

Project manager: Sarah Dekkiche (CSR Europe)

Project leaders: GDF Suez, Intel, Johnson & Johnson, AGE Platform Europe, TRIL Center

Challenge

The European population is shrinking and ageing at the same time. The number of those older than 55 years is steadily growing, while all younger age groups are shrinking:

- From 2012 onwards, the European **working-age population will start to shrink** while the 60+ age groups will increase by about two million people a year.
- Eurostat predicts a possible **decrease of about 20.8 million (6.8%)** people of working age by 2030.
- According to an internal CSR Europe survey, only **37% of companies** find it fairly important to take into account the **needs of older consumers** when developing products and services directly aimed at them.

To remain sustainably competitive, European companies will have to successfully gear their employment and HR policies to an ageing workforce and to develop innovative products and services for the silver economy.

Objectives

Provide companies with guidelines and tools on active ageing in 2 key areas:

- **Active ageing in employment:** tendencies, best practices and methodologies with regard to HR practices on retention/capacity building/recruitment, worklife balance, skills transfer, entrepreneurship
- **Product and service development:** Identifying the gap between the current product and services offer by companies and the actual needs of ageing customers.

Key activities

- Kick-off workshop “**Towards an age-friendly Europe through Enterprise 2020**”, co-organised with AGE Platform Europe and the European Commission, December 9 2011.
- **2 workshops** on active ageing in employment (Q1 + Q2 2012)
- **2 workshops** on active ageing in products/services (Q1 + Q2 2012)



Deliverables

The outcomes and learnings will be analysed and worked out so as to develop a methodology for companies, to be summarised in a key reference document by December 2012.

A website or online database might be created to showcase the methodology and best practices.

Key dates for your diaries

- Project Webinar on Active Ageing, **12th October 2011**
- Kick-off workshop, Brussels, **9th December 2011**
- Launch event European Year of Active Ageing, Copenhagen, **January 18-19 2012**
- CSR Europe General Assembly, **April 2012**



European Year for **Active Ageing**
and **Solidarity between Generations 2012**



For more information on this Collaborative project, or to find out how to get involved, please contact Sarah Dekkiche at sd@csreurope.org

Project manager: Colleen M. Fletcher (CSR Europe)

Project leaders: EABIS, Solvay, KKR, Llyods Banking Group, Telecom Italia, State Street, EFFAS

Challenge

Research continually shows that CEOs and investors regard valuation of non-financial performance as a crucial issue. However, companies are slow to integrate non-financial performance (NFP) measurements into mainstream business strategy internally and to communicate it externally; and investors are slow to incorporate non-financial indicators into valuation models. ESG factors are nevertheless seen as key drivers of NFP and they contribute to the company's ESG strategy.



The Academy of Business in Society



LLOYDS BANKING GROUP



EFFAS THE EUROPEAN FEDERATION OF FINANCIAL ANALYSTS SOCIETIES



STATE STREET.

Objectives

This collaborative project has two work streams, with the following objectives:

Company	Investors
<p>Increase quality and efficiency of NFP management and improve quality and focus of reporting</p> <ul style="list-style-type: none"> ▪ Maturity: the degree to which companies measure and manage what is material to their business ▪ Integration: the degree to which maturity is linked to the core strategy & management processes of the business <p>Practical validation of output of the Investor project.</p>	<p>Convergence: compilation of a list of NFP- - Practical validation of output of the Investor project indicators with a W/G of asset managers.</p> <p>Consensus: testing the relevance & materiality and improve quality and focus of reporting of the indicators to derive a set of core indicators - Maturity: the degree to which companies measure or "superfactors".</p> <p>Validation: with a network of pension funds.</p>

Key activities

Throughout 2011-2012, CSR Europe will work with three groups of 10 – 14 companies and hold workshops that will focus on:

1. **Management Maturity** – The degree to which companies measure and manage what is material to their business
2. **Management Integration** – The degree to which maturity is linked to the core strategy and management processed of the business

Deliverables

The results from the workshops and the general learning will be gathered together in two types of reports:

- Company report (end 2012)
- Company + Investors report (mid 2013)

Key dates for your diaries

- Company workshop, **15 November 2011**, (confirmed participation only)
- Valuing NFP webinar, **8th December 2011**
- Company workshop, **01 March 2012 meeting**, (confirmed participation only)
- CSR Europe General Assembly, **April 2012**

For more information on this Collaborative project, or to find out how to get involved, please contact Colleen Fletcher at cf@csreurope.org

Project manager: Daniel Morrison (CSR Europe)

Project leaders: Citi Foundation, Money Advice Service

Challenge

Across Europe people are unable to save enough money for their retirement as countries face an unprecedented pension's gap. Two financially vulnerable groups that stand out are young adults and pre-retirees. In several European countries, state retirement ages are being increased while provisions of defined benefit pensions are being decreased. This is also leading to more individualized pension decisions.

Objectives

This collaborative projects follows three main objectives:

1. Equip companies and policy makers in UK, PL, FR, ES and at EU level with insight on how to better educate and inform the youth (aged 16-30) and pre-retiree citizens (2-5 years from retirement) and employees on planning their future investments and pensions
2. Explore opportunities for enhanced business collaboration towards financial education programs, service offers and inclusive socio-economic impacts
3. Define policy recommendations to and awareness-raising with policy makers and key influencers regarding financial capability for the two populations (Q1 2012).

Deliverables

The collaborative project will come out with two studies and surveys:

- A comparative study on how pre-retirees currently receive information in planning their pensions and highlighting key issues where policy decisions and company initiatives are needed to improve access and knowledge
- A comparative survey on how youth access information to financial planning and what barriers they face in obtaining better advice on saving towards their futures



Key activities

- An active partnership is ongoing and necessary to address long term challenges towards improving financial literacy, fostering a savings culture and bolstering consumer confidence in the financial services industry.
- In addition, a series of collaborative project meetings involving project leaders and interested participants took place throughout the year (October, 2010; February, 2011; May, 2011; November, 2011*).
- Finally, the results of the project will be leveraged at the next CSR Europe financial sector meeting (November 2011).

**social innovation project potential based on outcomes*

Key dates for your diaries

- Financial Capability Stakeholder Meeting, **22nd November 2011 in London, UK**
- Project Webinar on Financial Capability, **25th January 2012**
- CSR Europe General Assembly, **April 2012**

For more information on this Collaborative project, or to find out how to get involved, please contact Daniel Morrison at dm@csreurope.org



Project manager: Christine Neumann (CSR Europe)

Project leaders: Edenred, MSD, Microsoft, Nestlé, Maastricht University

Challenge

Health literacy activities in the business context create value not only for employees, but also for businesses. By investing in a health- friendly work environment, businesses can increase employee well- being and productivity, thus reducing absences and lowering costs. Businesses play an important role not only as employers, but also as advocates for health in society. Technology and social networking can raise awareness and health literacy of employees and society as a whole, fostering a healthier lifestyle for all.

Objectives

- This project should contribute to healthier lifestyles in Europe and therefore increased productivity by supporting health knowledge and skills of employees and indirectly the wider community. Aims include: Turn the concept of health literacy into practical action
- Collect innovative products/tools to improve health literacy and pilot remarkable projects in interested companies

Key activities

Companies involved in the Collaborative Project on Health Literacy are in the process of developing tools aimed at empowering employees by improving their knowledge in health and wellbeing. Key activities include:

- Collection of **best practices**, case studies and innovative technologies and recommendations in the field of health literacy
- At least **3** health literacy stakeholder **workshops/webinars**
- Promote **the innovative approach on a European platform** that demonstrates the **business contribution in health promotion**
- **Include knowledge/experience of other stakeholders** (patients, consumers, healthcare professionals, etc.)
- Develop a **management tool** for health literacy programmes
- In-company **pilot** projects to provide evidence for the blueprint management tool



Deliverables

The project aims at developing a “Blueprint for Business Action in Health Literacy”, with a view to easing the implementation of health literacy programmes for employees

Key dates for your diaries

- Project Webinar on Health Literacy, **9 November 2011 16.00-17.00 CET**
- European Health Literacy Conference, European Parliament, Brussels, **22-23 November 2011**
- EU Workshop to discuss draft Blueprint and define pilot projects, **February 2012**
- CSR Europe General Assembly, **April 2012**

For more information on this Collaborative project, or to find out how to get involved, please contact Christine Neumann at cn@csreurope.org





CSR
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Sustainable Supply Chains, Business & Human Rights

Project manager: Susan Njoroge (CSR Europe)

Project leaders: HP, ArcelorMittal, Titan, Volkswagen, GDF Suez

Challenge

Key EU and international frameworks have prioritized human rights and responsible supply chains for businesses. These topics are equally relevant to business beyond a policy perspective, both from a risk and opportunity perspective - reducing operational risks and costs, enhancing productivity and improving working conditions, which can improve quality, among others. Both CSR topics share synergies and impact most multinational companies. Yet, learning, exchange and collaboration among companies on these topics remain limited.

Objectives

To optimize the scope of this project, a two-workstream approach will be followed.

1. Sustainable Supply Chain:

- **Promote best practice** exchange, **raise awareness** and **identify solutions** to **key hot topics** on sustainable supply chain issues
- **Work with sector organizations** to support sector-specific CSR issues in supply chain practices

2. Business and Human Rights:

- Create **understanding** of **business implications** of **key international and EU frameworks**
- Support companies in **implementing the UN Guiding Principles**
- **Foster dialogue** between **business and stakeholders** to raise understanding on the business approach to human rights

Deliverables

Best practice sharing and UN Global Compact and CSR Europe global sustainable supply chain portal

- **Issue briefs** based on sustainable supply chain webinars and international and EU frameworks on BHR
- **BHR Manual** that support the implementation of key human rights aspects for business through best practice examples and practical tools



Key activities

- **Webinar series** on critical supply chain hot topics in an international context
- **Collaboration with sectors** on implementing sector-specific CSR issues in the supply chain
- **BHR workshops** addressing the implications of BHR frameworks on business and identifying practical tools based on good practices to implement human rights in operations
- Business input into **EC consultations on BHR**

Key dates for your diaries

- Project Webinar on Supply Chain and Human Rights, **27th October 2011**
- UNGC/CSR Europe supply chain webinar, **29th November 2011**
- Supply chain, Business and Human Rights stakeholder workshop, **2nd December 2011**

For more information on this Collaborative project, or to find out how to get involved, please contact Susan Njoroge at sn@csreurope.org



Project manager: Susan Njoroge (CSR Europe)

Project leaders: GDF Suez, IMS Entreprendre pour la Cité

Challenge

Globally, there are currently 3.7 billion people who have been excluded from formal markets. BoP comprises of a population who earn an average income of \$8 a day or less. With an annual total income of US\$2.3 trillion a year, **BoP is a highly diversified, fast growing consumer market**. Currently it is made up of an underutilized productive sector with an untapped source of entrepreneurial energy. Through businesses understanding and utilizing its potential, engaging BoP is increasingly recognized as a **key driver for both human development and value creation for business**. There is scope to better understand, develop and maintain **effective cross sector and multi-stakeholder** approaches that partner with BoP groups in a mutually inclusive value chain.

Objectives

This collaborative project seeks to be a platform for **European knowledge** and **networking** between **business** and **stakeholders** involved in **BoP programs across sectors**. The project seeks to accelerate progress through three stages of action:

1. **Learn & Connect** - Critically review how business and stakeholders access markets, maintain a presence and reach customers.
2. **Incubate** - Foster collaboration and BoP project incubation between companies and stakeholders willing to implement BoP projects at 'ground' level'
3. **Advocate** - Define policy recommendations for the EU policy on business and development (2013)

The project will focus on: **food, health, ICT, transport, housing and energy**. These sectors have been identified and aligned with the [UN Human Development Report 2010](#)¹ which states that these sectors provides the three basic dimensions of human development; a long and healthy life, access to knowledge and a decent standard of living.



Deliverables

The collaborative project will give rise to key reference documents:

- Practical analysis and resources on shared challenges, solutions and lessons learned from BoP strategies,
- Best practice & business case compilation,
- Advocacy documents and key messages for the European Commission,
- Facilitated incubation workshops for field projects.

Key activities

- **3 pan-EU workshops** on BoP experiences to take stock and critically review how business and stakeholder implement and successfully maintain business models and alleviate poverty in BoP markets.
- **High level roundtable meeting** on BoP strategies with the European Commission towards policy recommendations on the future EU policy on business and development (2013).

Key dates for your diaries

- Project Webinar on the Base of the Pyramid, **20th October 2011**.
- Collaborative Project Bottom of the Pyramid Kick Off/Stakeholder Workshop, **(tbc) January 2012**

For more information on this Collaborative project, or to find out how to get involved, please contact Susan Njoroge at sn@csreurope.org

