



Promoting sustainability
in Public Services

BEST PRACTICES – CEEP-CSR LABEL 2014 EVALUATION PROCESS



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EDITORIAL

Corporate Social Responsibility is now a key element for the management of public services. For this reason, CEEP, as European representative of employers and enterprises providing public services, is supporting its members in implementing CSR practices in their daily activities. This booklet aims to promote such initiatives.

CEEP supports public services providers in their CSR commitments since 2008. The main project in that regard is the CEEP-CSR Label, the only European CSR label for public services' providers. Since its creation, more than 100 enterprises received the award during five different award ceremonies. CEEP is proud to present you its third "Best CSR Practices in Public Services" booklet, with enterprises and practices awarded in 2014.

These practices were brought forward by enterprises themselves. They were submitted for evaluation by Berenschot (our external evaluators for this awarding process) and, after having been processed, experts from Berenschot identified enterprises with strong CSR practices, innovative actions and were worth being showcased.

This document will be structured in 5 sections, focusing on different aspects of CSR practices:

- **Environmental-friendly practices**
- **Practices for improved external communications**
- **Practices for a better social and territorial cohesion**
- **Practices to create new innovative tools and solutions**
- **Practices related to corporate governance**

The enterprises listed in this booklet were awarded for their practices during the CEEP CSR Label Award Ceremony, held in Milan in October 2014 in the context of the Italian Presidency of the EU. The event was kindly sponsored by Federambiente, CAP Holding and AEM Foundation.

ENVIRONMENTAL-FRIENDLY PRACTICES

USE OF THE GEOTHERMAL POTENTIAL OF UNDERGROUND TUNNELS FOR BUILDING HEATING

Name of the enterprise:

Berliner Verkehrsbetriebe (BVG) AöR, Berlin, Germany

The logo for Berliner Verkehrsbetriebe (BVG) is a yellow square with the letters 'BVG' in black, bold, sans-serif font.

DESCRIPTION OF BEST PRACTICE

In the frame of a pilot project, the control centre of Berlin's underground network is supplied with heat collected with a pumping installation from the underground tunnel.

On top of a reduction in CO₂ and an increase in the energy efficiency of facilities for public transport, this project aims to demonstrate the possibility to link economic benefits with green solutions. This project is developed in the context of the BVG's sustainability-driven innovation management part of the already existing systems.

APPROACH

A highly efficient heat exchanger was installed in the tunnel of Berlin's underground line 9 to extract heat energy from the air. The warm air flows through the heat exchanger, heating up a liquid distribution medium which transports the heat produced to the facilities.

Because Berlin's underground tunnels are not very deep, we raise the temperature by adding in higher-value energy to make the extracted heat useable. This is operated through a heat pump operated by electricity or other energy sources.

The difference between the exit temperature and the temperature collected in the tunnel determines the energy needs of the heat pump and the energy efficiency of the whole system. A high useful temperature (heating flow) and a low extraction temperature (tunnel air) create a low energy balance of the heating system.

In order to supply economical heating using this system, the generated heat should exceed the electricity used in the process by a factor of at least four.

To be as efficient as possible, the building using the generated heat should be located as close as possible to the tunnel structure to minimise line losses and pump capacities.

These conditions are fulfilled in the network control centre in Berlin-Mitte, as the building is located directly on top of the underground tunnel.

Another benefit of this solution is the fact that this heat exchanger can be installed in existing tunnels if sufficient space is available. Its output can then also be supplied to other users.

The system, which features heating power of up to 20 kW, is due to produce around 20 MWh heat annually, which is supplied to the building and helps to reduce usage of the oil-fired boiler system.

The total implementation of the solution, from its initial design all the way to commissioning, took 20 months. This period of time also included modernisation works in the underground control centre (which uses the heat) above ground. The project was a joint effort carried out by infrastructure experts responsible for project implementation, the underground division which was involved with the operational requirements and corporate control and accounting which appraised the investment and managed the project in conjunction with the commissioned industry partners.

THIS SOLUTION IS AN ECONOMICAL BEST PRACTICE BECAUSE ...

- train movement, at least at peak times, means that electrical fans to circulate air through the heat exchanger in the tunnel are not needed
- installation is cheaper than using geothermal energy
- when conversion is complete, operating costs are reduced by 65%
- the BVG's operational innovation management has identified this action as a highly attractive proposition which enables a direct link to the company's sustainability objectives
- heat exchangers can generally be installed in existing tunnels

THIS SOLUTION IS AN ECOLOGICAL BEST PRACTICE BECAUSE ...

- energy is supplied simply using water
- it avoids the use of fossil fuels (oil-fired boiler system)
- the heat generation process produces no fine dust or additional airborne pollution
- it cuts 2 tonnes of CO₂ emissions a year, and the potential outlook for the mobility industry as a whole is exponentially higher

THIS SOLUTION IS A SUSTAINABLE BEST PRACTICE BECAUSE ...

- it uses a durable, safe and alternative source of energy consisting of waste heat, condensation heat, terrestrial heat and kinetic energy
- when conversion is complete, it produces a 41% carbon footprint improvement
- it is suitable for replacing other fossil fuels
- the air temperature in the majority of Berlin's underground tunnels is significantly higher than the outdoor temperature, in summer and in winter

REAL-WORLD EXPERIENCE

Key factors for success

- "Do it" – i.e. pursue the strategic objectives, combine potential technical solutions and economic appraisal and rigorously follow this course
- Professional project management
- Prioritise the attainment of strategic objectives with key projects
- Pursuit of best practices in the company also for comparatively minor projects (compared to vehicle fleet purchases, underground extensions etc.)

Issues, risks, limits

- Achieve the efficiency parameters expected from the investment appraisal
- Reliability of systems in continuous operation

START AND USE OF WASTE TREATMENT PLANT

Name of the enterprise:
Ambiente Servizi, Italy



Eco Synergies Scrl was established on the initiative of Ambiente Servizi. The project started as a new strategic reference to excel for the treatment and recovery of waste (excellence has always been the objective of the company). The plant, located in the Zona Industriale Ponte Rosso in San Vito al Tagliamento in the vicinity of the railway station, covers an area of 23,000 square meters and is capable of processing up to 90,000 tons / year of urban and special waste, ensuring the necessary autonomy to keep the costs of treating the disposal low and to promote even more the recovery of materials collected through an ever smaller percentage of impurities in the collection. The creation of Eco Synergies was a choice shared by all members of the Municipalities Environment Services as the plant has raised many connections with private operators developing products from recycled materials allowing to start a virtual cycle with consequent savings for all. In addition, the railway station of Ponte Rosso offers an ecological and economical alternative to road transport.

Two years after its launch, Eco Synergies has treated a total of approximately 96,000 tons of municipal and special waste. Of these, only 630,000 kg (0.65% of the total) was disposed of in landfills. Those important numbers were possible to reach only thanks to the commitment, competence, and the availability of its employees. Among the goals of Eco Synergies for 2015 is an increase in the amount of waste processed through special agreements with trade associations and the improvement of the system through the use of additional equipment.

In the course of 2013, Eco Synergy has passed the verification of certification for its integrated management system for quality-environment-safety (according to the international standards ISO 9001, ISO 14001 and OHSAS 18001) by improving their working method to achieve high-quality standards in the constant compliance with the regulations of the sector. The company also has an organizational model in line with the provisions of Legislative Decree 231/2001.

DISTRIBUTED STORAGE SYSTEM IN MUNICIPALITY OF ROME

Name of the enterprise:

Acea SpA, Rome, Italy



At the beginning of 2012, Acea – through its parent company Acea Distribuzione SpA – started a project for the development of intelligent energy storage systems connected to Rome LV grid. The project is being carried out in conjunction with “Nec Italia SpA” and “Toshiba T&D Europe SpA”. The application was designed based on lithium-ion **electrochemical storage** systems equipped with local intelligence and coordinated by a central remote control system. The main objectives of the project are:

1. **Improving service continuity** even when failures occur: substation providing backup of low voltage grid;
2. **Managing effectively production of energy** from non-programmable renewable sources: coordination of storage and renewable power plant (photovoltaic system) for the purpose of maximising energy supply from the power plant;
3. **Reducing power losses across the distribution network:** production of reactive power for voltage adjustment.

Storage equipment was installed on the LV portion of two MV/LV transformation substations and on the MV portion of a substation to connect a photovoltaic production system, all of them being connected to a 20 kV line belonging to Rome distribution network (southwest area).

Goal 1: Following a relatively conservative assessment of the loads delivered by the MV/LV transformers installed in the two substations undergoing experimentation, storage systems were installed to ensure energy supply for at least 3 minutes in case of failure on the medium voltage backbone.

Indeed, historical analysis conducted in 2010 showed that outages due to failures in the involved stations never exceed three minutes. The storage system can therefore completely eliminate such a disruption.

Goal 2: A photovoltaic production system with a 1,000 kW peak power was coupled with Acea LV grid. The power fed in the grid by this type of systems is extremely variable depending on the level of radiation on the panels. The storage system is expected to stabilise as much as possible the power fed in the LV grid, allowing other production units to be connected.

Goal 3: In addition to the above, the solution under review can provide reactive power for the adjustment of the voltage profile on the MV backbone.

The monitoring phase and follow-up detailed analyses will prove useful to understand whether experimental storage solutions can be used on a large scale to meet the increasingly pressing needs related to electric grid operation.

SATELLITE MONITORING FOR THE SAFEGUARD OF HYDROPOTABLE PLANTS

Name of the enterprise:

Acea SpA, Rome, Italy



Acea Ato 2, the subsidiary of Acea Group providing water services across a large area of the Lazio region including Rome (3.7 million inhabitants), is also responsible for monitoring areas where sources supplying drinking water are located. The ecosystem in these areas features a wealth of natural resources and is therefore also very fragile.

With a view to preserving value, the surface surrounding the sources, totalling 6 million square metres (600 hectares), is subject to “total protection” and benefits from a thorough control and monitoring process.

Protection-oriented work involves the prompt detection of any changes related to human activity. As a result, in addition to traditional on-site control operations conducted by its own staff, Acea Ato 2 has resolved to develop a semi-automatic change identification and classification system through satellite detection.

The underlying research and experimentation activity, developed between 2010 and 2011, was designed by Acea Ato 2 in conjunction with the University of Cassino. The system is currently used to ensure periodic monitoring of some sites holding particular interest. To this end, the satellite allows images to be first captured across the territory at different times and then compared, highlighting any changes occurred in these timeframes, as well as the extent and type of any such changes. By relying on IT tools and complex mathematical algorithms, satellite images can be compared down to the smallest detail, with the option to record every change and develop a change map showing both changed and unchanged items.

The software is also equipped with appropriate reporting features showing, among other things, the classification of the extent of the changes detected according to the degree of criticalness pertaining to the nature of the recorded event.

Analyses conducted to date with the first operating phase, which is still in progress, have shown how satellite monitoring activity can actually represent a major supplement to “ground” control, allowing expected improvement goals to be attained, including a more accurate and timely detection of criticalities and, as a result, a more appropriate planning of protection actions.

UP TO 30 APRIL 2014:

90 image analyses have been conducted

45 change maps have been verified

5 suspect situations have been identified

1 infringement has been detected and removed

A CONSCIOUS USE OF WATER

Name of the enterprise:

CAP Group, Italy



CAP supports projects and initiatives to raise awareness for a conscious use of water resources and to address environmental education for people of all ages. Our aim is to promote the culture of water from the earliest stages of life.

WATER IS OUR FUTURE; ITS FUTURE DEPENDS ON US

In April 2013, the 5th edition of the “Water is our future, your future depends on us” ended. The initiative is dedicated to the pupils of primary and secondary schools and is organized in collaboration with the Regional Education Office, the University of Milan and the provinces of Milan, Monza and Brianza, Lodi, Pavia. The middle school kids are informed through more than 500 pictures and 9 tips to save water and published on the website: www.stopthedrop.com.

In addition, CAP Holding has created four interactive games to teach kids that water is precious. The games offered are: “Stop the Drop” to learn not to waste even a drop of water, “Save Water”, which leads players through the path from the aquifer to their home, “Virtual Water”, which explains how virtual water is contained in food and items that we use every day, and “Prosciugator” to save the planet earth and its water algae.

BIODIVERSITY FESTIVAL

In 2013, the seventh edition of the Biodiversity Festival – the largest festival on the themes of nature and sustainability edited by Milan’s Parco Nord – has been dedicated to water as a crucial element in the process of development, for the integrity of the environment, the elimination of poverty and hunger, and the health and welfare of the people.

WATER FESTIVAL

From 6 to 11 October 2013, the second edition of the Water Festival was held in L’Aquila. Among the events dedicated to the general public, a Water House was set up by CAP and Gran Sasso Water for the duration of the Festival. In addition to the technological and managerial issues, the festival also saw cultural insights and information to the discovery of the role of water in religion, art, philosophy, and world politics. The CAP Group, on top of participating in the scientific committee that evaluated and selected the projects in the programme, promoted the concept of sustainability for the International Cooperation proclaimed by the Water ‘ UN 2013. More than one hundred events were held during the ten-day Festival: meetings, concerts, exhibitions, art installations, performances, film screenings , tours and bike rides through the park, recreational events, role play, workshops, tastings, themed dinners and organic markets and other initiatives selected through a “Competition of Ideas”.

DISABLED WATER SKI WORLD CHAMPIONSHIPS

From 26 August to 1 September 2013, ASD Wakepark seaplane and Italian Water Ski and Wakeboard Federation, with the support of the Lombardy Region, Province and Municipality of Milan, organised the Disabled Water Ski World Championships, an event of great sporting and social value. The event was attended more than 100 athletes from 18 countries, for a total of about 1,000 participants including managers, technicians and fans of skiing and other water sports. The CAP group has participated in the event as a sponsor, to promote awareness to the issues of water conservation, responsible consumption of water resources, respect for biodiversity management through careful and sensitive themes that have always been the principles characterizing the daily work of the Group companies ZIP territory.

MAKE THE RIGHT THING

The appointment organized by non-profit organization, was held in Milan from 15-17 March, in the halls of Fiera Milano City. The Group CAP was present with a stand at the fair, in the Green Living section, and a shared project to revive the use of the water supply and spread the message that the water quality of the house is good, safe, controlled and environmentally friendly.

MILAN FILM FESTIVAL

For the fourth consecutive year, the CAP Group has been a partner of the Milan Film Festival, presenting the film which won the jury prize and the audience price at the Tribeca Film Festival 2013 "The Rocket". It is a collaboration to promote a new culture of water, waste and attentive to the rational use of the resource.

The film deals with the issue of the exploitation of water resources in Laos and in particular in the Mekong region, the tenth largest river in the world and the second for biodiversity, which rises in Tibet and flows 4900 km through China, Myanmar, Thailand, Laos, Cambodia and empties into the waters of South Vietnam.

OPTIMISE THE ENERGY CONSUMPTION OF THE SPORT CENTER “LE PETIT PORT”

Name of the enterprise:

Nantes-Gestion Equipement, Nantes, France



Despite a tough economic context, NGE wished to optimise the Leisure Centre “Petit Port” (pool / rink / Spa). The direction of the Recreation Division has decided to launch a global approach to reduce energy consumption, with expected economic and ecologic benefits.

Every month, a steering committee, with the provider of maintenance of the site, analyses the energy consumption and weaknesses of the system. Following these meetings, the maintenance provider studies ways to improve and suggest solutions.

The implementation by the service maintenance of the suggested actions is then validated by the steering committee where the equilibrium between ecological benefits and economic impact is found.

The aim was to improve and optimize the consumption of thermal fluids.

As part of this process, the first action materialized was the implementation of recovery calories on “gray water”. Moreover, other points are improved such as the recovery of water via ultrafiltration or improving the rate of heat recovery from the refrigeration units.

The approach has reduced the environmental impact of NGE. In late May 2014, the waste calories saved 9.31 MWh of electricity (conversion m³ of gas in MWh) since its commissioning in early November 2013 (7 months).

The practice was developed by the Chief Executive Officer, the technical NGE, the management of Leisure Pole, the Financial Sector and the service maintenance complex Petit Port.

The project was carried out only at the leisure centre at Petit Port. However, if, as part of its public services, NGE took another pool management, such a practice could be duplicated. This project could also be replicated on any business using thermal fluids, such as hotels, nursing homes, hospitals...

PROMOTE INTERNAL ECO-RESPONSIBILITY

Name of the enterprise:
SERL, Lyon, France



SERL encouraged employees to act for a green world by raising awareness on eco-responsibility by:

- Encouraging the recycling (paper, batteries, cartridges, plastic) by setting up special containers (3,978 kg of paper were collected, treated and recycled in 2013).
- Developing solidarity actions and giving away toys to “Secours Populaire”.
- Accompanying the welfare of employees: remove candy machines and replace them with seasonal fruit.
- Having created the sustainability Week, with a visit to a wood-fired boiler installation on a project of SERL, and a visit to a centre for sorting waste.
- Providing courier transport at 91% by bike or by electric car.
- Installing equipment for video conference to reduce travel.
- Promoting the participation to the Mobility Challenge 2013 organized by the Rhône-Alpes, in collaboration with ADEME, and aiming at promoting alternatives to the private car and to initiate virtuous behaviour about the environment and mobility. The CSR team of SERL organized the event under the sign of friendliness and the discovery of new modes of travel:
 - a festive welcome during which participants have to submit their alternative transportation mode of the day
 - a picnic at the “Parc de la Tête d’Or” via “Vélo’v”, with discovery and testing of “Segway”,
 - a raffle to reward participants.

Encouraging results were recorded for a first participation, as 85% of employees have chosen to leave their private cars for the day. The vast majority came to the SERL (Lyon 3) by public transport (TCL, train, tram-train), on foot, by bike or carpooling.

PROPOSE ALTERNATIVE SOLUTIONS THROUGH THE DEVELOPMENT OF RENEWABLE ENERGIES

Name of the enterprise:

SERL, Lyon, France



The development of renewable energy is imperative in the fight against global warming and the fast decline of fossil fuels. In response, local authorities and businesses have a huge potential for energy with their unused rooftops.

Despite the willingness of the players, they often have neither the finances, nor the tools to invest and operate these new energies.

The objectives of the SERL initiatives are to encourage companies in the development of renewable energy (wind, solar, wood boilers...) and offer them a tool to invest and operate in their place their unused surfaces. This tool is a subsidiary of SERL: SERL @ ENERGIES.

In 2010, the subsidiary SERL @ energies emerged after a deep reflection on the establishment of a strong tool in the field of renewable energy. The focus area of the subsidiary extends the support for the study, implementation, investment and maintenance of photovoltaic plants installed. The bargain is a convention to occupy the roof for 20 years. With technical partners (research firm) and financial (Caisse d'Epargne Rhône Alpes, Caisse des Dépôts et Consignations), SERL @ energies is needed as an additional branch in our core business and essential to new environmental requirements.

Today, SERL@ENERGIES has already put into operation five projects representing 2 398m² of photovoltaic surfaces. These facilities include a canteen, two residential buildings and a hotel. Two other projects are currently under development (offices and a service centre).

The year 2013 was the first full year of operation, which has an initial assessment of the efficiency of these plants. The output generated in 2013, through all of these projects, was 222 639KW/h (kilowatt-hour), which corresponds to the annual consumption of about 50 families. The output generated was then sold to EDF (French energy provider) allowing the subsidiary to invest in new projects.

These projects are sometimes implemented on real estate to own (SERL subsidiary SERL @ immo2 for service centres), allowing to share the expertise from the group on other projects.

BIO-CLIMATIC CONCEPTION

Name of the enterprise:

**Société immobilière Nouvelle-Calédonie,
Noumea, New Caledonia, France**



Several different projects have been implemented by Société Immobilière Nouvelle-Calédonie to promote energy efficiency.

SOLAR WATER HEATERS:

Since 2008, SIC has implemented a proactive approach to equip all its new houses with solar water heaters and plans to equip its whole real estate in the coming years. By 2020, 35% of houses should be equipped.

GREEN BUILDING:

To reduce the environmental impact of its projects, SIC signed the charter “green site” initiated by ADEME. 831 houses have since been delivered on sites with low pollution. To improve monitoring of the Charter, SIC has undergone an overhaul, to which CLC has contributed with feedbacks.

ECOCAL HOUSING AND QEC (ENVIRONMENTAL QUALITY CALEDONIAN):

New Caledonia is not subject to thermal regulation and the HQE standards are not applicable. Local standards have however been developed to meet the same objectives. In this context, SIC has obtained the ECOCAL label for 2 of its houses (Pai and Kaleone Oléa 1). The label was awarded for increased thermal comfort in housing.

SIC also won an appeal to QEC project for senior residence “Le Jardin des Sens” (70 units).

PARTICIPATION IN THE DEBATE ON ENERGY LEGISLATION IN THE NEW CALEDONIA:

The Government of New Caledonia is developing an approach to regulate the energy impact and thermal comfort in buildings. It initiated a dialogue with all stakeholders in the construction sector in order to take into account their views on the evolution of regulation. SIC has been heavily involved in the consultation, which allowed the company to bring forward its expertise and experience of the subject.

The various eco design experiments were at times complicated (for instance with difficulty in the monitoring, feedback...). SIC therefore decided to write its own specifications in order to guide and promote bioclimatic design, including incorporating ECOCAL and QEC criteria.

This guide will allow SIC to improve monitoring of the operations and to provide companies with a “toolbox” of expectations of SIC.

PRACTICE FOR IMPROVED EXTERNAL CONTACTS WITH STAKEHOLDERS AND CUSTOMERS

COMMUNICATION OF AMBIENTE SERVIZI

Name of the enterprise:

Ambiente Servizi, Italy



Communication and information are essential elements for a new approach to environmental education. In order to raise awareness and facilitate a proper waste management, Ambiente Servizi has made available to the users different instruments in 2013: the website www.ambienteservizi.net, designed to be informative and provide in-depth support; the magazine “Environment News Service”, which contains the most relevant news and interesting business and industry which is sent (with the timetable on the collections) periodically to all 64,000 users.

In response to many requests, we have continued the initiative with schools, enabling children to realize what they mean in a tangible way of reduction, reuse, recycling, recovery (4 R). The first part of the project took place in the classrooms, with stories explaining the proper way to perform the collection. The second part is a guided tour of the plant Eco Synergy, where the waste is further selected and valued. More generally, there are many requests received during the year to Ambiente Servizi for a guided tour of the production lines of the new plant. It grows therefore the interest and curiosity of citizens and professionals to the “environmental issue” and innovative methods of selection and use of waste that have made Eco Synergies one of the most advanced systems in the industry.

In 2013, Ambiente Servizi has also presented its new Integrated Report, a document that combines balance sheet together with economic, social and performance indicators in terms of recycling, environment protection, personnel management and relations with citizens. A transparency policy had been adopted, as communicating results obtained in various aspects of business is essential in order to engage in a more active relationship with social partners and stakeholders and make them as much as possible actors in projects and initiatives implemented. This strengthens the profile and responsibility of the company.

Also in 2013, Ambiente Servizi has developed a mobile application, providing timely communications related to the assets of the company, information about the services offered to the information on times and treated materials, as well as communicating news about changes to services and collections and report problems.

FINDING NEW VENUES AND FORMS FOR INFORMATION

Name of the enterprise:

Stockholm Vatten AB, Stockholm, Sweden



Stockholm Water has a well-developed communication strategy towards the public. Different venues and means were chosen for spreading out our messages, with a specific focus on traditional venues like technical fairs and schools. The goal was to reach a further group of people, especially the younger audiences.

During the “Stockholm Culture Festival”, which attracts 3-400 000 visitors per edition and is certified by ISO 20121(Event sustainability management systems - Requirements with guidance for use), Stockholm Vatten AB had a very popular (among schools) activity called “Poo Basket”. Participating children are equipped with a set of different objects, among which some of them should be thrown in the bin and other in the toilet. The goal is to teach children and parents how to protect the environment and waste water treatment plants.

This small project with a big result was initiated by the communication manager, QC manager and the project leader of the Stockholm Cultural Festival. It involved several hundred of the visitors from and outside of Stockholm.

This activity is a prime example of how to find new and unconventional venues and reach a new audience who would not be interested by such messages.

COMMUNICATION THROUGH URBAN ART

Name of the enterprise:
Sequano, Bobigny, France



The goal of the practice is to diversify urban communication tools by integrating arts and culture as much as possible in the company various operations. This practice was started with the idea that art is a good mediator between urban operations and users. Urban operations are more accessible and better able to educate users to urban changes affecting its territory.

Communicating through Urban Art also has the advantage of occupying sites without waiting for the actual realisation of the creation, and to give life to the city before the planned achievements of major operations.

One of the objectives is also to enhance elements of urban culture such as street 'art, ephemeral installations... which are parts of the cultural heritage of the Seine-Saint-Denis.

This practice was initiated while taking into account the local context and opportunities, according to practitioners, associations and local budgets for operations.

The sequence of sites and the development of the ZAC urban areas are uneven in temporality and scale. Construction time often remains undetermined and leaves wondering what will happen. Art exploits this potential uncertainty while allowing to "beautify" and to "pacify" yards or public spaces.

Developed by the management of the communication and the operational teams, the practice aims at extending the presence of work and/or temporary installations on its operations. It involves the following elements:

INVESTING - NEW / FUTURE LIVING SPACES FOR USERS

- share and disseminate art
- known and recognized artists from the territory
- animate yards
- apprehend any nuisance from residents
- communicate differently

This is not a single practice. Ephemeral installations or artistic works will be developed as much as possible on current or future operations, in connection with the area's history and programming.

Mural in Bobigny street Miriam Makeba

The Wall of the Street Miriam Makeba has regained colour with drawing of a mural created by Agnes Frégé, artistic director at Pakenko. This wall of more than 30 meters now serves as support for the interim access ramp installed in the project ZAC Hotel de Ville.

Skatepark of Saint-Ouen

Sequano Development worked with the association for the skatepark Graffart Grand Park St. Ouen on a drawing with four elements: fire, wind, water and earth. Artists were invited to participate in the opening of Grand Park ZAC des Docks de Saint-Ouen, through collaborative workshops. This festive and joyful experience helped to make a clear link between urban design and development of the neighbourhood changing.

3rd edition of the “Street of the Arts” in Aulnay-sous-Bois

For the third consecutive year, the city of Aulnay-sous-Bois organized the urban art festival, “Street of the Arts” on 16 and 17 May 2014, aiming at promoting new artistic forms thriving in the public space: graffiti, stencil, collage, embezzlement street furniture.

In previous editions, in the neighbourhood of the station, the public was questioned by the singularity of artistic proposals Marko 93, Da Cruz, Artof Popof The Cyklop the cellographers Kanos and Astro. The third edition of the event was more important than previous edition, being organised on 2 days. On May 17, 30 artists “took over” the mall Galion, property Sequano Development in the ZAC Erl, to transform it into an art gallery in the open and to pay tribute to this edifice to be destroyed in 2015/2016.

Their works have become part of the daily life of Aulnaisiens. They are still present in the urban environment (park, train station ...).

CAP GROUP AND EXPO 2015

Name of the company:
CAP Holding, Italy



As already stated in the Sustainability Report 2012, after Shanghai and Zaragoza, the Milan Expo visitors will also be able to enjoy the water network of the Water House. As the Memorandum of Understanding signed in 2012 by CAP Holding, Amiacque and Metropolitana Milanese SpA with the company Expo SpA, approximately 30 Water Houses will be installed, contributing to the environmental sustainability of the event. It will be innovative structures from the point of view of aesthetics and architectural. However, guarantees of reliability and quality will be maintained, so the Water Houses will be the product of the experience of the firms already active in the area of Water and creativity of the Milan design.

The House Waters installed in Expo area will be certified ISO 22000 for safety in the food industry. Water is one of the themes of Expo entry following the signature of an agreement between Expo and Federutility, the national federation of enterprises of water services, and aimed at laying the foundations for a cross-shareholding between Expo and Water Festival. The goal is to collect investments and agreements with companies and organizations operating in the water sector in Europe and worldwide to address the issue of access to water resources.

INVOLVING USERS TO PROTECT THE ENVIRONMENT: WATER FOR LIFE: RIVERS OF MARTINIQUE

Name of the enterprise:
Perfect Union, Martinique, France



This project falls within the framework of MAPEX, methodology for excellence in project management, which includes the three pillars of sustainable development: prosperity for all, environmental protection and inclusion for all.

PROSPERITY FOR ALL

The creation of a true economic activity on the site:

- a team working continuously (7-8 people);
- a seasonal team (10 people).

RESPECT FOR THE ENVIRONMENT

Various measures have been taken to preserve the environment in the frame of this project:

- organise better the fishing (crayfish);
- forbid the intake of 'z'habitants' (type of fish) with eggs;
- protect the river and surrounding by forbidding to throw objects on the site or in the river;
- in-depth protection.

SOCIAL INCLUSION

The site can accommodate up to 250 people per day and prices are low. Access is therefore possible for everyone. The project also brought forward the importance for everyone each to reach the expected results. If everyone is valued, it generates a joint feeling of inclusion without exception.

HOPE AND PEACE

Objections, especially coming from fishermen, were raised because of the upstream and downstream management of the river. However, once the project was implemented, fishermen rejoiced as the amount of 'Z'habitants' rose quickly.

REDISTRIBUTION OF WEALTH

2,400 members have formally joined the project and when a participant sponsor someone, he receives a fee, which leads to a significant redistribution of wealth. The goal is to create a genuine network of protection and enhancement of the river, with the principle of "the more people involved, the more awareness you create".

DIVERSITY

The framing of the action is "respect and discipline". It is with joy that we receive all the visitors with a deep respect, regardless of their nationalities and with a specific attention to those with special needs. This respect for visitors also comes at the price of discipline. Visitors are expected to respect the rules set: it is not allowed to do everything and anything, as there are rules in the interest of all.

COMMON SENSE

Perfect Union intends to intensify our work on the development of laws on rivers, as laws are often made to protect rivers without considering the ground realities of Martinique and its history.

PRACTICES FOR A BETTER SOCIAL AND TERRITORIAL COHESION

CITIZENS TAKING CARE

Name of the enterprise:

Berliner Stadtreinigungsbetriebe BSR, Berlin, Germany



As member of the International Coalition for Action “Clean up the World”, BSR campaigns for cleaner cities worldwide. In this context, BSR is also a solid and active partner of projects “Participate! For a beautiful Berlin”, an annual action day, or the “Berlin-week engagement”.

For BSR, civic engagement for a beautiful Berlin is important and BSR supports citizens willing to increase the beauty of their neighbourhood can perform a sweeping civil action with the support. They provide participating citizens with free of charge return package consisting of gloves, grippers, garbage bags, brooms and vest, even for the little ones, and notice placards. If necessary, the amount of waste will be collected and disposed of by the BSR. On the promotion side, participants can make their sweeping civil action, announce them and win as voluntary supporter. Or they can publish their videos of their action online.

It is essential that the actions of concerned citizens, organizations and schools or child care centres are entirely voluntary, as well as being logged and performed. In recent years, an average of about 70 actions were logged and conducted with 10 to over 100 participants. In 2014, more than 100 entries have been received by the month May.

The actions focus on sites that are not cleaned by the BSR. Likewise, they do not serve the bulky waste disposal centre or hazardous waste disposal from echoing house or public institutions.

DEVELOPMENT CONCEPT “EDG 2022 – SHAPING CHANGE TOGETHER”

Name of the enterprise:

EDG Entsorgung Dortmund GmbH, Dortmund, Germany



As organizational challenge, EDG Entsorgung Dortmund GmbH has developed the idea of a holistic development concept for the enterprise, in the context of a specific project structure. This project structure should be a sustainable enterprise-wide approach to the concept of the “EDG 2022” fair, involving staff and interested public in a transparent manner.

The project was started as part of a closed meeting of the Board with senior staff in February 2012. All employees were later informed about the objectives, content and necessity of “EDG 2022”. In addition, an interdepartmental working group has been established to accompany the progress on the project and ensures the communication of the results for the management and the workforce.

The developing concept of “EDG 2022 – Shaping Change Together” is not a single project in the classic sense, but rather a long-term (minimum 10 years) process for development of the entire company in light of the external challenges, and in compliance with the principles a Citizen-Value and CSR-oriented management.

The name of the development concept includes consciously the adjective “common”, as it consists of establishing an open dialogue and a transparent procedure for all employees, senior management and supervisory bodies. Five areas of action were identified, which are all crucial for the future of the company. In particular, demographic changes in society and the company, as well as the field of action climate action and resource protection and the constant changes in environmental law, require large operational efforts.

Since the decision to implement “EDG 2022” in 2012, more than 60 individual projects have been initiated and 20 were completed. From all divisions, permanent registration of projects takes place. The registration is key for communication, business development and organization integrated, allowing the document integration of the project into a company-wide project.

About the evolution of all individual projects, the management is informed every three months by the project group. In addition, the personnel receive four times a year the employee newspaper “Edgar”.

Thus, “EDG 2022” is not only a strategic development concept but also a communication platform for the workforce. The transparent implementation of projects of “EDG 2022” is orienting the transformation of the business environment, conveying trust and acceptance for the measures to be implemented by each member of staff concerned.

ACTION TO SUPPORT CULTURAL SHOPS

Name of the enterprise:
SEMAEST, Paris, France



In 2004, the City of Paris asked SEMAEST to revitalize local shops in six districts (arrondissements) within the project Vital'Quartier.

In 2008, the mission was extended to five new neighbourhoods, including the Latin Quarter. In this sector, the specific mission is to support the presence and promote history, culture and shops, in particular bookshops and publishing houses. In addition, since 2012, SEMAEST, on behalf of the city of Paris, manage and maintain 83 commercial properties, including 35 located in the 6th arrondissement, predominantly occupied by cultural businesses, such as bookstores, publishing houses or galleries.

As part of Vital'Quartier, SEMAEST buys through a repayable advance of the City of Paris for €34m in shops to install these activities in those five districts, either by agreement or pre-emption.

To allow a minimum starting investment and assist in the creation of this new company, SEMAEST consistently renovates premises with important work of upgrading and facelift. In addition, the tenant is exempt from entrance fee and is granted a free rent for three months in order to cover its installation costs. Rents are set according to the standards of activity of booksellers or small publishing houses in this neighbourhood levels.

SEMAEST may also decide to acquire existing libraries to save them. Where appropriate, it also connects sellers and buyers, and leases or trade premises to promote the preservation of cultural services.

Since June 2008, SEMAEST acquired 18 premises for bookstores and/or publishing activities.

Its action has already resulted in particular:

- The creation of four new libraries;
- The maintenance of two existing libraries;
- The allocation of seven local bookstores to publishers;
- The installation of a publishing house.

The premises leased by SEMAEST are fully rehabilitated and brought up to standard. Furthermore, no bank guarantee is requested (only 3 months of deposit) and, in some cases, SEMAEST can help tenant. An access for three months is granted to cover the initial cost of installation.

Meanwhile, SEMAEST also offers tenants the opportunity to benefit from audits, support and ease of access to credit. The goal is to help traders in practice their daily business.

ACCESSIBLE PUBLIC TRANSPORT BVG – MOBILITY TRAINING

Name of the enterprise:

Berliner Verkehrsbetriebe (BVG) AÖR, Berlin, Germany

The logo for Berliner Verkehrsbetriebe (BVG) is a yellow square with the letters 'BVG' in black, bold, sans-serif font.

In line with its key strategy of achieving “greater passenger numbers, greater satisfaction”, a central concern of the BVG is to provide accessible transport services to serve the growing number of elderly persons in society and people with disabilities.

Both in terms of infrastructures and on-board vehicle equipment, much had been achieved in the context of the company’s clearly defined framework for action by the end of 2013.

- On the underground network, this chiefly concerned new lifts; at present, around 100 of Berlin’s 173 underground stations have step-free access using ramps or lifts for people with limited mobility. Tactile guiding systems for visually impaired passengers have also been installed in more than 100 stations. Over the long term, all underground stations will be fitted with lifts, ramps and guiding systems.
- All of our buses are already fully accessible.
- We have been purchasing new trams for Berlin since 2011; by 2017, the older Tatra vehicles will gradually have been replaced by modern low-floor trams. At present, 18 of our 22 tram lines – of which 9 are “Metro” lines – are operated partly or entirely with accessible vehicles.
- All ferries operating on BVG routes have been accessible since early 2014. Some remaining steps will be removed from isolated landing piers and entrance points by 2015 to ensure that access areas are also fully accessible.

Ensuring that technical and infrastructural requirements are met is our paramount concern. Dialogue with elderly passengers and lobby groups involved with accessibility issues, however, frequently found that senior citizens and people with disabilities were most interested in on-board staff being friendly and willing to assist.

Mobility training (offered and held by the BVG for many years) has consequently been stepped up since 2008.

- The BVG provides specialist training for passengers with limited mobility and sensory disabilities several times a year.
- This training is usually very well attended.
- Mobility training is held during scheduled BVG events, but also “locally” with the BVG customers for whom this training is particularly important.
- Many passengers who use wheelchairs or walking aids and those with sensory disabilities have (re)gained their freedom of mobility thanks to these “taster courses”.
- The BVG uses both local and regional themed days/events to hold mobility training courses.
- Accessibility for the stated target groups (users of wheelchairs and walking aids / visually impaired passengers) has been enhanced in conjunction with mobility assistants from Berlin’s boroughs and public institutions and the bus and train outreach services offered by the Berlin/Brandenburg transport association (VBB).

Our cooperation with senior citizens’ housing facilities has proven itself a particularly successful best practice in terms of mobility training. Buses travel directly to the residential facility, and the training is accompanied by an introductory talk (e.g. “Sure and safe: bus and train mobility with walking aids and wheelchairs”).

This form of effective cooperation between the BVG and customers with limited mobility was expanded to include joint testing of new accessibility solutions for buses and trams three years ago. At the testing stage for pre-production vehicles, these customers were already given the opportunity to offer their initial impressions and experience based on real-world use.

To help and guide blind and visually impaired passengers, all BVG vehicles have been equipped with interior fittings in strongly contrasting colours and continuous handrails.

REAL-WORLD EXPERIENCE

Key factors for success

- “No fear” of major (scheduling/investment requirements) organisational tasks relating to infrastructure and on-board vehicle equipment in conjunction with customers, urban/transport planners and mobility providers
- Dedication and passion of individual stakeholders at all levels
- Identify and seize further opportunities from these actions (added value for city/tourism)

Issues, risks, limits

- Coordinate the multitude of stakeholders (authorities, suppliers, construction firms, associations, transport partners, ...) for “local” implementation of specific actions
- Occasional trade-offs (e.g. kneeling BVG buses are very important for accessibility vs. additional energy requirement (diesel) and thus increase in carbon emissions)

EMA - MOBILE SUPPORT TEAM

Name of the enterprise:
Ciliopée, Agen, France



In France, on average, one woman dies every three days after having been beaten by her partner.

In the department of "Lot-et-Garonne", one woman is victim every day of familial abuses, and it often happens in presence of her children. This phenomenon affects all social classes and studies on this subject show that a lack of financial autonomy adds to the distress of the victims.

CILIOHPAJ - Avenir et Joie, one of the CILIOPEE Group's NGOs, supports and hosts people in difficulty. Its aim is to help women who are victims of violence through a social residence - La Roseraie - where they can find shelter.

Despite the need for such shelters, this residence is the only one existing in Lot-et-Garonne. And it doesn't meet all the needs for the department.

The organisation has therefore, with the support of a national funding, created in November 2013 a complementary activity, consisting in a Departmental Moving Support Team (EMA). This team is composed of three experienced social workers who meet victims where there are (police offices, hospitals, social services). If necessary, the social workers can also go to the victim's house and offer to both women and children housing at the shelter (two apartments are dedicated to EMA). The police always come along in order to ensure protection.

The action of the team goes beyond this first emergency help: the social workers also organise the first administrative follow-up (complaints, medical visits...) and support the victim through finding the most appropriate housing.

The first challenge of the team is to prevent women who have left their violent partner to return to their former house.

The cost of the experimental part of the project (18 months) is 158 600€. The French ministerial delegation for houseless people (DIHAL) supports the activity for 148 600€. The additional 10 000€ are mainly co-financed by National Delegation for women's rights and the Lot-et-Garonne General Council.

SPECIFIC PARTNERSHIPS TO ANSWER TO THE NEEDS OF PEOPLE OF ALL AGES AND FAVOUR AGE DIVERSITY

Name of the enterprise:
Ciliopée, Agen, France



The extension of a healthy lifestyle is one of the priorities of the 21st century. It enhances and justifies the desire from seniors to stay home. But the falls suffered at home remain one of the main sources of accidental death. These accidents happen most of the time to people aged 75 and over.

CILIOPEE decided to prevent this risk. In partnership with institutions and associations invested in home improvement, as well as state departments concerned, CILIOPEE Habitat took the initiative to adjust its housing park whose residents are more than 70 years, bearing in mind that most of them perceive very low incomes. For this reason, CILIOPEE created a fund to financially support such adaptation of houses.

Two jobs were created, while the group's technical services of the group were put at disposal to this action. To implement this project, the association "CILIOHPAJ Avenir & Joie" has recruited a nurse in December 2011. The mission of the nurse is to meet one by one the tenants aged 70 years or more. Those persons accept voluntarily to start a discussion about their stay at home.

Hired to assist in this task, a young collaborator developed a handy booklet entitled SARAH (Initials in French for "Service to help elderly or tenants with disabilities") as a guide for tenants in order for them to adapt their houses. The technical services of CILIOPEE were also available to visit houses and assess the feasibility of the work to be done.

Finally, the adaptation fund helped the process of renovating houses. Whatever the amount of aid obtained from retirement scheme, "mutuelles" or public grants to perform the work, some costs remain to be paid by the tenants and not all of them can afford this expense. After an evaluation of each case, CILIOPEE provides financial assistance in the form of a grant. The allocation of this aid is regularly discussed and validated by an ad-hoc group of directors and employees of CILIOPEE with external stakeholders to guarantee objectivity.

Since 2010, the ad-hoc committee, composed of administrators and skilled people, met four times. Thirty-five cases were evaluated. Two cases were rejected by the commission in light of the situation of people. Thirteen tenants have abandoned their idea to start the work and twenty requests for financial support received a green light.

It appears that 85% of the requests are for the replacement of a bathtub by a shower. The average amount of work per housing is on average €2 778. 65% of applicants also received help from their retirement scheme or their complementary health insurance for an average amount of €1 675. CILIOPEE Habitat has granted € 20 437 of aid (about 1022 € per each file accepted), averaging 37% of total cost of housing adaptation. New cases are being investigated. Since the creation of this activity, the number of applications is increasing (about 7 to 10 applications are received every month).

DONATED GOODS BANKS

Name of the enterprise:
Gebalis, Lisbon, Portugal



As a result of evictions, change or desertion of housing, death of residents, etc... Gebalis has accumulated a significant amount of various furniture and other objects of domestic and personnel utility (e.g. household furniture, home linen, home furnishings, tableware, children and adult clothing) in good condition.

In their daily work, technicians from Gebalis (especially on the ground) identified situations of need for and company employees, for which the supply of these goods can provide a significant improvement in their quality of life.

This project is implemented by employees of the company, in coordination with other entities, and aimed to provide furniture and utensils to those who need it most with the following principles:

- The proposed allocation may be performed by any employee of the company.
- The assignment should be made only after consideration and adequate reasons, after an assessment of the situation by the technical office (in the case of residents or institutions) or by a member of the Residential Support (in the case of employees), respecting objective criteria (tool/work model building).
- The confidentiality of all recipients should be maintained.
- All donated goods should be subject to a descriptive record, place of delivery and report the reason for attribution.

The long-term objectives, beside to better consolidate what has been done, is now to conclude a partnership with an entity providing transport and create a social shop selling furniture at reduced prices. Creating this store will create jobs for tenants and unemployed carpenters to restore the goods before selling them.

In 2013, 100 applications were made, of which 69 were accepted (60 families and 9 institutions). Counting only the highest volume materials such as furniture (beds, dressers, wardrobe, tables, chairs, and sofas), sets of dishes, or rugs, more than 650 units were delivered. By giving a new use to used furniture, Gebalis also contributes to recycling and protecting the environment.

This project fits into the mission and values of the company, whose primary goal is to contribute to improving the quality of life and independence of people. The project is still in the first phase. However, all the employees are already involved, from the employees of residential support, technicians and responsible of local offices as well as any employee that identify and signal situations of needs.

This practice could be replicated in this sector, as well as in many different ones. The Goods Bank is an innovative way to put the economy at the service of a social need. This process produced a service that did not exist, with a very limited amount of resources needed. New managerial and organizational criteria for the redistribution of property were created within the organisation.

The Bank of Donated Goods - Gebalis Solidary was born from the willingness and availability of some employees of the company to channel and give at no cost furniture and household items resulting from evictions and abandonment of houses for those in need. Any employee of the company or even local authorities who have contact with our residents can make proposals for this assignment objects to families composed by our residents and employees / the company or arguably more needy institutions.

With a small investment by the company (investment of time of its human resources and eventually providing transport) and the availability of employees assigned to the project, all parties benefited. Those who

benefited most are the recipients of goods, because they can make use of furniture or household object without costs, improving their well-being their quality of life and feeling the comfort that someone is aware of your needs. The company as a whole by thus demonstrating once again in practice, it takes very seriously the value of social responsibility and concern and strict fulfilment of its mission is to contribute to improving the quality of life of populations and of its employees and on the other hand develops the spirit of solidarity among employees and those to the community, with consequent benefits for the internal cohesion and team spirit. Also benefits society as a whole by the beneficial consequences in saving resources by reusing objects whose fate would increase the volume of waste and environmental contamination.

Any employee of company or even local authorities who have contact with our residents can make proposals for this assignment objects to families composed by our residents, employees of the company or institutions proven to be in need.

DISCUSSION AND LOCAL ANIMATION

Name of the enterprise:
SEMAEST, Paris, France



Dialogue is rooted deeply in the work of the SEMAEST. It plays an increasingly important role in recent years and is accompanied by important projects, such as the Vital'Quartier mission in Paris.

In 2004, the City of Paris requested SEMAEST to revitalize local shops within the project Vital'Quartier. In this context, dialogue is ongoing with the public and elected officials: Local Committees Techniques (CTL) who meet twice a year to monitor the operations in each district concerned, participation of SEMAEST in neighbourhood councils, ...

The sales promotion and support of merchants and artisans in their development is a priority of the SEMAEST to sustain business. The SEMAEST advises, provides training to management, allowing them to benefit from audits and loans, mounting aid associations and organizing entertainment events and providing them with innovative tools (funding participatory, collaborative economy, short circuits in addition to activity).

SEMAEST promotes the development of social economy by renting at prices adjusted to some local associations, social enterprises etc... It helps young designers with incubators such as Viaduct des Arts in the 12th district, on the ground floor of its office building.

It participates in the development of new technologies and the digital economy, circular and short circuits economy. A new concept for local development was introduced: "SEMAEST for the local economy".

In planning, consultation is the basis for the development of the Pajol in the 18th district, which benefited from the start and throughout the progress of regular working groups on various topics with associations.

The Saint-Blaise operation in the 20th district was launched in 2011 and 2012, with innovative workshops involving residents and asking them to work on important issues and meetings to discuss the decisions taken. La Fabrique Resources, a place of expression, was created in late 2012 in the heart of the neighbourhood. The development on St. Blaise is complemented by a mission of economic development with a specific charter of economic development, establishment of an association of traders, etc...

BOOK TO WELCOME CRAFTSMEN AND SHOPKEEPERS

Name of the enterprise:
SEMAEST, Paris, France



Since 2004, SEMAEST is recognized for its economic development expertise. Facing the two observations of the progression of single-activity in some neighbourhoods and the gradual disappearance of local shops, SEMAEST was commissioned by the City of Paris to curb this phenomenon. Today, the organisation carries multiple actions around three main goals:

- Maintain and develop local trade;
- Support the establishment and maintenance of craft activities;
- Ensure the presence of shops in new neighbourhoods and retraining.

The support of traders and artisans in their development is a priority for SEMAEST in order to sustain its business. It advises, provides training to management, allowing them to benefit audits and loans, creating aid associations, organizing entertainment events, and bringing them innovative tools (crowdfunding, collaborative economy).

In this context, a welcome booklet is provided to tenants upon installation. End of 2013, it was decided to expand the existing document by making it operational as a guide with updatable records, intended to match all the practical questions that may arise for new shopkeepers or craftsman. References on key partners are also provided.

The quality of the different branches and services of SEMAEST was solicited with a breakdown of the treatment of different themes to 18 employees. This booklet is now available.

OPEN EYES

Name of the enterprise:

Stockholm Vatten AB, Stockholm, Sweden



Being a public company, Stockholm Vatten AB has a special responsibility towards the city of Stockholm and its inhabitants. Stockholm is not different from other cities when it comes to putting young people into work, especially those with disabilities. The project “Open Eyes” was initiated four years ago by the city of Stockholm.

The concept of “Open Eyes” is to offer career opportunities for young people with disabilities, helping them to find a suitable job in suitable working conditions.

The overall objective of the project is to create a permanent job, by creating a win-win situation where young people with their experience and abilities can push an existing working place with established procedures to think new (“open their eyes”)

So far, four people have found permanent positions, working both with administration and maintenance. The work has been chosen as a good example by the city.

This project has been made possible thanks to the support from senior management, our personnel department, and local supervisors. The project will be an on-going activity, creating a win-win situation for all the parties involved.

BILATERAL SYSTEM WITH PROJECT PROMOTERS

Name of the enterprise:
Sequano, Bobigny, France



Beyond our legal obligations, Sequano intends to reduce the environmental impact of its activities as a developer. With that in mind, they have developed a dialogue system, with an environmental monitoring and the verification of construction taking place. The aim of the project is to develop ways to monitor compliance with the commitments of the proponents to environmental requirements of the specifications of building lots sold.

This requires generalization of environmental requirements, the organisation of the pre-sale agreement around these requirements, the monitoring of their compliance with the assistance of a dedicated service provider and finally by tests, such as the retention of 5% of the amount of a sale in the event of non-compliance on the part of developers.

As part of the ISO 9001 and 14001 certifications that validate the good performance of our procedures SMQE, certifications carried by Cerqual (for buildings housing) and Certivea (for commercial buildings) are recommended to developers involved in our operations development.

The purpose of this best practice was to set up a system to ensure compliance with environmental requirements. In the long term, Sequano wants to change construction practices of the city, with more effective enforcement of environmental regulations. These measures contracting, we want to improve the energy efficiency of buildings and we promote sustainability.

An officer is specifically appointed for each operation, bringing his expertise and ensuring that the principles of sustainable development are integrated.

The recommended method is based on the environmental approach to development (AEU)

- Conduct diagnosis and identify challenges for the sustainable development of a site;
- Identify objectives and key actions to be implemented in a sustainable development charter;
- Write “specification and requirement sheets” on sustainable development (incorporating certification requirements and Cerqual Certivea)
- Establish an Environmental Management System and to regularly monitor the performance of sustainable buildings and developments in outdoor spaces.

This method introduces a technical expertise throughout environmental projects.

Performance indicators can be identified to evaluate the objectives, such as compliance with the labelling of eco-districts of the Ministry of Territorial Equality and Housing. Development Sequano reflects in part of its approach to ISO 9001 and 14001 to implement project indicators.

The involvement of operational teams, which can be estimated at about thirty employees, is necessary.

This is an automatic process for all new operations by Sequano Development.

The reproducibility in other companies is simple but requires a strong will. It involves identification of sustainability criteria, integration into notebooks signed by the developers, and regular monitoring on the achievement of objectives.

DEVELOPMENT TO THE WHOLE TERRITORY OF NEW-CALEDONIA

Name of the enterprise:

**Société immobilière Nouvelle-Calédonie,
Noumea, New Caledonia, France**



The policy of big renovation of old heritage has begun with the residence Magenta (846 units), starting with the renovation of standard electrical installations.

The renovations allow intervention on:

- The upgrading of electrical and security systems: old houses with outdated electrical system no longer meet the electrical codes, such as the presence of only one power outlet in the living room;
- The removal of asbestos from housing;
- The improvement of the thermal comfort of housing by increasing open surfaces, and the introduction of binders to limit direct sunlight;
- Other needs expressed by tenants through social surveys and satisfaction surveys after work is completed.

NEW FLEXIBLE HALLS FOR SPORTS AND EVENTS

Name of the enterprise:
Fyrishov AB, Uppsala, Sweden



The city of Uppsala is growing and has in recent years become a large city by Swedish terms, with over 200 000 citizens. In order for the citizens and visitors to have a healthy life and leisure, facilities for sports, events and recreations are needed. There has been a shortage in Uppsala.

Fyrishov has undergone four major building phases, before a final phase, called 'multihalls', was decided, planned and built in connection to the already existing arena. The mission with the new phase was to create more space for sports, training and other events, such as exhibitions, concerts etc. in combination with long term sustainability. The planning of new development grew out of the perception of the needs in early 00'. In 2010, the political decision was taken, the construction started in 2011 and the inauguration was held 31 August 2013. The project also progressed an ethos of social inclusion (diversity and accessibility), promoting the cultural heritage from the 18th century of teaching how to swim, and giving visibility to environmental and health lessons from the mid 20th century, when an polio outbreak occurred due to bathing and swimming in dirty water in rivers and lakes.

- 1) The best practice case presented here is the conception, design, construction and operation of new flexible sports and events halls that were built between 2011 and 2013. They added some 8 000 sqm to the existing 25 000 sqm sports halls and water park. The 'multi halls' embody an ethos of long-term sustainability, including social, environmental and economic dimensions, both for the company and for society at large.
- 2) The new halls, called 'multi halls' will yield a 'triple bottomline' benefit: environmental, social and economic:

- **Environment:** One of the requirements on the buildings was to be energy efficient, in order to reduce impacts on climate change as well as reducing operating costs. This has been achieved both through the choice of technical installations such as ventilation and lighting, how that is controlled and through the choice of building materials and techniques. Renewable energy is used: geothermal energy is used for heating and cooling. The heat pumps are powered by windpower (all electricity bought by the company is contracted from windpower, in the national electricity trading system). A photovoltaic plant, foreseen to generate some 25 MWh annually, was also installed on a wall facing a main road, in order to be visible, inspiring and raising awareness of solar power. There was an environmental program which, in addition to the energy requirements, placed restrictions on, for instance, the use of building materials containing hazardous chemical substances.

Importantly, by designing the halls in a modular manner, the use becomes very flexible and able to cater for many different types of events. That leads to higher occupancy than if halls were designed for single purpose. High occupancy is very important for relative energy efficiency.

Food and beverage can be served from the eco-labeled restaurant in the existing facilities. The eco-label covers the whole life cycle: organic, local and fair-trade producers; energy and water efficient kitchen appliances, eco-labeled detergents, reduction in the use of disposable items, recycling, review of transports and packaging etc...

- **Social:** The multi-functionality and flexibility of the 'multihalls' achieves goals of social inclusion, manifest in the core values of accessibility and diversity. The flexibility means that the 'multihalls' can attract and accommodate a wide range of different sports and events appealing to many different visitors and audiences. For instance, a science festival for pupils and college students (also open to the public) attracted some 5000 visitors and offered 'edutainment'. Through a joint venture between Fyrishov and another local public enterprise, the Uppsala City Theatre, an acclaimed 'theatre-concert' show including acrobatics requiring a ceiling height of ten metres could be brought to Uppsala and ran at Fyrishov for

almost a month. This also generated incomes in Uppsala in the form of hotel nights, restaurant meals, shopping both by Danish ensemble and visitors. It also provided work for local suppliers to the show, such as audio and lighting. This same effect occurs for many events that attract visitors from outside Uppsala, such as international sports competition like the Swedish Masters 2014 international challenge in badminton, or a three-day computer festival for programmers, gamers, film makers, e-sport competitors etc. In other words, the breadth of events in addition to the everyday activities such as gymnastics for children and young people fulfils the core value of diversity.

Throughout the project, accessibility has been a key word. The new building is connected to the existing building at the same level and with the highest standards concerning elevators, toilets, lighting and labelling of floors, doors, walls, etc. to make sure everyone can move in and around the building effortlessly regardless of physical ability. Several groups with special needs have participated in dialogues with the company during the project to make sure that the development of sustainable solutions is made in a wide perspective. Accessibility is also ensured through generous opening hours. The 'multihalls', like the rest of the facilities are open every day all year around, from early morning until late evening. There are bus stops, car parks and bicycle parking spaces just outside. Fyrishov has also worked with the municipality to ensure signposting from the city centre to facilitate walking and cycling to Fyrishov even for tourists. The design has also been chosen to be accessible and safe through the choice of a semitransparent façade and windows that facilitate a visual connection between the inside and outside. By simply increasing the amount of available sports halls, it is possible for the growing population in Uppsala to exercise and live a healthy life.

Social exchange is also catered for through the mixture of sports and events. At Fyrishov, approximately 100 different sports clubs and associations are active all year around and in all ages and levels from beginners to world champions. Fyrishov is also the base for one of the largest disability sports clubs in Uppsala called Uppsala Handikappidrott. The world's largest floorball competition is held annually between Christmas and New Eve. In 2013 it attracted some 650 teams from all over Sweden and Europe.

- **Economic:** The services of general interest exemplified above are provided on business principles. This enables long-term economic stability both for the enterprise in its provision of those services, and for society. Economic objectives pertain both to revenues and profit for the company, which enable further investments to develop the provision of services of general interest. They also pertain to the continued growth of Uppsala city through increasing the attraction both as a place to live and visit and the associated consumption of goods and services. This also provides better business opportunities for other companies.
- 3) The key positive environmental impact is in limiting the climate change potential through an energy efficient building and the use of renewable energy. The energy use is metered and analysed monthly, as is the micro-production of solar electricity. The company has also invested in attractive bus stops in immediate reach of the 'multihalls', and bicycle parking. The share of visitors travelling by bus, or cycling/walking has been included in a customer survey, as this influences climate change.

Above all, social impacts pertain to the diversity and accessibility of the activities. Indicators are for instance: the number of associations active at Fyrishov, number of visits, the number of different types of events and customers, occupancy rate. An employee survey is also carried out every other year. A customer satisfaction survey is carried out four times per year.

Financial impacts: The services of general interest are provided on business principles, and profits can be reinvested in the development of the facilities and services provided. Various financial indicators are measured, like the financial result. A range of the social indicators also contribute to the financial result, like the rate of occupancy, number of visitors, etc. There are also financial impacts in the community since tourists may buy other goods and services in Uppsala, in association with their visit to the event at Fyrishov. A healthy lifestyle among citizens may also reduce costs for healthcare. Fyrishov has not quantified that type of financial effects.

DEVELOPMENT TO THE WHOLE TERRITORY OF NEW-CALEDONIA

Name of the enterprise:

**Société immobilière Nouvelle-Calédonie,
Noumea, New Caledonia, France**



Today, the Société immobilière Nouvelle-Calédonie (SIC) manages a portfolio of nearly 10,000 apartments, of which 625 (6.25%) in the Northern Province of New Caledonia. This disparity can be explained by the uneven distribution of population in the Territory, with almost three quarters of the population living in the Southern Province.

The Northern Province has experienced in recent years a significant economic development related to the implementation of a metallurgical processing plant. SIC has supported this growth by changing its portfolio accordingly: 10 years ago, SIC was managing 200 accommodations in Northern Province, against 625 currently. This increase in the supply in 10 years has helped the development and the attractiveness of the area. In the past, companies were reluctant to move there due to the difficulties faced by their employees to find housing. This development in Northern Province will continue in the coming years with the implementation of the SIC on new cities (Voh, Canala Houaïlou, Ponérihouen, Poya).

Another line of development of SIC is on lands with special rights, which represents 27% of the area of New Caledonia. These lands meet a specific legal status and are “governed” by the four “i” (in French). They are: inalienable, not transferable, in-commutable, and elusive. This creates legal barriers to their development.

Faced with these difficulties, SIC is one of the first social companies that has partnered with the customary landowners to build new rental housing on customary land. By providing its know-how in setting up projects, she has delivered three residences on customary land:

- Residence Ko Viemoro (place that gave life) in 2009 at Mont-Dore;
- Residence Hnimikone in 2013 in Lifou (first residence of the SIC Islands Province);
- Residence Koromwa in 2014 in Yate.

WEEK OF THE ENVIRONMENTAL EXPERIENCE

Name of the enterprise:
Die Stadtreiniger, Würzburg, Germany



The project “week of the environmental experience” was initiated in 1992 by the staff of the Environmental Station and an educational group. After about six years, the educational work group dissolved, and the members of the Environmental Station are the sole organizer. Together with external experts, which took over the planning and implementation of individual subjects, the 30 environmental education booths were designed and constructed. The preparation phase before the first Environmental Experience Week in July 1992 lasted about six months.

The financing of a project of this magnitude was difficult and ultimately possible only on the exploitation of funding that must be re-applied for every year. The construction and design of environmental education booths with many different actions are very complex and require the assistance of external experts.

The Environmental Experience Week is an event of our Environmental Station which has been held since July 1992. It has proved itself very well and schools like it so much that it is offered every year in a similar way. This year it is being carried out for the 23rd time.

The motto of the campaign is “actively experience the environment”. All topics raised are related to sustainable development. The children are playful motivated to take responsibility and act sustainably, even difficult issues such as the consumption of fossil fuels and the emergence of climate change are explained to children. With interactive elements, like a bicycle ergometer with a light machine on which a child can cycle, energy consumption is made visible and noticeable. Children can also discover how much electricity various household appliances consume and our staff talks to them about energy efficiency, energy costs and ways to save energy. A solar cooker and other solar-powered devices show the alternatives and the possibilities of renewable energies. The children get an insight into many natural areas (biodiversity, wild flowers and herbs, fish, insects, soil organisms, etc.) and thereby gain knowledge about their environment in diverse and interesting way.

At another level, which is aimed mainly at preschoolers, there are the so-called “trash monsters”. The trash monsters are made of papier-mâché and the masks represent different garbage cans or garbage bags. Here, the children learn the correct separation of waste by feeding the garbage monsters with the right “food”. On a booth on healthy food they can even make oatmeal or flour with a small hand machine. With the ears of rye, barley, wheat, children learn the raw materials for bread and the differences between white and wholemeal bread are explained, they can also try.

Furthermore, in the Environmental Experience Week social skills is encouraged and supported, by the mere fact that at the same time learn per block over 200 children of various ages and backgrounds, including those from special schools and facilities for the disabled for two hours together in teams.

PUPPET SHOW “DO NOT WASTE ME”

Name of the enterprise:

Die Stadtreiniger, Würzburg, Germany



A waste sorting analysis showed that too many products that could be recycled are sent to landfills. Following this, Die Stadtreiniger stepped up a promotional campaign to promote a better sorting of waste mainly in the age group of 10 to 16 years. The idea was to achieve this objective through a new medium: a puppet show. The piece was created by two employees of the environmental station who have worked for about six months with a puppeteer.

As part of the public relations for the city of Würzburg, we wanted to raise the issue of waste, sorting and collection to the public in an exciting and entertaining way without lecturing the target group of young people. Therefore, we have started in 2011, together with a puppeteer a piece that is widely disseminated since April 2012.

OBJECTIVE:

To avoid waste, sort better and achieve better recycling rate, and to ultimately achieve a better environmental awareness among young people and to bring about a change in behaviour towards the careful use of raw materials and waste.

CONTENT:

The Team of garbage trucks 1-Wü-MGMW 2012 is on its way to find out why much of the residual waste lands, although it would still usable. Why are so much food thrown away? What happens to the old phone and the plastic bottles in nature? Why is all this a global problem?

DURATION OF THE PLAY:

45 min. Following the performance there is the opportunity of a debate between spectators and staff of the Environmental Station.

PROBLEMS:

The financing of the appearances of the puppeteer, so that we can offer schools the performance of the piece at a very low fee of only one euro per student. Logistical problems at the screening for more classes simultaneously.

ENVIRONMENTAL EDUCATION PROJECT “COLLECT, TRANSFORM, CREATE”

Name of the enterprise:
A2A, Milan, Italy



SHORT DESCRIPTION

The environmental education project “collect, transform, create” takes place on the territory of Acerra, Naples and Caivano, involving primary and secondary schools. It is promoted by the group company, A2A Ambiente, which manages the local waste to energy plant at Acerra, since 2010. The program aims to raise students’ awareness on waste management, offering schools a free training package, and consists of a classroom intervention, centred on importance of recycling and the correct rules to implement it, a guided tour of the Acerra waste to energy plant and, from this year, a competition aimed at young people.

KEY SUCCESS FACTORS

The involvement of the three Associations in the world of consumerism and environmentalism – Consumers League, ACSSA, Friends of the Earth, as a testimonial of the validity of the project and as promoters of the initiative in schools.

DESCRIPTION OF THE BEST PRACTICES

The program consists of:

- Free training package done by a volunteer of one of the Associations; to support the activities in the classroom educational materials created by A2A are provided: a poster “The virtuous cycle of waste”, a mini-guide “The refusal to waste resources” and a guide for teachers “Energy and Environment”. In the school year 2013-2014, 80 class lessons were given.
- A guided tour of the Acerra waste to energy plant: along with the staff of A2A Ambiente, students visited a waste to energy plant, answering questions and curiosity. The duration of the tour is approximately 2 hours. A2A offers free transportation to the classes who wish to visit the plant. In 2013, more than 3,200 students visited the plant.
- A competition aimed at students on the theme “recycle, reuse and differentiate”: students will be requested to prepare interviews, photos, drawings and articles, whose winners will be published in the magazine “Fiuto e Rifiuto” to be distributed in schools.

The goal is to put local population in contact with the waste to energy plant and to overcome the existing mistrust. A2A Ambiente, as the first Italian operator in the context of integrated waste cycle, has, among its missions to ensure environmental services with high levels of quality and technological innovation, while respecting the land and the environment. In the particular context of the Campania region, associated by the media to the theme of “waste emergency”, it was important for A2A Ambiente to reassure people and to understand the positive role that an energy recovery plant, operated within the law and according to the highest standards of safety, may have part of a virtuous cycle of waste, where the prevention and separate collection still represent the priorities.

PLAYING TO PLAY, LET'S TAKE CARE

Name of the enterprise:
Gebalis, Lisbon, Portugal



DESCRIPTION OF THE BEST PRACTICE

This project grew out of a conversation between Gebalis technicians and a service provider in the area of green spaces (Nurseries Hawk), inspired by another project developed in-house “Os guardiões de Jardim” (Guardians of the Garden). The challenge was launched within the company and a project team outlined a set of interventions aimed at the residents of the buildings 29 and 30 from the Justinian Padrel Street in Barrio San Antonio Valley, under the motto “organized the building, garden treated, improved quarter”. Interventions proposed by the project team include traditional games, cleaning of terraces and public spaces, mural painting, building planters, tree planting, workshops on safety, health and recycling, olympics painting buildings and cleaning floors.

The involvement of residents in dynamic activities and intervention seeks to promote improvements in buildings 29 and 30 of the Street Justinian Padrel in Lisbon lead to results such as:

- reduce acts of vandalism on the property, promoting the proper maintenance and preservation;
- strengthen networking, inter-institutional and community terms;
- increase the sense of belonging and preservation of built spaces and foster pride in the image of the neighbourhood;
- change attitudes and behaviours for the duration of the project and promote the training of those involved in the continuum in autonomy;
- encourage the spirit of sharing and closeness being residents of these two plots the trust and recognition of local authorities as partners in solving problems.

PRACTICES RELATED TO CORPORATE GOVERNANCE

IDEAS LAB

Name of the enterprise:

Berliner Stadtreinigungsbetriebe BSR, Berlin, Germany



Two main projects are being developed by the ideas lab, jointly with two different universities. The first is the development of a commercial broom (project “Ergonomic broom”) to an ergonomically optimized and individualized work unit in the street cleaning. The other project is a research project to reduce the rolling resistance of garbage containers.

The expansion of the ecological profile is an essential component of corporate strategy of BSR. In this area, the laboratory of ideas is looking for innovative ideas and approaches that can bring the company forward.

As project developers and initiators of Ideas labs, employees have participated in the preparation of a feasibility study on the handling of climate-neutral waste from road leaves and green waste.

There was also an exhibition, made possible through funding from the federal government, to operate the first waste container on electric wheels.

The ideas lab of the BSR is a new, holistic approach to innovation management in the municipal sector. It already represents the work form the idea laboratories within the company as an innovation. Instead of the formalized and regulated processes of creativity, the idea lab demands curiosity, dedication and a lot of courage (especially in situations where resistances occur).

It is important that the team’s work is not done in an “ivory tower” but always with and in the business areas of the company. This is guaranteed, for example through creative workshops on specific issues, the presentation of prototypes at well-attended internal events or the implementation of enterprise-wide scale and heavily advertised “Think spurt” – ideas competitions. But this visibility and presence within ideas lab is the consequence of particular organizational areas to provide their innovation to test within the companies. It leads to “innovation pressure” throughout the company. In addition, the employees, and the commitment to the idea lab, are now seen as an opportunity for personal development.

BEST PRACTICES IN PROCUREMENT OPTIMISATION

Name of the enterprise:
Scape, United Kingdom



Scape Group is a local authority owned built environment specialist offering a full suite of national procurement frameworks and innovative design solutions.

By bringing together the strongest teams from the public and private sector, Scape has rapidly deployed, performance managed and collaborative approach delivers value for money and quality buildings whilst stimulating local growth and community benefits.

SUNESIS AND CONNECT

The public sector in the United Kingdom faces an enduring challenge – to provide sufficient school places in a time of increasing birth rates, net migration and sustained restrictions in public spending.

To support this challenge, Scape Group has developed two innovative products – Sunesis and Connect – which have been carefully designed to help deliver entirely new schools and classroom extensions that are of the highest quality, deliver real value for money and produce exceptional teaching facilities.

Sunesis – a joint venture formed by Scape Group and its National Major Works framework partner Willmott Dixon – represents a fusion of public sector expertise and private sector excellence. In addition to supporting the Education sector, Sunesis also offers solutions for Extra Care and Leisure. To date, over 5,600 school places have been created through Sunesis.

Connect is an initiative lead by the Design team at Scape, which has been created to support school expansion plans with additional classrooms, learning pavilions and halls. Connect has delivered over 4,000 additional school places and is delivered by Scape’s extensive procurement delivery partner network.

These solutions offer a suite of traditionally built buildings, which are standardised in design and importantly do not compromise on the details that are so critically important in creating a quality learning environment, such as providing increased classroom space, wide corridors and high levels of natural lighting.

Because the design components and procurement processes attached to these solutions are so well refined, they are perfectly placed to help the public sector deliver ‘more for less’ as well as bringing certainty to cost and timescale. Critically, they are designed to provide an environment where teachers and pupils can enjoy and thrive in.

In addition to creating pioneering building designs, Scape Group has also created a unique procurement approach in Scape Procure – a model that enables the public sector to create and manage assets in the most efficient manner.

Via traditional routes, a public sector body would typically need to allow approximately six months when procuring a contractor.

Scape Procure offers a variety of procurement frameworks that help the public sector to activate projects without delay.

Scape has already conducted a rigorous and OJEU (Official Journal of the European Union) compliant, competitive tender process so that its clients can proceed directly to supplier appointment, saving 200 days on average with a high degree of cost certainty.

Scape also ensures that each of its projects must deliver additional value, such as a significant amount of local labour and spend, fair payment terms for the supply chain, training and apprenticeships opportunities, community engagement initiatives and a focus on diverting waste from landfill.

In summary, when combining a significantly streamlined procurement process with a suite of innovative design solutions, Scape Group has created a methodology that reduces cost, risk and delivery timescales for the public sector, at the same time as providing important incremental value, meaning that its clients are able to focus more of their time on delivering robust public services.

IRONVILLE YOUTH CARRIAGE

In 2014, Scape launched a unique social investment fund called Reinvest.

One of the first projects to be supported by Reinvest is the Ironville Youth Carriage Project in Derbyshire.

Based in a disused railway carriage and in an area of high need, the centre had already part refurbished its existing facilities. By adding new toilets and kitchen facilities and by extending the current building, the project has delivered greater scope for use as a popular youth drop-in centre and at the same time, creates further opportunities to generate income and become self-sustaining.

Scape Reinvest allocated £50,000 of funding to the project in order to enable the Ironville team to grow the community infrastructure and provide sustainable change for young people.

Training packages will be offered to produce community leadership and employability skills. The space will also be made available to other community organisations for their use and benefit from these refreshed facilities.

FOSTERING FUTURE ENTREPRENEURS

Scape Reinvest allocated £50,000 of funding to 'Fostering Future Entrepreneurs', a new initiative developed by Warwickshire County Council.

Through a 'Dragon's Den' style interview process, the aims of the project were to award up to 19 interest free loans of between £500 and £1,500 to help young people develop their commercial ideas and buy equipment needed to start up their own businesses.

The objectives of Fostering Future Entrepreneurs were to provide funding to young entrepreneurs in the absence of guarantors, credit rating and bank support.

A critical component of the interest-free loans is that they are repayable. This will not only mean that the Fostering Future Entrepreneurs fund becomes self-sustaining, but it will also facilitate the emphasis on responsible financial behaviour by those new businesses involved.

The project has helped to initiate a variety of small businesses and generate consequent employment.

HERA LAB

Name of the enterprise:
Hera Group, Italy



In 2013, the Hera Group planned and launched a new model for the involvement of the area and the local communities entitled HeraLAB.

The Hera Labs are local multi-stakeholder committees which have the task of proposing initiatives for involving the stakeholders and improving the group's sustainability and strengthen new stakeholders' engagement activities in the local community. These Labs will also ensure transparency towards stakeholders.

Each lab is made up of between 7 and 12 individuals (management, employees, stakeholders), chosen by Hera on the basis of their experience and knowledge of the area and appointed by the Board of Directors of Hera S.p.A..The first two labs were started up in the areas of Ravenna and Imola-Faenza.

The HeraLABs work on the basis of the process defined in regulations and structured in 4 stages:

- knowledge: the lab identifies the relevant topics for the reference area;
- planning: the Lab formulates effective ideas consistent with the relevant topics to further the involvement of the area and improve the sustainability of the services provided;
- development: each lab defines a Plan of local initiatives and assesses them in relation to 4 criteria: relevance, transversality (or ability of the project to impact several categories of stakeholders), measurability (or the ability to define the impact of the initiative) and sharing, which summarises the preferences of the participants in the Lab on the proposed initiatives;
- realisation: in this stage, Hera provides its assessments on the projects proposed by the Lab and gives indications on the development of the initiatives. The assessments follow three criteria: coherence and synergy with respect to other initiatives planned, transferability and innovation with respect to that which already exists, qualitative evaluation of the expected costs and benefits.

The most important topics identified by the Labs were:

- separate waste collection;
- attention to users suffering economic difficulties;
- understanding of the bills;
- district heating;
- renewable energies and energy efficiency.

During 2013, 9 meetings were held with 2 LABs, plus an insight meeting on the new bill with the Ravenna LAB and 4 meetings of the sub-group on district heating activated in the Imola LAB.

Participation in the Lab is unpaid. The attendance fees collected go to a fund which is donated to an association identified by the Lab.

The Ravenna Lab identified a total of 14 initiatives. The Imola Faenza Lab identified a total of 13 initiatives. Out of those 27 initiatives, 16 initiatives will be achieved during the two-year period 2014/2015.

All the information on HeraLab is available on the dedicated website www.heralab.gruppohera.it created to guarantee the utmost transparency on the work of the Labs and on the initiatives approved and achieved.

In the near future, the HeraLAB multi-stakeholder advisory committees will be extended to the remaining areas in Emilia-Romagna.

The main goals of the Labs are to involve stakeholders in the group activities, promoting sustainability and enhancing transparency. This is a structural process and methodology to be spread all over the territories where the Group operates. This model is reproducible also in other sectors and territories.

THE SUSTAINABLE CITY

Name of the enterprise:
Hera Group, Italy



“The Sustainable City” was developed during the second half of 2013: an innovative training initiative designed to explain and make personnel aware of the objectives and results reported in the Group’s 2012 Sustainability Report.

The challenge was to spread all along the group the contents of the Sustainability Report and CSR activities in order to involve the workforce and boost commitment to these topics.

By replying correctly to the questions on the group’s sustainability, the virtual city - initially a polluted and dirty city with few services, large amounts of waste and little green space - was upgraded. This allowed all the staff to become aware of the contents of the Sustainability Report. The game was played with four, competitive-based teams and a prize was awarded to the top ranking teams.

The impact of this best practice could be measured with the results of the game (test score) and also with the increased interest on CSR activities from all the colleagues measured by the participation to other activities and by the collection on suggestions from the workforce on how to improve the Report and, in general, on the Group’s sustainability projects.

A total of 4,789 people were involved with two training modes: long-distance group training and classroom training. Over 1,700 people answered the 6 open questions in which a reply was requested and 237 people gave their availability to take part in a meeting specifically dedicated to improving the Sustainability Report.

The practice is for the time being a one-shot activity, but the methodology could be used for other purposes, and reproduced by other enterprises.

CIBO AMICO

Name of the enterprise:
Hera Group, Italy



The challenge related to this project is to recover uneaten meals in order to reduce waste, and at the same time to help people and associations in local communities.

CiboAmico, the initiative launched in 2009 aimed at recovering uneaten meals in the Group canteens and distributing them to local associations assisting people in difficulty, donated in 2013 a total of 10,400 full meals to 5 non-profit associations. These non-profit associations host around 270 people in the 7 structures involved in the project.

The project is continuously monitored with the support of a University of Bologna spin-off that encourages actions to prevent waste: 4 424 kg of cooked and raw products were recovered in 2013, the equivalent of 42 full meals per day.

Those are structured practices, spread all around the territory where the Group operates with the final goal to reduce waste, reduce unnecessary consumption of food and materials while helping local communities.

The results are monitored by the quantities of meals distributed to the associations.

The project has been reproduced, as part of an agreement designed to improve the waste management services at two production sites. Hera proposed CiboAmico to its client CNH for the two company canteens (Modena and San Matteo). The company accepted the proposal, recouping around 10,000 meals for the Porta Aperta association in 2013.

SUGGEST AN INNOVATIVE TOOL FOR CSR IN THE CORPORATE GOVERNANCE: THE MAPEX PROJECT MANAGEMENT OF EXCELLENCE

Name of the enterprise:
Perfect Union, Martinique, France



Perfect Union developed a methodology to promote “excellence” of future projects.

For a project to qualify as an “excellence”, it must imperatively include:

- Common sense and values, including peace and respect for human rights
- Respect for the environment,
- Sustainable Prosperity,
- Greater social inclusion for all.

The MAPEX (project management excellence) methodology includes design, monitoring and evaluation of the project. It contains all the basics needed to reach the standard of excellence. MAPEX is aimed at beginners and professionals, with clear structure, concise sentences and numerous concrete examples.

The project logic is part of a process of active consciousness and thoughtfulness, putting values at the heart of the decision making.

The MAPEX method is a project accessible to anyone willing to promote their approach and projects: policy makers, service instructors, project engineers, project managers, responsible for evaluating projects to anyone dream whatever field they are (private or public organizations, government, associations, organizations, companies, individuals ...).

MAPEX is addressed to all those wishing to promote human values. Far from being self-centred, the project of excellence must be open-minded to others and to assess the direct and indirect consequences of their actions.

Also, we intended to make an unprecedented tool to build a better world, while laying the foundation of the legacy we want to leave. Therefore, the logic of the project is part of a process of active and reflective consciousness putting values at the heart of decision making.

IMPLEMENTATION OF THE PROJECT CONCERNING THE MINIMIZATION OF PSYCHOSOCIAL RISKS, WITHIN THE SCOPE OF WORK-RELATED STRESS

Name of the enterprise:

APS – Administração do Porto de Sines, S.A., Sines, Portugal



The work-related stress is a major cause of occupational disease, low productivity and human error, which may result in absences from work due to sick-leave, poor performance and increased human-related accidents and other negative impacts for companies. Considerations: Each person has an ideal level of stress, which gives you complete satisfaction, and below that level comes de-motivation, boredom and inability, and above it appears unpleasant and crippling tension between what is of all importance an effort to realize and work on an individual, appropriate and adaptive functional level of stress.

Through this practice, APS intended to minimize the impact of work-related stress and enhance the productivity and competitiveness of the company. The management of stress is not only a moral obligation and a good investment for business employers as possible to meet the legal requirement under Law No. 102/2009, September 10, amended and republished by Law 3 / 2014, January 28.

The overall goal of the practice is to prevent the occurrence of hazards and minimize risks of not managing stress in daily life (s) / (s) of employee (s) / (as), and the following specific objectives:

Cause identified	Existing Control	Specific object
Lack of definition of organizational goals; Conflict of roles; ambiguity of paper; not achievable deadlines;		Develop strategies for the prevention of work-related stress; Rearrange work assignments in order to avoid excessive demands Set achievable tasks
Lack of procedures for recognition at work; job insecurity	LS026 - Obligation to respect the dignity of women and men in the workplace, equality and non-discrimination and protection of parenthood	Implement system by which / the workers know the results of their work;
"Work-life balance and working time"	LS006E2 - Services Equipment Support Professional Conciliation, Family and Personal; PP005 - Plan for Gender Equality 2014/2017; Implementation of corporate wellness program	Organise social activities during or after hours work; Provide help and support to / the workers / as when necessary
Poor information and communication on the future plans and strategic changes in the company		Encourage informal communication between managers / workers and the / and between the workers
Insecurity against offensive behaviour (customers, service providers, etc.)		Establish procedures and models of action to deal with violence, abuse and harassment in the workplace

Within the specific goal of developing strategies for the prevention of work-related stress, the following actions, involving top management, superior technical safety and health at work, all workers of the company and stakeholders, including representative structures / the workers and the Commission for Gender Equality in Labour and Employment (CITE).

October 2013	Request for suggestions for action to be taken by the company for the reconciliation between professional, family and personal life and protection of parenthood, by filling out the form of Good Practice
December 2013	Development of questionnaire
January 2014	Implementation of project gymnastics
March 2014	Preparation of good practice for the management of stress and psychosocial risks
March 2014	Preparation of hazard identification and evaluation matrix of psychosocial risks
March 2014	The Plan for gender equality 2014/2017 with identifying tools conciliation between professional, personal and family

HEALTH MANAGEMENT FOR BVG EMPLOYEES

Name of the enterprise:

Berliner Verkehrsbetriebe (BVG) AÖR, Berlin, Germany

The logo of the Berliner Verkehrsbetriebe (BVG) is a yellow square with the letters 'BVG' in black, bold, sans-serif font.

BASIC SITUATION

The sustainable and successful future of the BVG is largely dependent on the qualifications, motivation and performance of its employees. The development of society and changing demands related to competition and quality, demographic change and longer working lives: all have an effect on companies and employees, and thus on working environments and everyday life.

Internal factors such as average sick leave and the population pyramid demand a differentiated analysis of organisational frameworks and courses of action. The legally raised retirement age intensifies the need for action, especially for stressful occupations. The aim of “good health into old age” can be achieved with active internal reorientation and increased promotion of the “health” area of action. Companies must ensure a balance between corporate objectives, customer expectations, employees’ skills and health needs. Occupational health management is based on value guidance and value-driven corporate management. Leadership skills are essential in this context. Only the cooperation of all levels of management in the organisation of occupational health management can ensure better employee health.

Addressing the issues of health and sickness together with health promotion activities and actions is not new to the BVG. Numerous activities have been established in recent years, focussing on workloads specific to occupational groups and associated health risks. This could be seen at the workshop held in the first quarter of 2010, at which company stakeholders and employee representatives actively contributed alongside OHS, organisational and personnel development. The outcome was a desire for increased cooperation, better coordination of both centralised and decentralised actions and a jointly agreed objective for the development of occupational health management.

OBJECTIVES

The objective of the BVG’s occupational health management is to maintain and promote the health and thus the employability of the company’s staff up until retirement age. This approach to occupational health management aims to create and develop centralised and company-wide initiatives which support and promote both the occupational health of employees and the personal responsibility taken by each one of them. Occupational health management offers guidance to employees and managers thanks to the systematic coordination and directed development of corporate programmes, thereby promoting responsibility, health, satisfaction and performance.

Ongoing problem analysis of current areas of action in the BVG is a structural condition for ensuring the required actions, suitable instruments and their deployment. Together with the divisions and departments, the BGM forum has the task of developing ideas, making suggestions and assisting in the launch and implementation of actions and their evaluation.

REAL-WORLD EXPERIENCE

Key factors for success

- Integration of stakeholders and skill sets (to date organisationally separate in the company)
- Offer access to employer programs for all staff (irrespective of working time model / shift work)
- Take account of specific workplace-related issues when providing health advice and prevention (PC workstation in office vs. bus driver workplace on double-decker)
- Continuity of occupational health management programmes (topic weeks are complemented by ongoing training/advice at the BVG health centre)
- BVG cooperation with partners (trade associations, health insurers, specialist clinics etc.)

Issues, risks, limits

- BVG programmes for health management are not limited to working hours in the company but ideally require active continuation in the family and private life.

TRAINING AND INFORMATION FOR EMPLOYEES

Name of the enterprise:
Sequano, Bobigny, France



The policy of employee training has always been one of the goals of the company. The investment may represent at least 75 000 € annual budget and is dedicated to individual training for all the employees of Sequano Planning (equivalent to 2% of gross payroll). Individual training is an asset to society rather than a cost, offering informal moments of collective training, taking the form of small lunch or thematic cafés, exchange of experiences, visits to operations,... Trainings also provide structuring moments of exchange between employees, as well as exchanges on ways of doing things and experiences.

Performing multiple functions of different kinds is of key for Sequano (from development, building construction, pre operational studies ...). Within Sequano improvement, different operations and “poles” exist, organised in “disciplines” which employees put forward specific competences. That is why individual training of employees also involves important political group training on cross-cutting themes, during which exchange of experiences is of prime importance.

The objective here is not only to offer a range of important individual training, but also to register beyond individual training by providing common training issues related to sustainable development or changes in business of development. This transversal approach promoted by the Directorate General for Development Sequano was structured increasingly with the establishment of a system of Quality Management.

The short and medium term objectives are to allow evolution and regular information to employees on developments in the industry. These group training initiatives can create a team spirit through a common culture around the development. They allow employees to solidify some of their knowledge and develop others.

From a commercial point of view, the collective training of employees of Sequano Development is beneficial, allowing the entire company to offer quality services by developing the skills of its employees.

From a social perspective, equal access to all individual and collective training, gives company employees the opportunity to improve their knowledge and skills, and to facilitate personal and professional growth.

From an environmental point of view, the choice of topics for group training promotes awareness of sustainable development: in 2013, two teams Sustainable Development have benefited 38 employees Sequano Development. The environmental impact is based on the course content, which strongly incorporates this concern.

THE HEADQUARTER OF OUR ENTERPRISE

Name of the enterprise:

SODEGIS, L'étang Salé les Bains, France



To keep pace with the development of its business and prospects, SODEGIS is currently building its headquarters. Beyond the purely technical construction project, the project head office is first and foremost a human adventure.

The project of our headquarters here presented covers the period from commencement of construction (January 2013) until the inauguration and ownership of business by our employees (June 2015).

The interest of this project lies in the willingness to coordinate all the elements associated with the headquarters:

- Technical: Phase “work” to the GPA;
- Financial: reflection lead in “furniture” and “computer”;
- Sustainable development: carbon footprint, choice of equipment (furniture, computers, ...) ...
- Human: moving and ownership of the premises;
- Communication, from the laying of the first stone at the inauguration of the building.

The construction of this space fully integrates the concepts of innovation and strong identity, whether visual and cultural, as intended by SODEGIS.

Its new headquarters seeks to create added value by bringing together under one roof all the members of the “family” SODEGIS, allowing the transversal and collaborative work in appropriate and comfortable workspaces, as well as an improved quality vis-à-vis its customers, tenants and other stakeholders.

THE CREATION OF OUR UNIVERSITY OF ENTERPRISE “PLUS+”

Name of the enterprise:

SODEGIS, L'étang Salé les Bains, France



The project of the creation of the corporate university emerged with the realisation that, in the collective imagination, social housing company is the one who “landfill with concrete”, chooses, decides and expelled residents.

To change this image, SODEGIS initiates a profound reflection:

- How to improve the perception and understanding of the daily work of the employees of SODEGIS in the permanent respect for the earth and men?
- How to make public housing a starting point for building a common future and a shared vision?

It is in this spirit that PLUS Corporate University of SODEGIS was born as the first Reunion, the first sector of social housing in France.

The corporate university was established on 27 February 2014, during a conference hosted by Annick Renaud-Coulon, world expert of corporate universities.

Through this new entity, the company plans to provoke debates with constructive discussions and reflection, by organizing seminars, debates and conferences between employees, communities, associations and professionals.

By creating a dynamic opening, valuing the knowledge and developing skills in the field, the Corporate University aims to differentiate SODEGIS as a project innovative and capable of inducing a strong corporate culture . The company becomes a vehicle for communication and exchange between the strong political, economic and social planning.

CREATION OF A SYSTEM FOR AN ENLARGED CONCERTATION

Name of the enterprise:

SODEGIS, L'étang Salé les Bains, France



To place the tenants at the heart of projects is one of the directions of SODEGIS in the design and implementation of interventions residential orders and/or techniques. To achieve this, an “expanded cooperation” tool has been developed and implemented in order to work with residents on projects concerning their living conditions.

The extended consultation also implies all levels of decision across the country: local, district, and communal. This cross-level involvement allows the inclusion of all stakeholders, leading to efficient decisions, taking into consideration of the best way of living on part of the locality concerned.

This project started following the findings below:

- Differences in “social functioning” between residences.
- Low involvement of tenants in rehabilitation projects.

In 2013, this project highlighted difficulties in “social functioning” of two residences (Bellevue and Yoshito), caused by for different reasons.

The objectives of this project were:

- To better understand the social functioning of residential neighbourhoods;
- To build and implement a participatory process with residents to design a social action plan to improve their living environment;
- To define and implement a programme to improve the living environment;
- To reproduce the process on other fields of operations.

PROCUREMENT OF FAIR TRADE AND FAIR PROFESSIONAL CLOTHES

Name of the enterprise:

Die Stadtreiniger, Würzburg, Germany



“Die Stadtreiniger”, from the city of Würzburg, employs approximately 280 employees and provides their employees with specific workwear. Following a decision of the Würzburg city council to become a “Fair Trade Town”, the enterprise took the opportunity to shift from “conventional” workwear to fairly produced clothing.

The project was launched in 2012 at the initiative of the management of the enterprise “Die Stadtreiniger” and implemented by the employees, in cooperation with local groups. After a year of preparatory work, more Fair Trade garments were procured successively.

Since the market for fairly traded work clothes is not very large, the research was very expensive for suitable suppliers. There is also a large amount of different labels and certificates for Fairtrade, Fair Wear, etc., which has increased the effort in researching, which proved to be an additional obstacle. Above all, it was and is not always immediately obvious how reliable and credible the information and descriptions of the organisations.

The orange overalls proved particularly complicated, as it must meet a high visibility Class 2 and should have a cotton content of at least 60%. Price lists and initially submitted deals have led to a price increase by the 2-to-4 times compared to the previous pants and jackets. Therefore, procurement of orange overalls was initially postponed, before finding a different provider able to offer fair trade clothing to economically reasonable prices. The clothing is a little more expensive than the certificate previously used, but also high-quality and cost no more than work clothes without Fairtrade in the same quality segment.

OBSERVATORY ON UNFAIR COMMERCIAL PRACTICE

Name of the enterprise:
A2A, Milan, Italy



A2A is especially committed to ensuring that customer receives a service that respects the utmost transparency and propriety. With this in mind, a series of measures have been taken against 'unfair commercial practices' which are carried out by providing false and fraudulent information to consumers with the aim of submitting proposals for supply directed at the free market. In November 2011, an agreement was signed with five consumers' associations, and the "Observatory on unfair commercial practice" was set up. The aim of the Observatory is to protect and inform customers by means of communication campaigns and dedicated initiatives about the spreading of unfair commercial practices and the potential risks and costs for users (regarding activation and the handing over of supply), establishing guidelines for the proper preparation of contracts and performing a constant monitoring of the cases reported or detected.

On November 17, 2011 an agreement was signed setting up the "Observatory on unfair commercial practice", a body which is currently composed of A2A Energia and Aspem Energia and the associations ACU- Associazione Consumatori Utenti, Casa del Consumatore, Codici-Centro per i Diritti del Cittadino, Lega Consumatori and Coniacut. The Observatory is open to any other association and/or sales company which may be interested in joining. The Electricity and Gas Authority has published Resolution no. 153/12 on the subject, and a "framework protocol of understanding" was signed on 13 September 2012 with the antitrust authority to initiate mutual collaboration on unfair practices and to undertake joint initiatives to protect consumers.

On 4 September 2012, the Observatory, in conjunction with A2A Energia, started up an "anti-fraud" toll-free service available, open from Monday to Friday between 9.00 and 15.00 to allow customers to report any matters regarding this practice. The aim of the service is to protect customers by providing information and legal assistance to anyone who may be the victim of deceitful or aggressive behaviour by other electricity suppliers. Over 664 reports were done in 2013 using the hotline while another 71 reports reached A2A Energia through its own channels.

On 1 March 2013, A2A Energia and the Consumer Associations recognized by the Region of Lombardy signed the "Self-Regulation Protocol" to prevent the spread of unfair commercial practices and to protect the consumer. The protocol includes more rigorous rules than the AEEG standards, settlement for customers and penalties for companies that do not comply, as well as extension of the terms for the right to reconsider and a joint Control Committee for compliance with the regulations. The joint Equivalent Committee, composed of three members designated by the Consumer Associations and three from A2A, began in May 2013.

RECONCILING WORK, FAMILY AND PERSONAL LIFE OF EMPLOYEES

Name of the enterprise:
Gebalis, Lisbon, Portugal



DESCRIPTION OF THE BEST PRACTICE

Since its founding in 1995, Gebalis has established measures to reconcile working, personal and family life of their workers beyond what is prescribed by law.

THE LABOUR REGULATION INCLUDES:

- Each worker is entitled to 10 hours per year of dispensation of activity without necessarily having to provide justification, once authorized by his superior (in 2012 and 2013, 365 employees benefited from the program);
- Gebalis supports 80% of the payment of the first three days of justified absences due to illness, provided the employee is not qualified for that amount through social security or health insurance (in 2012 and 2013, 156 employees benefited from the program);
- An allowance to the parent by the birth of each child, whose amount and timing of payment are set annually by the Board of Directors, and this time the value of € 500 (in 2012 and 2013, 7 employees benefited from the program);
- Monthly allowance of €100 per child with disability (in 2012 and 2013, two employees benefited from the program);
- 15 days of parental leave during the first month after the birth of a child in order to increase the use of paternity leave, provided it is not paid by the social security system (in 2012 and 2013, 3 employees benefited from this measure);
- Allowance of €300 annually to student workers, which is conditioned to school performance (in 2012 and 2013, 3 employees benefited from the program);
- Gebalis pays 80% of the remuneration in case of assistance to a child in the proportion of 5 annual absences, provided the employee is not qualified for that amount through social security or health insurance (in 2012 and 2013, 65 employees benefited of this measure).

OTHER MEASURES IMPLEMENTED AFTER 2007.

- Gebalis maintains a partnership agreement with the Social Services of the City of Lisbon. Its services highlight the medical and nursing services, discounts at daycare, nursing homes for their descendants the ascendants, the discount in medicines,... Those services are available for company workers registered, as well as their descendants and ascendants.

Alternatively, the company supports 80% of health insurance for workers and their descendants (all employees).

- Allows workers' children to be with their parents at their place of work once a month or whenever a specific need requires this as a strike at school or in transport strike (all employees with children).
- The dispensation of the worker on the afternoon of his/her birthday (all employees).
- Tolerances of time are granted to employees, in line with the decisions taken for the same purpose the City Council of Lisbon (all employees).
- Since 2013, the company offers a "Basket Education" with school supplies fitted to the grade level of each child of the workers at the beginning of every school year, acquired at lower costs by buying materials to their usual suppliers of Economat, with 4 types of baskets depending on the degree of education (in 2013, 107 baskets were delivered to the children of 74 employees).
- Gebalis has a training plan and facilitates the participation of their employees in seminars, workshops and other events adding knowledge and skills for their professional activity, but also for their personal and family life (in 2012 and 2013, were held 6706 hours of training to 424 workers and 412 were facilitated to participate in workshops, seminars and events to 142 employees).

GIVE VALUE TO TOMORROW

Name of the enterprise:

Nantes-Gestion Equipement, Nantes, France



For several years, NGE was facing competition from increasingly higher and lower financial resources from communities. It therefore became necessary to adapt and develop new “clean” activities. New occupations appeared (spa practitioners...) and others evolved (remote monitoring of parking...).

Redundancies following the closure of a bowling alley in 2009 also prompted NGE to engage in a reflection on the employability of employees, as only one employee had been upgraded internally. Management has therefore decided in 2012 to implement a process of forward planning of employment and skills, entitled “Empowering Tomorrow”.

As part of this project, a “Diagnostic Skills” for managers was conducted in collaboration with a consultant. Subsequently, various courses in the field of “Management” have been provided to all local managers.

In parallel, key competencies (knowledge, skills, and attitude) were defined for each position, and integrated into the annual maintenance form. The latter was approved by a steering committee convened for this purpose.

The objective was twofold: anticipating skills needs and prepare for the future, while being both pro-business and employees by the quality of attention to their careers (internal or external).

This approach makes it possible to identify and objectively evaluate skills required for each position and those held by each employee.

Results are measured during the assessment interview (matching skills held by those required to report), but also following training activities (objectives well determined based on skill needs).

A WAGE POLICY WITH THE HUMAN BEING AT THE CENTRE

Name of the enterprise:

SERL, Lyon, France



Skills development is central to the strategy and the human resources policy of the company. Each employee has a training plan and individualized career. SERL has given itself the means to achieve its ambitions by allocating 4.97% of its payroll on training, which 3.1 times more than the legal minimum of 1.6%. Each year, the employee develops his plan with his superior training and/or desires of evolution, allowing everyone to diversify their skill set.

SERL also promotes subsidized contracts (internships, apprenticeships and professional training, temporary contracts). These contracts represent approximately 5% of the payroll and often lead to CDI in society (2 contracts learning transformed into permanent contracts in 2013).

In addition to the policy of wage formation, SERL supports a most equitable distribution of wealth. It enables employees to be involved financially in the management of the company, allowing them to benefit of discretionary bonus and equity earnings. In addition, SERL accompanies voluntary savings efforts of employees by providing them with a company savings plan and a retirement savings plan.

SECURISATION OF THE FUNDS FOR THE PARKING DEPARTMENT

Name of the enterprise:

Nantes-Gestion Equipement, Nantes, France



Following some troubles, Nantes-Gestion Equipement developed a project with the two-fold aim of securing funds and banishing all risk of suspicion among staff.

The Management of Parking Division decided to conduct a comprehensive study on the security to limit the risk of theft, loss of funds, abuse or dysfunctional toll equipment.

A working group of agents involved in each step of the process was established. It mapped the risk by type of flow (manual box, auto box, back office, reception and Internet), and tried to identify areas for improvement. From these sessions, concrete actions were highlighted:

- The use of improved envelopes to avoid tearing;
- The development of a common registration system for all documents;
- In the absence of the agent responsible of the safe, the combination to open it should be said to a trusted third party and another key put in escrow;
- The establishment of a procedure for regular changing of combinations of safes,
- The systematic double-check of funds.

Once the procedure was in place, the securisation of the funds was increased. Also, the internal climate in the organisation improved: each agent is satisfied that no one else is now able to intervene on the funds while he is in charge.

THE APPRENTICE PROGRAM

Name of the enterprise:

Stockholm Vatten AB, Stockholm, Sweden



About ten years ago, Stockholm Vatten AB foresaw that a large number of their skilled and experienced workforce were close to retirement. Their competence was unique, and no schools where could teach similar knowledge to the next generation. In the meanwhile, a large number of young people are tired of school and school books.

The personnel manager saw this situation as an opportunity to take onboard these young people willing to work with practical things and to train them both practically and socially. An apprentice program was created on this idea.

Start with a reduced salary, the apprentice's wage is gradually increased and, within three years, he is offered a full-time employment position. It allows the continuous supply of experience, while creating employment for young people.

The project is a success, as 10 young people have already been put to work, and only one of the apprentices left the company before the end of the programme. The success of this practice is the result of our corporation with schools, the employment agency, our personnel department and our section heads. This practice is now an established way of recruiting, as it has proved to be fruitful.

Having been the first in our line of business with this concept, the program has gained much national and international attention. It is especially useful for enterprises where practical skills and experience makes the difference. Key success factors are the selection process and the tough but friendly mentorship by older colleagues. Patience is needed, but so far, more than 90% success rate has been many measured, based on how many of the apprentices became loyal members of their working teams. Starting with apprentices within the very physical work of laying pipes, the programme has now expanded to areas like maintenance.

PRACTICES TO CREATE NEW INNOVATIVE TOOLS AND SOLUTIONS

IMPLEMENTATION OF THE SINGLE WINDOW LOGISTICS

Name of the enterprise:

APS – Administração do Porto de Sines, S.A., Sines, Portugal



Aimed to implement a better link between rail, road and Port of Sines with its hinterland, the Port Single Window is now developing a more comprehensive logistics component. Operated together with providers of ground transportations and the hinterland dry ports, this project aims to simplify and minimize the formalities, documentary requirements and associated intermodal and ground transportation to the end users queries. Standardized, simplified and harmonized information circulates in electronic format along the transport chain, allowing planning operations on all nodes and thus improving competitiveness and increase the transparency of the whole process.

Previously, the cooperation between various modes of transport using different procedures, levels of information and paper and electronic documents, was a tedious task. This generated important difficulties for the fluidity of cargoes, with informational errors, unnecessary administrative costs and lack of global visibility of the transport chain.

The implementation went through the following steps: identification of needs; characterization of the initial situation (strategic framework, pilot understanding, understanding and global best practices; benchmarking); development of future model; process re-engineering; dissemination and implementation (application development and integrated tests).

The actors involved were the Port Authority, Customs Authority, Authority Border, Maritime and Inland Terminals (dry ports), the Railway Operators, the Operators Road, the Agents, the Freight, Dispatchers, the dealers and other service providers.

IDENTIFICATION AND GEOGRAPHICAL INFORMATION SYSTEM (SIIG) – TRANSPORT MODULE

Name of the enterprise:

APS – Administração do Porto de Sines, S.A., Sines, Portugal



Following the implementation of operational management and port security systems, this cross-system was developed, with geographic and alphanumeric information allowing port services to have a dynamic and integrated view of the activities in the port, making the management of spaces and resources more efficient and more agile.

This system is integrated with the other electronic management systems: JUL (which integrates the three mode of transport maritime, road and rail), the control system access port (CUP), the Automatic Ship Identification System (AIS), the Supervision System port (SSP) and the System of administrative and Financial Management (SAP ERP). Full integration with AIS and enrich JUL allows geo-referenced information to be available on the system, with the real-time positioning of ships and location of trains and trucks to and from the Port of Sines.

It is now possible to perform various scenarios of operation and occupation of the port within the given time frame, optimizing the platform load and the resources used in the operations, increasing the fluidity and reducing the time of stay to the minimum necessary to perform the operations.

Integrating with SIIG, JUL allows the monitoring of goods in the transport chain, with interoperability between the three modes of transport (sea, road and rail) and between the hinterland and the port of Sines.

The good practice described improves the service to customers, knowing all the logistic procedure of transportation from origin and destination in the port of Sines, optimize operational resources, streamline and make more efficient operational procedures, increasing the fluidity of ships by reducing the length of their stays in port.

SMART DOMO GRID

Name of the enterprise:
A2A, Milan, Italy



For one year, twenty families of Brescia will have the opportunity to live in the very first “Smart Italian City”. This initiative was the first official experimental phase of “Smart Domo Grid”, a research project that will test the benefits of smart electricity networks associated with residential home automation.

The project has the objective of planning, building and implementing a smart grid solution with demand/response functionality, with capacity for intelligent interaction between the electric grid of the power distribution company, Energy Management Systems (EMS) for controlling domestic equipment (smart appliances, micro-generation, electric cars, etc.) and energy storage devices designed to improve power quality.

The Smart Domo Grid project is co-financed by the Ministry of Economic Development and led by A2A with the Energy Department of the Polytechnic University of Milan and Whirlpool.

OPTIMIZATION OF THE LOW VOLTAGE DISTRIBUTION GRID MANAGEMENT (ORBT)

Name of the enterprise:

Acea SpA, Rome, Italy



The management of the low voltage distribution grid of a large and historical city, such as Rome, faces an increasing challenge concerning the power quality, specifically to ensure the continuity of services (expressed as the prescribed average duration and average number of interruptions with respect to the total number of end users connected to the grid itself).

In such respect, the DSO (Distribution System Operator) developed a method to better address the investments and maintenance activities. Started in June 2011, the project (the tool) has now reached a good level of development, allowing the DSO to greatly increase the knowledge of low voltage grid and determining several situations needing investment or maintenance works (overload conditions, infrastructure weaknesses, etc.).

The project is focused on the development of a new software program that gathers a large amount of data from the grid operative systems, i.e. GIS (Geographic Information System), Interruption Management System and Energy Metering System (meters by end users). The program then calculates, for a specified period of time and for a specific configuration of the grid (that can assume quite a number of different configurations) the working conditions about each physical element: electric line or secondary substation power transformer.

The first targeted goal was to check whether the program functioned correctly, which was the case. The second goal was to automate the data exchange between the program and the feeding systems. The third goal, which is now the priority, is to perform the procedure for interruption events registration, collecting, for each event of interruption, the exact list of the end users impacted as required by Italian Regulation.

The tool has been developed by personnel of the DSO Company, supported by an external specialized partner. The company foresees to improve and apply the tool in the future both for maintenance and operation activities.

The main impact of the project concerns the optimization of investment and maintenance activities. The tool allows the DSO to find out network overloaded elements, or nearly overloaded, the nodes of the networks with too high or low voltage...

Furthermore, the tool calculates electric cable losses due to current flows and applies algorithms in order to determine alternative operating schemes (achievable by switching circuit devices) causing less amount of energy losses.

INTERNATIONAL DIMENSION OF CSR

SOLIDARITY AND INTERNATIONAL COOPERATION IN SENEGAL

Name of the enterprise:
CAP Group, Italy



During 2013, CAP group has followed and managed the training of personnel, with the goal of developing infrastructure in the Louga Region – Kebemer district in Senegal. The training provided aimed at supporting the drilling of new wells, building new water tank, development new network, as well as the extension of existing network.

For a week, 14 local technicians have been trained with respect to the problems of drinking water and the problems associated with it. It is important to remember that in this type of decentralized cooperation project CAP Group has not contributed financially in a direct way but gave technical support to the work and helped with the training.

The innovative way of project management as well as the results achieved has meant that the agency that deals with UNDP (UN Development Programmes) which has its headquarters in Brussels, considered this project as a model for replication on a global scale and has included among the 20 most significant projects and important in recent years so as to insert it and quote it as an example of good practice within the guidelines for decentralized cooperation in the water sector drawn up by the UN on the occasion of the International Year of water cooperation

During the project Cap Group has overviewed all the phase of the work and has formed the personnel. In particular training covered the following topics:

- Drinking water treatment and problem solving
- Drinking water quality and control related
- Management of service

Problem found during the project:

- High level of iron in water
- High level of arsenic in water
- High salinity
- Needing a microbiological laboratory for detection of pollutants





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