998	2	+++	Yes		Yes(2)
10. Cordius Capital Stimulus Europe Quality	1998	3*	+++	Yes		No
11. Bevek-21 compartiment Participatie-21	1999	3	++	Yes	No	No

Source: Elaborated by Ethibel and Re-edited by EBNSC

Classes of risk vary from 0 (low risk) to 5 (high risk).
* = capital-guaranty formula. (1) = Via Hefboom, Wereldsolidariteit, Crédal
(2) = Via Netwerk Vlaanderen, Alterfin, Réseau Financement Alternatif.

Source: Ethibel 1999 and Re-edited by EBNSC

CARIPLO



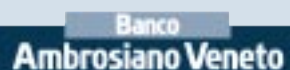
Title: Conto Etico Cariplo
Launched: April 1999

Cariplo has launched a new account that helps its customer's fund-raising efforts. Account holders give a percentage of their net interest to support 14 non-profit making organisations promoting

social projects. Cariplo then adds a further 10% of the amount given.

Results: Too early to evaluate

BANCO AMBROSIANO VENETO (BAV)



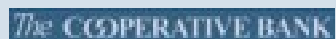
Title: Non piu' da soli
Launched: June 1996

BAV has launched this fund-raising initiative to support specific solidarity projects developed by non-profit-making organisations. As well as using its powerful financial leverage, BAV has begun to get involved with: awareness raising activities in schools,

information desks in banks, and the providing of financial training for managers of non-profit-making organisations.

Results: By the end of 1998, 350 customers joined the initiative.

CO-OPERATIVE BANK

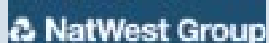


Title: Ethical Policy
Launched: 1992

The Ethical Policy is a business policy that determines not only where the Cooperative Bank invests its customer's money, but also guides sponsorship and donations. It contains specific instructions about: human rights, armaments, trade, environmental impact, animal welfare and consumer consultation. Customers are given the opportunity to give feedback.

Results: In 1998, 20,000 customers took the opportunity to respond and 90% endorsed the Ethical Policy. The 1997 staff survey also showed a high level of support, with 97% of those taking part agreeing it was a good idea which added to profitability.

NATWEST BANK



Title: Community Bond
Launched: January 1999

This is a new savings account allowing individual customers to save for the future while supporting local initiatives of community benefit. Customers are encouraged to forgo some of their return, which will be invested in a network of regional not-for-profit community finance funds. The aim is to bridge the funding

gap for enterprises that have found economically viable ways of meeting social need, but cannot raise sufficient funds from grants, donations or traditional banking sources.

Results: It has been well received by customers, but it is too early to evaluate results.

CAISSE DES DÉPÔTS ET CONSIGNATIONS



CAISSE DES DÉPÔTS ET CONSIGNATIONS

Title: Insertion-Emploi
Launched: 24th September 1994

This fund aims to be ethically responsible. At least 90% of the funds are invested in French businesses that satisfy ethical criteria covering employment policy and training. The remaining 10% is invested in financial intermediaries, whose funds support small businesses

and initiatives that benefit disadvantaged sections of the community.

Results: The fund is currently worth 260 million Francs (1690 million Euros) and 10.5 million Francs (68.25 million Euros) has been invested in 55 companies.

RABOBANK TIEL



Rabobank

Title: Eco-Houses
Launched: 1997

To encourage 'Local Agenda 21', an initiative to promote sustainability projects resulting from the Rio de Janeiro Earth Summit in 1992, Rabobank Tiel developed a project to promote sustainable housing. Rabobank Tiel provides the loan financing and is guarantor to a foundation that has responsibility for

organising the project. The foundation works with local organisations specialising in sustainable construction, and the overall aim is to produce good quality eye-catching houses.

Results: Building began in 1998, with the full commitment of the employees of Rabobank Tiel.

BACOB NV



Title: Placement Éthiques
Launched: In stages since 1996

Bacob launched four new funds as part of its 'Placement Ethiques' product range. Two funds put restrictions on investing in companies involved in armaments or the nuclear industry. The others address employment and social concerns. 'Stimulus Ethipar' invests in European businesses that are making progress on environmental issues, relationships with developing countries and social concerns.

'Stimulus Job Quality' invests in European businesses that have demonstrated good employment policies on aspects like good conditions of work, minimum wages and do not use child labour.

Results: The funds have had mixed performance, the 'Stimulus Ethipar' has done better than 'Stimulus Job Quality', but is less well established.

Focus on the Netherlands

Corporate Social Responsibility in the Netherlands

The welfare state has always been strong in the Netherlands, but as in many other European Countries, the demand for services has begun to outstrip supply. The traditions of charitable giving and family run businesses means Corporate Social Responsibility is both a positive and logical step forward, as families extend personal giving into their business activities. One of the key features of Dutch society is the awareness that companies, governments and social organisations need to work together to promote urban regeneration and social inclusion.

This does not mean that the State's role has disappeared. Many initiatives have been driven by the state, at least in their early stages and many successful projects are the result of innovative public and private sector partnerships. The employer's federation VNO-NCW is instrumental in forging many of these ventures as well as having an important role in the development of social regulation. While setting up co-operative links between sectors is not easy, the obstacles are not insurmountable, and the strong consultative culture – the overleg cultuur (poldermodel) of Dutch society means there is a firm commitment to a partnership approach.

"In the Netherlands we can be proud of the good co-operation between business and government. To move forward in Europe we need to take the best elements from all sectors". Hans Borstlap Director General for Employment and Social Affairs, the Netherlands

The Partnership Approach

The Dutch network Samenleving and Bedrijf (Community and business) has gone from strength to strength. Set up a little over a year ago it has quickly become a valuable asset. Arising out of an initiative by Els Borst of the Dutch Government's Health, Welfare and Sports Ministry it provides a platform for business,

governments and social organisations to exchange knowledge, experience and good practice. The network's aims are:

- to support public private partnerships at a local level
- to encourage national and regional knowledge exchange and innovation
- to set CSR on the business and government agenda and achieve top level commitment

An early success is the publication of Samen, a magazine which helps network members keep in touch. A website and database on good practice are already under construction and will be available for members at the beginning of 2000.

Local Projects

Projects strongly centred in local communities are popular in the Netherlands and many receive support through CSR initiatives. They range from schemes that help ex-prisoners to integrated local planning initiatives. Rabobank (featured in the previous edition of CSR magazine) for example has set up a partnership project in De Ronde Venen that helps local citizens become involved in building a safe and social community. It also works closely with N.O.V. (A Dutch voluntary work organisation) to support community activities and several local Rabobanks have set up local information centres to help co-ordinate volunteering by matching supply and demand.



Samenleving & Bedrijf

EBNSC's National Partner in the Netherlands

Samenleving and Bedrijf
Willemsparkweg 58
1071 HJ Amsterdam
Tel: (020) 670 77 00
Fax: (020) 670 78 00
Email: mail@nieuwemaan.nl

Origin: Developed from an initiative set up by the Dutch Government in 1998, the network is now independently organised. It will be officially launched on January 1st 2000.

On a broader scale there are projects geared to employment and economic development. Koninklijke KPN NV (formerly PTT Telecom) for example has taken positive steps to employ staff from minority ethnic groups. This has meant challenging stereotypes within the company, and examining with existing staff different cultural assumptions. Randstad Holding is also engaged in the recruitment and selection of people disadvantaged in the labour market. Callflex, A Randstad Organisation specialises in telemarketers. It works closely with Sonneheerdt, the Institute for the Training and Employment of Visually Disabled People and with the Dutch Association for Countrywomen (Nederlandse Bond van Plattelandsvrouwen).

Social Responsibility is important in The Netherlands. It donates more to good causes per household than any other European country (5 Billion Guilders in 1977) and 3 million people (out of a population of 15 million) belong to a voluntary group. While the state has always taken a strong lead on welfare issues it is clear that Corporate Social Responsibility has a significant role to play. The network Samenleving and Bedrijf will be formally launched in February 2000 and will be EBNSC's National Partner in the Netherlands.



Mission: To connect local and national partnerships and projects of businesses and organisations involved in Corporate Social Responsibility and increase the amount and quality of their results.

Members: The group of initiators consists of representatives of public, private and non-governmental sectors, for example:

- Albert Heijn
- Fortis
- Ordina
- Origin
- Phillips
- Rabobank
- Randstad
- Vedior
- Shell
- City of The Hague
- City of Eindhoven
- City of Rotterdam
- City of Utrecht

Strategic role:

- **information** via website, newsletter and service point
- **inspiration** by meetings, case studies and partnership models
- **innovation** by research and benchmarking
- **communication** via campaigns, dialogue at CEO level and lobbying

Financing: The Government originally pledged 1/4 million EURO to start up the network under the Partnership for Social Integration initiative. To continue and expand the network both public and private financing is needed.

Overview European Commission, Employment and Social Affairs DG related to EBNSC activities

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Odile QUINTIN,
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Jean-Paul Tricart
(Principal Administrator) since the
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special contact for
discussing partnerships
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Gender mainstreaming: a new approach to equal opportunities

A Ministerial conference held in Helsinki at the end of September focused on integrating gender into employment taxation and other policies.

Discussions were held on measures to improve the employment situation of women including self-employment, and more flexibility for parental leave. The need to develop practices attracting men to take parental leave and a greater part in childcare was highlighted. The Finns presented a study on social protection, and how taxation policy can

implicitly or explicitly affect women's employment. It was suggested that the effects of different tax and benefit systems on women's employment should be studied further.

The new Social Affairs Commissioner, Anna Diamantopoulou presented her plans for a package of measures under the new anti-discrimination article of the Amsterdam Treaty. Ms Diamantopoulou reiterated her promise of an action programme for equality between men and women which is currently being drafted.

She also said that two new Directives would be proposed. One will legislate against racial discrimination, going beyond labour market issues. And the second will cover all types of discrimination in the labour market, not already covered by existing legislation.

Source: European Information Service (EIS), from: Social Policy, October 1999, No 100, www.eis.be

EUROPEAN DAY SEPTEMBER 1999

Business and Governments Joining Forces ...



M. J. Rodrigues, Special Counsellor to the Portuguese Prime Minister
 E. Davignon, Chairman Société Générale de Belgique



R. Prodi, President European Commission
 A. Larsson, Director General DGV
 L. Kolind, Chairman TCC

Governments and public organisations are increasingly realising that they are as much part of the rapid development of the global economy as business. This means they must embrace new management methods, new organisational

behaviour and new partnership based structures.

Companies find that unemployment and other social issues are economic problems that they cannot ignore. They have learned that forming partnerships with governmental bodies and applying their energy to solving structural social problems can be a powerful stimulus to business development. Today's better educated young people are tomorrow's workers. Upgrading skills and qualifications and training help maintain a flexible labour market and ensures an adequate supply of qualified labour for enterprises. Lower unemployment in deprived areas means higher spending.

To acknowledge and support these fundamental shifts in thinking and acting, EBNSC, TCC and the European Commission organised a European day with more than 160 participants from business and government in Europe. The purpose was to:

- share experiences of partnerships between business and government
- highlight good practice in support of the European Employment strategy
- make proposals for future action and prepare for Lisbon 2000



R. Prodi, President European Commission
 L. Stanca, Chairman IBM Europe Middle East and Africa



P.Y. Maniquet, AKZO Nobel
 C. Leysen, Ahlers

... towards the European Summit on Employment, Economic Reform and Social Cohesion – For a Europe of Innovation and Knowledge ...

... Lisbon 2000

Creating Profitable and Sustainable Change for Business and Society



"In place of the 'either or' approach The Netherlands has adopted a pragmatic win-win approach based on co-operation between all the relevant actors: business, labour organisations and government. It is founded on a mutual awareness of the benefits which come from a strategy where employment, growth and social cohesion go hand in hand."

Hans Bortslap,
Director General, Ministry of Social Affairs and Employment
The Netherlands



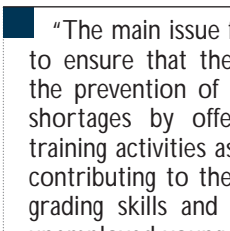
"Increasing employment and reducing social exclusion causes fiscal pressures on government and leaves more room for a business friendly operating environment to emerge. I call to you as representatives of the business sector to ask your national employers organisations hard questions about their level of engagement in the implementation of National Action Plans for Employment."

Séamus O'Morain,
Chairman European Employment and Labour Market Committee



"Through its Business Education Partnership Projects, IBM not only uses its core competencies but also recruits the best talent it can for assignments which are considered challenging as well as personally rewarding."

Lucio Stanca,
Chairman IBM Europe, Middle East and Africa



"The main issue for companies is to ensure that they contribute to the prevention of potential labour shortages by offering continuing training activities as well as actively contributing to the strategy of upgrading skills and qualifications of unemployed young people."

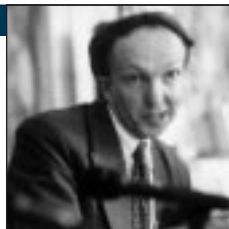
Jesper Hartvig Pedersen,
Deputy Permanent Secretary
Denmark



"I call for a cultural revolution in which entrepreneurs are

looked upon as the heroes of our time and in which, lawyers, bankers, consultants and local government will co-operate in local networks for the well being of their local community."

Jacob Palmstierna,
Vice-Chairman MeritaNordbanken



"The process which governments and their administrations use to bring about reform within their labour markets embraces many business techniques: management by objectives, performance monitoring, outcome measurement and team working."

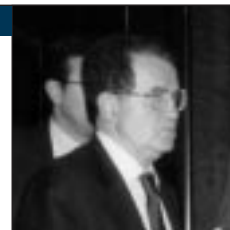
Bernard Legendre,
Head of Department,
Ministry of Employment and Solidarity,
France



"Our responsibility to employees

and potential employees is to constantly seek to enhance their skills, particularly IT skills. By so doing we will continue to raise the skills of Europe's societies. This will make us better equipped for the challenge of the twenty-first century."

Athol Grieve,
President Johnson and Johnson
Medical Europe



"What the Commission can and will do, is continue to bring together business and governments at conferences like this to exchange specific experiences and good practice throughout Europe."

Romano Prodi,
President European Commission



"Its not just about employment and unemployment although they are our major focus, there are broader issues about Corporate Social Responsibility, education, ethics, and inner city regeneration."

John Steele,
Director of Group Personnel BT

Proposals for Action



Rountable participant : C. Leysen, Ahlers

The participants at the Round Tables identified values and characteristics prerequisite for successful partnerships, regardless of country.

Trust between partners committed to change

Trust and strong support on all sides ensures that new solutions will create systematic change.

The best way to ensure full commitment and mutual benefit is for both partners to put their resources on the line, directly or indirectly.

Better communication and learning

Partners should be open to learn and bridge cultural differences which stand in the way of communication.

Young people should be taught to understand business and the value of entrepreneurship and citizenship.

A clear business agenda

To have an impact companies need to know how their business agenda relates to employment, training and community needs.

The challenge is not just to develop an individual project but to replicate it elsewhere.

Like any research and development project, social initiatives require sustained commitment and long term investment.

Governments as mediators and facilitators

Governments could invest more in mediation.

Providing frameworks for partnerships is seen to be more useful than proscribing conditions under which issues should be organised or regulated.

Governments could provide tax or other forms of incentives to encourage partnerships, particularly by rewarding not for profit projects that improve the competitiveness of business and increase social cohesion and employment.



Aurora Santa Bisogni, Telecom Italia and Rugero Bodo, Sodalitas

Forming Partnerships for Innovation, Knowledge and Social Cohesion in Europe: Business and governments challenged to replicate and extend their Best Practices at National and European Level

EBNSC and TCC Invited to contribute to the Special European Summit – Lisbon March 2000.



Romano Prodi and Etienne Davignon



Maria João Rodrigues



Anna Diamantopoulou

"To get the process of the European Employment Strategy moving, we need a strong bottom-up approach – learning from each other's successes, being specific and pragmatic.

As we prepare for the Lisbon Summit we want all the input we can get from you, the business world. Together we can replace euroscepticism with an attitude of positive involvement and commitment."

Romano Prodi
President European
Commission

"A new paradigm is emerging: that of the society of innovation and knowledge. Europe is lagging behind in this area and must therefore build its own path to attain a new competitive platform, while at the same time fighting against new factors of social exclusion. To speed up this transition it is crucial to identify, replicate and extend the best practice which already exists on corporate social responsibility and public/private partnerships. Therefore the Portuguese Presidency would like a strong signal from business for the Lisbon Summit in March 2000. Your contribution will complement our work with the European Social Partners."

Maria João Rodrigues
Special Counsellor Office of
the Prime Minister, Portugal

I also hope that appropriate ways of developing the national dimensions of your work will become a strong part of EBNSC and TCC future activities. Some Member States and social partner organisations might consider bringing such activity into the National Action Plan process."

Anna Diamantopoulou,
Commissioner for
Employment and Social Affairs

Special thanks to F. Welvaert from Johnson & Johnson and M. McIntosh from Warwick Business School for the key roles they played during the day, as well as to M. Biart from the European Commission for their help in the preparation of this event.

For more information on the European Day and the EBNSC/TCC contribution to the Lisbon summit please contact:

• A. Vandenhende	EBNSC	Tel.: +32 2 502 8354	e-mail: avdh@ebnsc.org
• J. Noterdaeme	EBNSC	Tel.: +32 2 502 8354	e-mail: jn@ebnsc.org
• J.E. Lund	TCC	Tel.: +45 33 95 4660	e-mail: dpjel@sm.dk
• J.P. Tricart	European Commission	Tel.: +32 2 295 0674	e-mail: jean-paul.tricart@bxl.dg5.cec.be

Daniel Lebègue :

towards financial services for all



CAISSE DES DÉPÔTS ET CONSIGNATIONS

Daniel Lebègue is President and Chief Executive Officer of Caisse des Dépôts et Consignations in France. He is a graduate of the Institute of Political Science and the National School of Administration. From 1969 – 1987 he held various public sector posts within the Ministry of Economics and Finance until he became Director of the Treasury. This was followed by ten years at the Banque National de Paris, first as Chief Executive Officer then as Vice-Chairman, before joining Caisse des Dépôts et Consignations in 1997.

W What is the link between banking and Corporate Social Responsibility (CSR)?

Banking has a key role in the economy and its responsibilities do not stop at creating value for shareholders. I believe that the banking sector has a specific responsibility for promoting economic development and social cohesion. It is one of the major keys that gives people access to companies as well as to academic and social lives. In France almost six million people are excluded from the banking system. These are not only people in low income groups, but people living in difficult circumstances, young people who may never have had a job, or adults and families in financial difficulties.

At a European level there is the question of banking exclusion – a lot of people, the jobless and many people running small companies have no access to banking services and we have to find the answer to this situation. In France there is a law which means everyone has access to basic banking facilities. How those facilities are to be defined is still under discussion. Caisse des Dépôts et

Consignations (CDC) is acting as an expert in the negotiations, but these are unlikely to be finished before September 2000. In modern life it is impossible to have a normal life without a financial link to others. I believe this question of financial exclusion should be discussed further between all parties, banks, governments, the European Commission and consumers.



Do you think that new types of financial structures are needed to tackle social exclusion?

I think it is possible to learn from the experiences of others. Some of the policies that were put in place in the United States at the beginning of the 1990's, like the Community Reinvestment Act for example has led to commercial banks establishing themselves in deprived areas with good results. While Europe clearly has to find its own solutions, the experiences of the US and other countries are worth exploring.

I would also like to see more support given to the idea of companies and banks having to take into account more than economic and financial criteria when they are making investment decisions. It should be possible to include social and environmental criteria too. Companies can discuss social and environmental responsibility and in line with good financial practice develop a system of social rating by independent analysis. There is also a good business case for developing commercialised products adapted to the needs of low income customers.

What actions has Caisse des Dépôts taken against social exclusion?

We have worked with the French Government for the past ten years to develop programmes in French cities which support urban renewal, job creation and emergency housing.

In July 1988 we took an important step in our support for urban regeneration projects by signing the agreement "A new ambition for the cities", an initiative of the French Government. The goals of this policy are the renewal of run down urban areas, better distribution of housing and businesses in inner cities and improved urban planning. These projects will benefit from special long term financing. These include a loan package of FRF 10 billion (EUR 1.52 billion) for urban renewal projects and a further FRF10 billion for social and economic development. CDC will co-finance operations that could not be started under normal market conditions.



Caisse des Dépôts also has a small and medium business programme, which was launched 1994 and strengthened in 1998. The 'SME jobs' programme now costs 700 million FRF a year. This is devoted to investments and other interventions designed to expand jobs in the commercial sector by the development of enterprises with an annual turnover of less than 500 million French Francs.

What do you think are likely the biggest challenges for the future in terms of Corporate Social Responsibility?

One thing that is clear is that partnerships both within sectors and across sectors are going to be increasingly important. By working with local authorities and the government we are playing a major role in local social and economic development. When particular groups of people for whatever reason do not have access to normal services like banking and credit facilities it is very difficult for them to participate in society. One of our ambitions is to respond to social and economic needs that neither the state or the market can completely satisfy. One of the main challenges for the future is to ensure that people are not excluded and that they are able to actively participate in society.

What would you like to gain from EBNSC membership?

I think it is very important that companies and organisations across Europe should work together. One of the most significant things we gain from membership of EBNSC is the opportunity to network, to share experiences and debate with like-minded people how best to address social exclusion from a business perspective. One of the things I would also like to see is a greater involvement in EBNSC by the financial sector as I think there is a lot we can offer.

Casino

Casino, a French retail leader, recently became a new EBNSC member. The company considers CSR an important responsibility and have turned this commitment into practical action.

Shopping centres are often a focus for urban violence and delinquency. To ensure normal conditions for shoppers projects for social integration, solidarity and the prevention of delinquency have been put in place. These encourage the shopping centre to become integrated into neighbourhood life.

Casino considers that it is their direct concern to help solve these problems and works with local communities and tradesmen's associations to bring about improvements.

The company is focusing on two main areas:

Reducing the gulf between unemployed people and centres of economic growth

- Casino is actively combatting social exclusion, which includes an equal opportunities Human Resource policy, participation in the organisation FACE (Fondation Agir Contre l'Exclusion) in France and EBNSC at European level.
- Casino sets up initiatives in problem areas to create jobs. For example they revitalized the centre of Vaulx-en-Velin through the construction of a supermarket where they hired and trained local staff.
- The company also develops local initiatives and employment through proximity services: for example the set up of "Service Boutiques", which offers services to supermarket customers, such as deliveries, car washing, administrative support etc.

Safer neighbourhoods

- Within the scope and implementation of local safety contracts the Casino Group signed a target agreement with the Ministry of the Interior in May 1999. Through this national agreement, Casino undertakes to enable the tradesmen's associations of which it is a member to participate in the development of positions for so-called "mediators" (local social mediators, AMIS). In addition to their main mission, these mediators will also act as contacts and sources of information and services. By the end of 1999 there will be 100 of these AMIS-offices in place.

Casino Group

Founded by Geoffroy Guichard in the Central French town of Saint-Etienne in 1898, Casino, which has just celebrated its centenary, is now the second integrated French distributor and is a leader in the Paris area. With 90,000 employees and turnover of 89.2 billion FRF, the group has conducted a judicious policy of external growth in France since the early 1990's and, since 1996, of well-focused international development (USA, Poland, Taiwan, Thailand, Uruguay, Argentina, Venezuela, Colombia, Brazil).

With over 4400 shops in France, Casino now boasts a full range of outlets, from small neighbourhood concerns to hypermarkets.

A network of:

- 235 hypermarkets
- 841 supermarkets
- 3228 mini-supermarkets
- 736 Franprix-Leader Price supermarkets

DIAGEO

Diageo scoops Dragon award for community partnership with project Fullemplay Diageo has recently received the Dragon Award in recognition of their ten-year partnership with Project Fullemplay- one of the key organisations serving black and other ethnic minority communities throughout London and the UK.

As a result of Diageo's support and strategic guidance, Project Fullemplay has been able to develop two pioneering initiatives - the Job Opportunities Programme and the Capacity Building Programme - both of which have been able to deliver significant community impact.

The Job Opportunities Programme works in conjunction with 170 of the UK's leading firms to identify and secure job opportunities for people from London's ethnic minority communities. Programme advisors recruit, screen and select individuals for interview and provide training in job search, interview and communications skills. The programme offers a highly successful brokerage service ensuring that suitably qualified people are put forward for suitable jobs.

Project Fullemplay's Capacity Building Programme works with a wide range of voluntary sector and community groups to address problems including a lack of resources, infrastructure and support. The programme aims to 'add value' and build the capacity of ethnic minority community groups - enabling them to deliver a quality service to inner-city black and other ethnic minority communities.

Formed in 1997 through the merger of GrandMet and Guinness, Diageo has a portfolio of world famous food and drinks brands including Smirnoff, Johnnie Walker, Häagen-Dazs, Guinness and Burger King.



Jacques Lelarge
Manager of Employee
Training Casino and
EBNSC General
Assembly Member

Social Reporting –not just for big enterprises

We received the following letter about the article on Social Reporting in September's issue. EBNSC welcomes feedback from readers and is always happy to hear your views. We look forward to receiving the publication on standards mentioned.

Dear CSR Magazine

As an interested reader committed to promoting the notions of corporate social and ethical accountability, I would like to pass on two comments/suggestions regarding the article dealing with Social Reporting:

1. It is fine with reference to the 10 reports. However, these lack two important categories of companies: a) small to medium sized companies, and b) publicly owned companies. In Denmark we have roughly 100 such companies which have produced social and ethical reports. We certainly hope that the practice of social and ethical reporting will not only be for the large, private companies, I suggest that a future issue of CSR Magazine might include an article about reporting on CSR in these two categories.

2. Reference is made to the lack of standards. The Institute of Social and Ethical Accountability is a set of standards which should be compatible with the initiatives mentioned

Sincerely yours,
 Peter Pruzan,
 Professor, dr.polit. & ph.D.
 Department of Management,
 Politics & Philosophy
 Copenhagen Business School
 Blaagaardsgade 23B, DK-2200
 Copenhagen N. Denmark

Latest developments on Entrepreneurship

EBNSC's programme on Entrepreneurship and SMEs promotes best practice, encourages more firms to undertake SME support, and to make that support more effective. As a result bench-marking has become a major part of the agenda under the EBNSC's Entrepreneurship and Job creation Programme.

In-depth benchmarking will normally take two or more years to complete, most of the time being spent on analysing each company's operations. Furthermore, large company support

to SMEs takes many different forms. Different companies do it in different ways, targeting different groups of SMEs, and having different objectives and reasons for supporting them. Therefore, a pilot bench-marking network has been started. This will run for the last few months of 1999, and will provide the preparation for a larger and more detailed second stage starting in 2000. The pilot will be built around the issues and problems that companies themselves identify as priorities. Companies with similar priorities will

be encouraged to form small partnerships, each comprising 2-3 firms. Within each partnership the companies themselves will decide what to focus on and in what depth.

For more information on the Entrepreneurship and SME programme of EBNSC, please contact Jan Noterdaeme at the Brussels office, Tel: +32 2 502 83 54, or directly to the programme co-ordinator of this programme, Paul Chaplin, Tel: +44 1908 312 477, Fax: +44 1908 320 811, e-mail: info@paulchaplin.co.uk

Building Stakeholder Relations

Stakeholding is the most important issue that companies face today. Leading organisations worldwide are creating opportunities to build competitive performance based on stakeholder inclusion.



New competencies and management systems are needed for organisations to be successful in building stakeholder relations. The institute of Social and Ethical Account-ability (ISEA) recently launched a set of international standards to help organisations meet these needs. These provide a tool for



developing high-quality systems and procedures for stakeholder dialogue and reporting. The Copenhagen Charter – a collaboration between KPMG, PricewaterhouseCoopers and Ernst & Young presents the business case for managing stakeholder relationships and will provide top management a guide to ISEA's accounting and reporting standards.

Recently new issues have been moving to the front of the corporate strategic agenda, these include repu-

tation management, the importance of intangible resources and assets, new partnerships between sectors and increasing demands for transparency and accountability. Social, ethical, accounting, auditing and reporting (SEAR) methodologies have developed in response to these issues, as companies begin to acknowledge the impact of their responses on their profitability and long term reputation.

For more information visit www.stakeholder.dk

Waltzing with the Raptors

Glen Peters

Waltzing with the Raptors presents the cutting-edge concept of Reputation Assurance, an indispensable system for measuring a company's reputation and social accountability. Sticking to the belief that business has the

power to build prosperous global communities, Glen Peters identifies the practical steps that any company can take to achieve, monitor, and maintain a solid reputation. Based on a global study of over fifty multinationals in North America, Europe, and Asia, the author clearly identifies practical steps to achieve a solid reputation, and includes tips on how to measure that reputation

as well as the various pitfalls to avoid. These methods have been used successfully by the Reputation Assurance Team at PricewaterhouseCoopers, the global thought-leaders.

Details:

Waltzing with the Raptors
Glen Peters
John Wiley & Sons, 1999
ISBN: 0471327328

World Investment Report, 1999 Foreign Direct Investment and the Challenge of Development

United Nations

Each year, the World Investment Report examines issues related to foreign direct investment. This year's edition looks specifically at the impact of such investment on key aspects of economic development- increasing financial resources, enhancing technological capabilities, boosting

export competitiveness, generating and upgrading employment, and protecting the environment. An important message of the report is that public policy does matter, at the national and the international levels.

To promote the development of their own countries, Governments need to maximise the positive contribution that foreign direct investment can make to development, and to minimize any negative effects it may have.

While primary responsibility for development rests with national Governments, corporations also have a responsibility, not only to their shareholders but to society at large. One of the challenges

for the future is to encourage firms to assume this responsibility more forcefully. This report dedicates a full chapter on the social responsibility of transnational corporations, in which the growing importance and recent developments of the issue are described.

Details:

World Investment Report, 1999
Foreign Direct Investment and the Challenge of Development
United Nations Publication, 1999
Sales Section, Room DC2-0853
United Nations Secretariat
New York, NY 10017
Tel: 1212 963 83 02
Fax: 1 212 963 34 89
E-mail: publications@un.org
ISBN 921 11 24 409

Give and Take: a candid account of corporate philanthropy

Reynold Levy

Former AT&T executive and current head of the International Rescue Committee, Reynold Levy, lays out clear guidelines and establishes benchmark principles for building world-class foundations. With a keen awareness of the practical realities of business, he

argues that successful philanthropic programmes are rooted in both business values and business interests. Levy bolsters his position with anecdotes that reveal how many companies- including AT&T, Levis, IBM- have sponsored innovative philanthropic activities that benefit their employees, customers and shareholders as well as humanitarian causes.

The author begins by describing the fundamentals of corporate philanthropy and then analyzes in detail some of its operations

such as general organisation and politics. In the third part he offers advice to those seeking philanthropic support from corporations, and finally Levy gives his view of the future of corporate philanthropy, which is rather optimistic in his view.

Details:

Give and Take: A candid Account of Corporate Philanthropy
Reynold Levy
Harvard Business School Press,
1999
ISBN: 0 875 848 931

When Good Companies do Bad Things: Responsibility and Risk in an Age of Globalization

Peter Schwartz and Blair Gibb

The notion of corporations taking on social issues for the greater good is gaining momentum, not only because of political correctness but because it can actually strengthen a company's long-

term strategy. Internationally recognized futurist and author Peter Schwartz, and Global Business Network principal Blair Gibb examine well-known cases of companies such as Shell, Nike, Texaco, and Nestle in a new light, effectively illustrating the risks of corporate assumptions that lead many companies to make poor choices. Drawing on their own experiences, as well as those of CEOs and executives they interview, the authors break down the policies and practices that get in the way of solving the economic, moral and practical problems busi-

ness confronts around this issue today. They present new approaches to avoid the financial pitfalls of bad corporate assumptions and enable good companies to make good on translating social value into business value.

Details:

When good Companies Do Bad Things: Responsibility and Risk in an Age of Globalization
Peter Schwartz and Blair Gibb
John Wiley & Sons, 1999-10-11
ISBN: 0 471 323 322

The Ethical Investor

John Hancock

A guide to profitable ethical investing, this text includes a diag-

nostic programme so investors can test and identify their principles and concerns, enabling them to invest in companies that make a positive contribution to society, and avoid those companies whose practices are harmful.

Details:

The Ethical Investor
John Hancock
Financial Times Management, 1999
ISBN: 027 363 299X

Common Interest, Common Good: Creating Value Through Business and Social Sector Partnerships

Shirley Sagawa and Eli Segal

Common Interest, Common Good argues that forward-looking businesses and social sector organisations can solve many of their problems by working together-while serving

the common good in the process. According to the authors, alliances between for-profit and the not-for-profit organisations can enhance company image, reach new markets, increase consumer loyalty, and build a positive reputation with current and prospective employees. For not for profit organisations it is also useful, because an alliance with a corporation can provide crucial funds and visibility while helping to attract new volunteers and donors. The book showcases many such successful partnerships, from corporate sponsorships and cause-related

marketing to employee volunteer programs and school-to-work initiatives. The authors also offer some guidance for avoiding many of the pitfalls that can undermine even the best alliances.

Details:

Common Interest, Common Good: Creating Value Through Business and Social Sector Partnerships
Shirley Sagawa and Eli Segal
Harvard Business School, 1999
ISBN: 087 584 84 86



Ethical Performance

This new independent financial newsletter was launched earlier this year. It looks at what companies are doing now to improve their ethical performance and provides a concise overview of the latest developments in the field of corporate ethical performance.

The June issue included feature articles on social reporting and

the disclosure practices of European companies. It also reports on the guidelines drawn up by Marks and Spencers for suppliers. M&S warns they risk losing contracts if they use child labour. And the UK governments discussions on whether to give directors a legal duty to consider ethical matters when making company policy.

Details:

Published eleven times per year.
Subscription rate £250 per annum.



Tel: + 44 (0) 171 733 4384

Email: town @btinternet.com

Forum Special: 5 years of Social Policy

Employment and Social Affairs, European Commission DG V

This special Forum (a publication from DG V of the European Commission) focuses on 5 years of Social Policy in Europe. It starts with a descrip-

tion of the evolution of the European Employment and Social Policy and then looks more in depth towards specific elements such as: health and safety at work, equal opportunities for women and men, the integration of people with disabilities and the fight against racism and discrimination. The publication also gives a clear description of the European Employment Strategy and its four pillars: Employability, Entrepreneurship, Adaptability

and Equal Opportunities. All together the booklet gives a good overview of the Commission's activities and strategies in this field of the last five years

Details:

EC, DG Employment and Social Affairs/02 Information Centre, rue de la Loi 200, B-1049 Brussels
fax: 0032 2 29 623 93
e-mail: info@dg5.cec.be
www.europa.eu.int/comm/dg05/index_en.htm

Compendium of Good practice in employment of people with disabilities

Employment and Social Affairs, European Commission DG V

A new compendium of practical examples from throughout the EU to give inspiration and

encouragement to employers and employees alike. Among them are initiatives by Disneyland in Paris, the Irish airline company Aer Rianta, the Italian software company Caridata and British Telecom.

Details:

EC, DG Employment and Social Affairs/02 Information Centre, rue



de la Loi 200, B-1049 Brussels

fax: 0032 2 29 623 93

e-mail: info@dg5.cec.be

www.europa.eu.int/comm/dg05/index_en.htm

European Social Dialogue: Codes of conduct

Employment and Social Affairs, European Commission DGV

A special edition of the newsletter European Social Dialogue has been devoted to codes of conduct and social labels. The debate focuses on ethical production, trading and consumption.

Details:

EC, DG Employment and Social Affairs/02 Information Centre, rue de la Loi 200, B-1049 Brussels
 fax: 0032 2 29 623 93
 e-mail: info@dg5.cec.be
 www.europa.eu.int

From social Exclusion to Social Integration

International Council on Social Welfare

This report from the International Council on Social Welfare (ICSW) gives the final outcomes of the ICSW project "from social Exclusion to Social

Integration". Five countries participated in the initiative and in each country an expert (group) was appointed to report on the role of civil and social dialogue in relation to the fight against social exclusion, poverty (Spain and Germany) and hunger (Finland). Although there are large differences between the participating countries, between their social protection systems and their methods to combat exclusion, a striking

number of comparable problems have been reported. This will help to find integrated social solutions.

Details:

From social Exclusion to Social Integration
 International Council on Social Welfare
 PO Box 220
 FIN 00531 Helsinki
 Tel: +358 9 3967 2110
 Fax: +358 9 396 7 24 21
 E-mail: marjak@stakes.fi

Alliance Charities Aid Foundation

Building resources for the community worldwide is Charities Aid Foundation's quarterly magazine on the funding of civil society worldwide. Alliance's primary target audience is funding organisa-

tions working internationally-companies, foundations, international NGOs, governments and multilateral organisations such as the EU and the World Bank.

Alliance will track the changing role of civil society in different parts of the world, examine the delivery of funding to civil society organisations and provide an update on major legal and

fiscal developments relevant to the funding of civil society worldwide. The december issue will focus on ways in which funders can encourage non-profits to become self-sustaining.

Details:

Charities Aid Foundation
 Caroline Hartnell, editor
 chartnell@aol.com

Advertisement

Profile:

Are you a budding web designer? Or do you know one?

The European Business Network for Social Cohesion (EBNSC) is looking for someone with a flair for graphics and knowledge of web design and maintenance to assist the Resource Centre Co-ordinator with the upkeep of www.ebns.org

Most of all we are looking for someone who has initiative, is keen to learn and is happy working in a small team of busy people.

Specific requirements are:

- knowledge of HTML and Java
- knowledge of Adobe Photoshop
- knowledge of Microsoft Frontpage
- knowledge of Powerpoint
- fluent in English, both written and spoken
- affinity with, or knowledge of Corporate Social Responsibility (CSR)

What EBNSC offers:

- a chance to build up experience of working within a small and highly motivated organisation
- hands-on experience of a popular and rapidly developing website
- work with a professional European organisation in the field of Corporate Social Responsibility
- flexible consideration of hours, length of contract and a rewarding salary

Interested applicants should send their curriculum vitae and portfolio/web sited to Catelijne Wessels or Joris Verwater, Rue du prince Royal, 25, B-1050 Brussels, Belgium, E-mail : cw@ebns.org or jv@ebns.org by 10th December 1999.

PUBLICATION IN SPANISH:

Marketing con causa (translation: How CRM can add brand value by sup- porting social projects)

**Fundacion Empresa y
Sociedad**

Fundación Empresa y Sociedad has just published a new report on cause-related marketing (CRM). The report analyses the evolution of societal marketing, including the environmental and fair trade sectors, as well as the latest worldwide trends in relation to CRM. Consumer polls in Spain, Italy, France, UK and US are included, as well as qualitative studies of companies involved in CRM.

Practical information is also included. Fundación Empresa y Sociedad has held personal interviews with non-profit organisations and businesses involved in CRM, and with experts in the fields of marketing, PR & communications, advertising and business ethics. This research has resulted in the definition of key criteria for CRM programmes, also known as the "5 C's" (Coherence, Communication, Commitment, Code of conduct and Quality management).

100 pages, ISBN 8493062413

Details:

Marketing con causa
Fundacion Empresa y Sociedad
Goya 15-2°D
28001 Madrid
Tel: 91 435 89 97
Fax: 91 435 39 74
E-mail: fes@nexo.es
www.f-empresaysociedad.es

**Marketing con Causa:
Cómo añadir valor
a las marcas
vinculándolas a
proyectos sociales**



PUBLICATION IN DUTCH

Eerlijk en groen bood- schappen doen, een gids voor verantwoord consumenten (translation: Fair Trade and Green Consumer Guide)

OIVO

This Dutch guide gives consumers background information on products. Are they for example produced in a responsible and environmental friendly way?

Research shows that about thirty-three % of Belgian consumers buy environmentally friendly products. One of the difficulties for consumers however is that it is still difficult to judge under what circumstances products are produced. Are the labour-conditions exploitative, is child labour being used? This guide solves some of these problems, by categorising more than 120 companies on the basis of 7 criteria: openness, environmental policy, social policy, animal-welfare, use of technology, fair trade and biological production.

100 pages, ISBN 8493062413

Details:

Eerlijk en groen boodschappen doen, een gids voor verantwoord consumeren
(translation: Fair Trade and Green Consumer Guide)
OIVO, 1999
Ridderstraat 18
1050 Brussel
Tel: 0032 2 547 06 43
fax: 0032 2 547 06 01
e-mail: crioc-oivo@oivo-crioc.org

**European Conference
on Local Employment
Partnerships
Employability and
Integration
Denmark, 23 – 24 November
1999**

Joining forces is better and more cost effective than just shifting burdens.

The Copenhagen Centre promotes understanding and development of new public-private partnerships and this conference will explore examples of good employment practices from across Europe.

Details:

Aarhus Convention Bureau
Tel: + 45 8940 6710
Fax: + 45 8612 0807
Email: aarhus-convention@aar-conv.dk

**Corporate Citizenship:
Learning, Research and
Teaching
Warwick, 29 & 30 November
1999**

This conference is concerned with mapping developments in corporate citizenship and will look at what business and management schools could be researching and teaching in this area. The conference includes speakers from a wide range of organisations, including Price WaterhouseCoopers, the UK Foreign and Commonwealth Office, and Oxfam. Workshop topics cover issues like business and management education in corporate citizenship, changing business practices and the relationship between poverty and business.

Details:

Warwick Business School
Warwick
Tel: + 44 (0) 24 7652 4158
Fax: + 44 (0) 24 7652 4393
Email: ccu@wbs.warwick.ac.uk
Web-site: www.wbs.warwick.ac.uk

**CEPAA Annual
Conference
Managing Working
Practices in the New Era
of Social Responsibility
Brussels, Dec 6 1999**

The opening sessions will feature business leaders who will provide an overview of the social and political trends that will impact on global sourcing in the new millennium.

Dr Johannes Merck Vice President of Environmental and Social Policy at Otto-Versand will discuss strategic thinking about SA8000 and its implementation, and Harriet Edelman, Senior Vice President of Global Operations at Avon will discuss challenges facing executives and Avon's experience in implementing SA8000.

Details:

Swissotel Brussels
Tel: + 44 (0) 171 336 8710
Fax: + 44 (0) 171 336 8703
Email: cepaa@cadogan-conf.co.uk

**Work in Progress
On Activation and
Employability
Vitamine W
Antwerp, 6 – 7 December 1999**

This conference is about looking at employment issues from the perspective of the low

skilled and long term-unemployed. Organised by an umbrella organisation of NGOs, the conference sessions address issues of human resource management, the bridging the gaps between supply and demand in the labour market, and how can unemployment benefits be used to activate unemployed people and create more jobs.

Details:

Tel: + 32 3 205 63 00
Fax: + 32 3 205 63 01
Email: Vitamine.W@glo.be

**The 2000 Leadership
Conference on Global
Corporate
Citizenship
New York, 23-24 February 2000**

How well companies perform in the face of marketplace demand for involvement in society is at the centre of the corporate citizenship agenda. The managerial challenge is how does corporate performance in citizenship relate to overall company performance? This conference will attempt to answer how consumer expectations influence corporate citizenship, how companies handle citizenship in mergers and acquisitions, and how social accountability and citizenship are being measured and evaluated.

Details:

Tel: + 1 212 339 0345
Fax: + 1 212 980 7014
Website: www.conference-board.org/corpcitizen.htm



AFFILIATE MEMBERSHIP FORM

If you would like to be more involved in EBNSC's activities and receive publications on a regular basis, please take advantage of our recently created affiliate membership. To receive more information on affiliate membership, please fill in this form.

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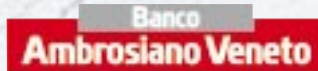
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