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Time4Society Europe

RESEARCH REPORT

Time4Society

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Table of content

1. Executive summary	3
2. Introduction.....	4
3. Methodology	5
4. General overview and main findings	8
4.1 Current situation in the six partner countries.....	8
4.1.1 Political environment – how CSR is supported as policies, laws, decrees, resolutions	8
4.1.2 CSR promotion – how CSR is facilitated and promoted.....	10
4.1.3 Business environment – general attitude of companies	13
4.1.4 “Societal teambuildings” status quo.....	14
4.1.5 CSR coaching status quo	15
4.1.6 Tools connecting CSR and CPD	16
4.2 Corporate sector on CSR and CPD	16
4.2.1 CSR experience.....	17
4.2.2 SDGs engagement	18
4.2.3 CPD experience	19
4.2.4 CSR and CPD combined	19
5. Conclusion	20
Annex 1: Best practice examples from partner countries.....	21
Austria.....	21
Belgium	23
Bulgaria	27
Germany.....	32
Italy	34
United Kingdom	38





1. Executive summary

The current Research report is developed under the Time4Society Europe project funded by the Erasmus+ programme which focuses on the CSR practice and experiences of the corporate sector in the partner countries (Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom). It aimed to identify interesting approaches in the CSR and CPD field and enterprises which are connected to the theme. Another important focus of the research was to identify similarities to the T4S+ approach or projects/initiatives that connect CPD courses with CSR. For that purpose, a combination of four research instruments (desk research; best practices analysis; survey; and interviews) were applied in order to ensure the validity and reliability of the collected information for the current report.

The report summarizes and presents the main insights and opinions of 186 corporate representatives who took part in the online survey and interviews in the 6 partners countries.

The research results showed that CSR is widely recognised and incorporated in the political agenda of the partner countries; the corporate sector sees great benefits working towards well developed and implemented CSR policies and programmes in their organisations; external stakeholders such as NGOs, forums, networks work hard towards CSR promotion and awareness and on individual level more and more employees are those who are the main CSR drivers for their organisations. In addition, there is a good awareness of the SDGs among most of the companies but still not so well integrated in the CSR strategies in all partner countries.

The CPD practices within the companies are also high in their organisational agenda targeting personal and social competences but very often not driven by the needs of the employees. On one side, employers and enterprises are aiming to support social projects to contribute to society and to create positive image and branding, and on the other side to develop their employees competences, but so far there has been no intention to link CSR and CPDs. The research showed that the Time4Society approach is innovative in its whole and new for the corporate sector as it connects Professional Development on Personal, Social and Organisational Competences (CPD) with projects that serve the society (CSR).



2. Introduction

Continuing Professional Development (CPD) related to social, personal and organisational competences is on a rather low level in many European enterprises and organisations. Despite the necessity to acquire these skills and competences there is a lack of attractiveness for CPD which promotes the acquisition of those skills due to a lack of convincing formats. At the same time more and more enterprises look for opportunities for a social commitment and for increasing their Corporate Social Responsibility (CSR). In the last years there has been a “boom” of CSR projects and the latest integration challenges also lead enterprises to engage more in social projects and take over more responsibility for society. However as previous projects have shown (for instance the national ESF initiative in German ESF projects), there are obstacles to implement CSR actions in enterprises and organisations and to attract the employees to actively participate.

The Erasmus+ KA2 Adult Education “Time4Society Europe” project addresses this challenge through integrated approach which combines CPD and CSR. It supports the establishment of a CSR strategy and at the same time attracts employees to connect the acquisition of social, personal and organisational competences (as CPD) with meaningful projects and actions that make a difference on societal level.

The partnership is coordinated by blinc, Germany and will be delivered by experienced adult education providers from Austria, Belgium, Bulgaria, Italy and United Kingdom as project partners.

The Research report will not only be an important internal document on which the subsequent development work will be built, but it is an output in its own right which might be disseminated and used by broader target groups. It gives interesting insights in how CSR is promoted and incorporated into policies and programmes on political and corporate level, and also how CPD courses and CSR are connected.



3. Methodology

The Stocktaking phase is combining quantitative and qualitative methods of data collection and analysis. The research subject consists of existing innovative CPD and CSR experiences and the similarities to the T4S+ approach which connects CPD courses and CSR.

A combination of four research instruments were used in order to ensure the validity and reliability of the collected information. Using the mixed approach of qualitative and quantitative methods brings several advantages for the analysis of the main research objectives of the report, such as:

- It enables the research team to tackle the main questions on how CSR is promoted and incorporated as policies and programmes on political and corporate level, and also how CPD courses and CSR are connected in integrated approach similar to Time4Society;
- It allows the research team to verify and support the results relative to the same phenomenon with different methods and to ameliorate internal and external validity.

The research approaches used are:

3.1 Desk research on the national context and situations was conducted in all 6 partner countries (Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom) in order to identify the CSR status quo on a macro level. In the General overview and main findings section of this report the contextual information from the desk research across the partnership will be summarised, compared and contrasted.

3.2 Best practice analysis in the 6 partner countries (Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom) was conducted by gathering **18 best practice examples** for existing projects and/or organisations that facilitate practical CSR based on 'people' (i.e. societal teambuilding). All practices are summarized and presented in Annex 1 of the current report.

3.3 Online survey on companies experience with CSR and CPD has been distributed among HR managers, CSR professionals, Adult educators, etc. and has gathered **156 responses** in the 6 partner countries. For the recruitment of participants, the partners have contacted local organisations that support CSR and/or CPD initiatives. Most of the partner countries have



collected responses from more than 35 people, whereas Italy and Bulgaria about 12 respondents. The former countries have reached more than expected due to the well-developed CSR environment on national level whereas the later countries did not manage to reach more respondents due to the lack of awareness and development in the CSR field. However, all results gathered are a good basis for further detail analysis of the discovered trends in the interviews/focus

groups phase. As a result, the survey collected answers outside the project partnership from countries such as Denmark, France, Portugal, Spain and Ireland which enriches the survey results.

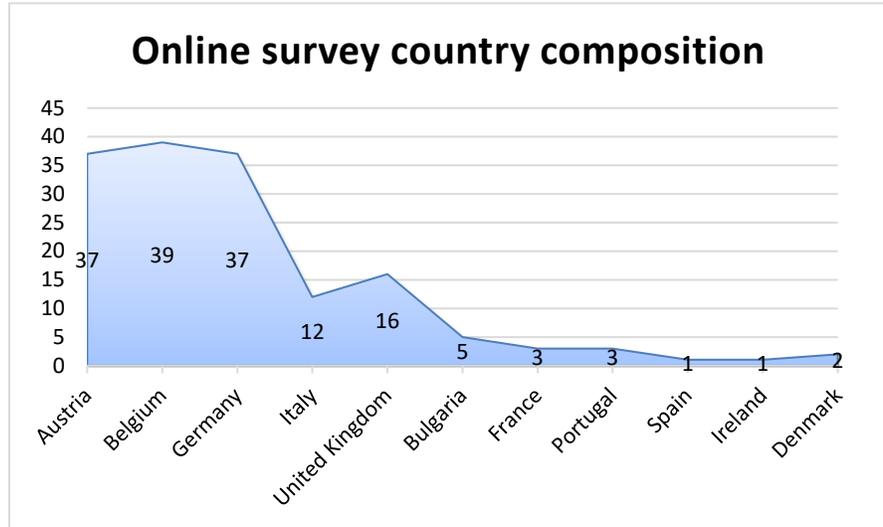


Chart 1: Online survey country composition

The validity of the survey results is further ensured thanks to the diverse profile of the respondents. At first place in the survey there are representatives from different professional roles where the larger group represented are CEOs/ General managers (22%), Experts (21%) and Other (21%) incl. Project managers, Professors, Sales managers, etc. Secondly, with this research instrument the project consortium was aiming to receive the feedback from different economic sectors. As a



Chart 2: Professional role of the respondents



result, 14 economic sectors were reached and are represented in the survey. The sectors from which most of the respondents are Business services (19%), Education and culture (23%) and Other (14%) incl. Finance, Banks, Media, etc.

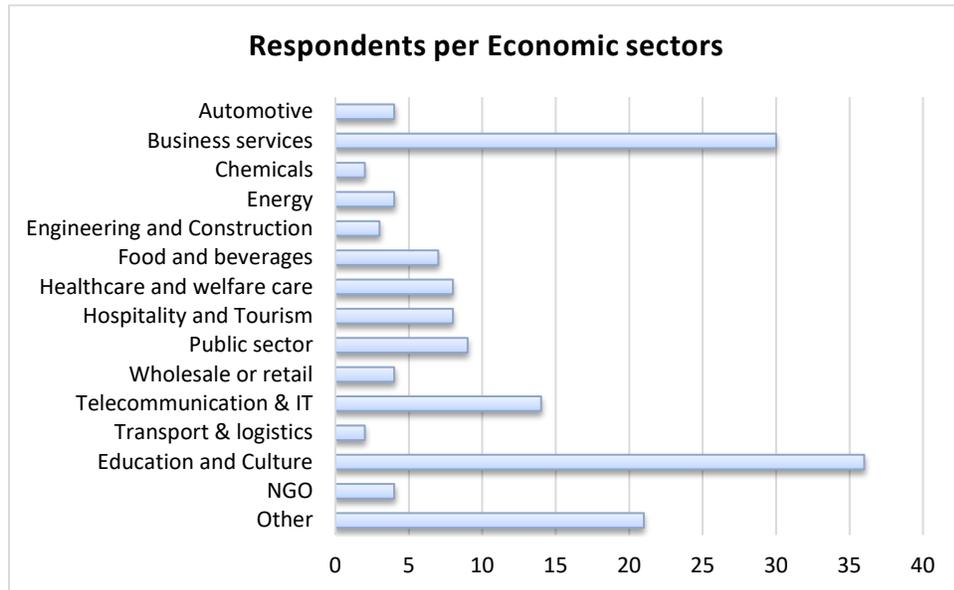


Chart 3: Respondents per economic sector

The companies in terms of size are also diverse – 78% SMEs (0-500 employees) and 22% large corporations with more than 500 employees.

3.4 Qualitative semi-structured interviews with corporate representatives were conducted in order to investigate the CSR and CPD experience of the companies in the 6 partner countries. The semi-structured interview form has been chosen for the qualitative research. Structured questions have been designed in order to build on the main findings from the survey and have been focusing on particular patterns in order to provoke a critical comment on the topic. Altogether **30 interviews** have been conducted in the 6 partner countries. As in the survey where the companies were from diverse economic sectors, in the interviews participated variety of companies – 13% from Energy, 10% from Education and 10% Banks and financial services. The majority of participants were CEOs & Managing Directors (27%), CSR Managers (27%) and PR, Communications and Marketing managers (13%). All important highlights shared during the interviews are presented in the General overview and main findings section of this report.



4. General overview and main findings

The general overview and main findings of the stocktaking phase are elaborated in two main areas. At first place the Desk research of the current situation in the six partner countries by getting more detailed look over the status quo of the Political and Business environment, Societal teambuilding and CSR coaching, how CSR is promoted and facilitated and which are the tools that connect CSR and CPD on national level. And secondly, the survey and interviews were conducted in Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom which are stressing on CSR and CPD experience of the companies.

4.1 Current situation in the six partner countries

4.1.1 Political environment – how CSR is supported as policies, laws, decrees, resolutions

In all partner countries the government is working towards CSR advocacy and promotion of the application of CSR by small and medium-sized enterprises (SMEs). The countries that have a long-lasting history and set policies followed by concrete action plans are Austria, Belgium, Germany and United Kingdom.

- *Austria*

In 2010 a new **Austrian Strategy for Sustainable Development** (Österreichische Strategie Nachhaltige Entwicklung, ÖSTRAT) was adopted by the Federal Ministry of the Environment, followed by an Action plan in 2011. The government structures involved in the CSR part of the program of the Ministry of Sustainability and Tourism (BMNT), the Social Ministry (BMSGK), and the Ministry of Economy, Family and Youth (BMWFJ). With the adoption in 2017 of the Law on Sustainability and Diversity improvement (NaDiVeG), publicly listed companies of over 500 employees must report on social and ecological themes, risks, strategies, results and non-financial performance indicators.



- *Belgium*

At Belgium's federal level a working group was set up within the Interdepartmental Commission for Sustainable Development (CIDD/ICDO) to develop a more structured policy on CSR, in partnership with regional government representatives. Its work has resulted, among other things, in the Reference Framework – **“Corporate Social Responsibility in Belgium”** and the **“Federal Action Plan on CSR”**. Furthermore, SDGs are integrated in the political agenda of the country and a **“National Action Plan Enterprises and Human Rights”** is implemented with focus on the “People” aspect of CSR (People, Profit, Planet).

- *Germany*

In 2010 **“CSR Action Plan”** was adopted by the Federal Government by pursuing the strategic intention of better anchoring CSR in companies and public administration; increasingly winning over SMEs to CSR; increasing the visibility and credibility of CSR; optimising the political framework conditions for CSR; and making a contribution to the social and ecological shaping of globalisation.

- *United Kingdom*

The Government produced its **“Policy Paper on Social Action”** (2016), setting out plans for a new workplace entitlement to 3 days a year of volunteering leave, on full pay, for employees in large companies and the public sector. Many large companies already have volunteering schemes in place, and the Government aim to allow more employees to give their time to help others. The Government also discusses its Skills Exchange Project with a vision “to build and strengthen communities, enhance individual wellbeing and support economic growth through cross-sector volunteering “.

In *Bulgaria* and *Italy*, the legislation and the developed strategic documents are in line with the European and international CSR related documents. The legislative framework for the implementation of socially and ecologically responsible practices fully reflects the EU directives. However, the most of the Bulgarian and Italian government's CSR-related activities have resulted from EU pressure and there are no action plans applied in that direction. The attention is still very much focused on the direct impact that medium and large enterprises have on the environment and their employees and not on the Social Role that a company should have.



4.1.2 CSR promotion – how CSR is facilitated and promoted

In all partner countries there are a number of stakeholders that promote CSR and support businesses to contribute to a better society. From the Desk research it can be observed that there are different types of organisations that work towards facilitation of CSR on national and European level not only private initiatives but governmental, too. This shows an active involvement towards the CSR topic with concrete action in its promotion among the corporate sector and society as a whole. The stakeholders in Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom can be divided in the following categories:

- ✓ Networks and NGOs
- ✓ Platforms and forums
- ✓ Programmes and projects
- ✓ Government bodies and Chambers
- ✓ Web portals and digital services
- ✓ Institutes and competence centres

Networks and NGOs		
Austrian Angel Investors Association (AAIA)	network of successful businesses providing investments for start-up ideas	
CSR-Circle	b2b-Network for professionals interested in sustainability and CSR	
Verantwortung zeigen! Netzwerk	business-social sustainability network with 77 members in Southern Austria	
Time4Society	NGO that not only facilitates CSR, but also actively promotes it in companies by setting up a network of motivated CSR professionals and organisations	
The Shift	Belgian CSR network for companies that strive to shape a sustainable society	
The Flemish Network for Enterprises (VOKA)	SMEs and large enterprises that strive to give CSR a more central role in their business efforts	
Bulgarian Corporate Social Responsibility Network	network that builds a lasting link between the needs and resources of society and business	



Bulgarian Business Leaders' Forum	NGO devoted to promoting the principles and values of corporate social responsibility (CSR)	
The Prince's Responsible Business Network	organisation with numerous campaigns and programmes, engaging with and supporting hundreds of businesses to achieve excellent practice in all areas of responsible business	
Institute of Corporate Responsibility and Sustainability (ICRS)	NGO run by a board of volunteer directors which engages individuals and organisations in a number of ways such as events, conferences, workshops and webinars	

Platforms and forums		
respAct	corporate platform for CSR and Sustainable Development	
CSR Dialogforum	promotes topics of sustainable management with the concept of CSR, aiming at implementing international sustainability standards into business	
Netzwerk Soziale Verantwortung (NeSoVe)	platform of 18 organisations dealing with employee and consumer protection	
TimeHeroes	platform for volunteering where every registered user can choose between different mission and volunteer by donating money, time, skills, etc.	
Volontime	platform for good deeds. It aims to connect all sides of this process - business, NGOs, users.	

Programmes and projects		
Wirtschaftsinitiative Nachhaltigkeit (WIN)	regional programme in Styria for protection of the environment, focusing on advising and supporting small and medium enterprises (SMEs)	
CSR Piedmont Project	created in 2009, it has focused on 4 aspects: CSR monitoring, promotion, dissemination, awareness raising	



Government bodies and Chambers		
Austrian Federal Economic Chamber (proEthics group)	voluntary cooperative group of chamber members who are committed to modern principles of ethical conduct and honest business deals	
Flanders Investment & Trade	supports Flemish organisations that are active on an international level in making their international efforts more sustainable	
Federal Ministry of Labour and Social Affairs (CSR Actionplan)	www.csr-in-deutschland.de www.csr-weltweit.de	
Ministry of Labour and Social Politics and Ministry of Economic Development	National Action plan 2010-2014 has six main objectives with focus on CSR promotion and support of the enterprises	
Chambers of Commerce and the Italian Union of the Chambers of Commerce (Unioncamere)	They inform companies on best practices, indexes and standards, certifications, laws and initiatives on CSR and support them with consultancy services and funds for the research and innovation on CSR.	

Web portals and digital services		
PMI	PMIS.it tackles in a clear and rigorous way all theoretical and practical aspects connected to enterprises and it dedicates particular attention to all themes related to CSR.	
Trading for Good	digital service helping small businesses improve their reputation and grow their business by showcasing the good work they do in their communities	

Institutes and Competence centers		
Österreichisches Zentrum für Nachhaltigkeit	competence centre for sustainability in Austria	
'MVO Vlaanderen'	knowledge centre for CSR of the Flemish Government	
Federal Institute for Sustainable Development	functions as a "centre of expertise" for governmental and non-governmental organisations by helping them to implement its sustainable development policies	



In addition to all organisations and stakeholders involved into the CSR promotion, one of the most powerful instruments in that direction are the Awards. In all partner countries there are organisations that organise CSR awards and give recognition to the efforts of the companies. Some examples are:

- ✓ **Austria** – 50 different CSR and CPD related prizes in Austria, where TrigOS is the most widely recognised award for social responsibility
- ✓ **Belgium** – CSR professional of the year organised by Time4Society
- ✓ **Bulgaria** – Bulgarian Business Leaders' Forum Annual Awards
- ✓ **Germany** – CSR Award of the Federal Government
- ✓ **Italy** – Chambers of Commerce and the Italian Union of the Chambers of Commerce awards
- ✓ **United Kingdom** – Business in the Community, created nearly 40 years ago by HRH The Prince of Wales to “champion responsible business”.

4.1.3 Business environment – general attitude of companies

As a general conclusion from all partner countries is that large corporations, especially foreign-based and active on international markets have very well-developed CSR initiatives and support different programmes in that domain. Whereas SMEs are less active on the CSR field and do not invest time and resources in such initiatives. Conclusion also confirmed by the survey and interviews results.

However, on country level there are some differences observed. For example, in the United Kingdom CSR has come a long way, from being regarded as philanthropy or something done as an add-on. It has evolved from how businesses spend their money to how they earn it whereas in Bulgaria the most common form of corporate social initiatives implemented by firms operating on the market is corporate philanthropy. It is also reported that many UK companies are leading the way with Corporate Responsibility, and that it is increasingly being seen as something that not only helps society but benefits bottom-line business whereas in Bulgaria CSR practices in companies are at a very early stage of development.

Another country after United Kingdom that is CSR active is Austria. 43% of the companies there are CSR proactive and pioneer initiatives by themselves and only 9% see CSR as an unacceptable



competitive disadvantage and will not engage in such activities unless legally bound to. In addition, a recent survey conducted in Belgium (CSR Monitor 2018, Trendhuis) showed that two thirds of Belgian companies see CSR as a necessity to survive in the rapidly changing world where large companies are more convinced of this than SMEs.

Some country specific is observed in Italy where companies are bound to CSR that is documented and reported. Most of the companies have adopted an Ethical code for example. Some of the companies prepare and share with the wider audience a Social Financial report. And not at last place in the first trimester of 2015 there were 3490 companies worldwide with Social Accountability 8000 (SA8000) certification, of which 1081 in Italy.

The types of CSR initiatives that companies support in the partner countries are in the sphere of health and community services, education and school systems, art and culture, sports, environmental protection, customers' interest, etc. The main motivational factors for the corporate sector are economic benefits, legal obligations, moral responsibility and impact on HR (engagement and motivation of employees). Some examples of corporate volunteering of employees are observed in Austria and Germany, where in the latter country employees can get free days for volunteering or promoting an own project.

4.1.4 “Societal teambuildings” status quo

Almost in all partner countries “Societal teambuilding” exist but under the name “Team building with a cause” that is provided by variety of HR consultancy and Event management companies. As interest in the concept has spread, it was observed that it is increasingly common for companies who have previously offered more traditional corporate team-building activities to now promote and design team building days with a strong focus on CSR. Those companies offer team building activities with a social value organised on the basis of the needs and requests of the enterprises, however, none of them is explicitly connected to a CSR strategy.



However, in Austria and Belgium there are good practice examples upon “societal teambuilding” initiatives. In Austria most of them are driven by companies who have established mechanisms for volunteering. In some cases, web-based platforms exist to facilitate the contact between employees and the organisations they are willing to support, with a wide range of options available – such as Time Bank of Erste Sparkasse and the Fritz Henkel Stiftung (Foundation). In Belgium Time4Society is the pioneer in introducing ‘Societal teambuilding’ as a practical way of doing CSR for companies. With regard to the societal team buildings, Time4Society has a large network of so called ‘time-giver’, mostly large national and multinational companies in the service sector who are willing to offer time to societal organisation (social, ecological or cultural) or so-called ‘time-takers’. There are other organisations that also provide a “societal team buildings” in Belgium such as Hu.bu (<https://www.hu-bu.be/welkom>) and Binario (<http://www.binario.be/>).

In all partner countries, there are no forms of validation of informal learning on CSR rather evaluation of the team building event. Employee informal learning does not appear to be a primary motivator for employers. In Austria, learning occurring through volunteering activities can be documented through the use of Freiwilligenpass, should the participants desire, but it is not obligatory.

4.1.5 CSR coaching status quo

The CSR coaching is present as a service offer to companies in Austria, Belgium, Germany and United Kingdom. In Austria CSR coaching is performed by professional consultants where there is a CSR Guide that shortlists 69 CSR consultants known for their expertise in CSR and sustainability. In United Kingdom, there are 3 main strands of CSR coaching: Private Consultancies; in-house CSR training initiatives; and organisations offering support and resources. In Germany there are coaches who offer CSR coaching service in addition to their programmes. However, there are also coaches/agencies that offer a complete and holistic CSR strategy for companies. In Belgium, Time4Society is a leading partner in CSR coaching for companies and organisations where the CSR coaching consist of the following learning activities:

- CSR as a strategic choice: introductory workshop



- SDG's or sustainable development goals: how can you contribute to more sustainability for our planet and society?
- From theory to practice: implementation of a CSR management system

From the made research it is observed that in countries such as Bulgaria and Italy, there is no official data about “CSR coaching” practices. There are organisations that provide mediation between the NGOs and the business by promoting CSR initiatives, aiming also to inform, raise awareness and (partially) train key entrepreneurs on CSR but the CSR coaching is not present as a service.

4.1.6 Tools connecting CSR and CPD

As in most of the partner countries it was observed that with regard to CSR, the market for tools and services is huge and constantly growing. There are plenty of alternatives in the form of social impact investments and measuring tools, certification and guidelines, training programmes etc. However, when it comes to connecting CSR with CPD, the T4S+ approach is rather unique and there were no services found that are similar to it.

However, in United Kingdom and Austria there are organisations that documents the development of competences acquired through volunteering. In Austria the competences are identified through the Kompetenz+ Beratung model enabled through the support of BMBWF (the Educational ministry). In United Kingdom the Institute for Corporate Responsibility and Sustainability (ICRS) have developed a Competency Framework for the skills and behaviours required by CRS professionals who have access to an online CPD Plan and Evidence log.

4.2 Corporate sector on CSR and CPD

A comparative analysis was conducted in order to summarize the main findings of the survey and interviews which has collected the responses of 156 corporate representatives and also 30 interviewees that took part into the semi-structured interviews. Overall, **186 opinions** of corporate representatives from variety of economic sectors.



4.2.1 CSR experience

All companies that took part into the survey and interviews attach increasing importance to CSR where 30% of the respondents rate it as “very important” and 42% as “important”. Some of the benefits that companies see in implementing CSR in their organisations shared by the respondents in the survey and interviews are following a common direction and can be summarized as:

- regulatory requirements
- cost reduction and efficiency
- marketing and public image
- employer branding
- employee motivation
- employee engagement and connectedness to common corporate values
- concern for the community
- building valuable partnerships
- innovating and differentiate from their competitors.

It is interesting point out that in comparison to the other partner countries where larger companies are mostly working towards CSR integration and promotion, smaller companies in Italy are more aware and open to CSR implementation. They see advantages more clearly and no disadvantage where as in Austria some of the restraints shared by the interviewees are time and budgetary limitations. This statement is also supported by the survey results where 29% of the respondents see the lack of time as main barrier and 24% the low budget for CSR activities.

From the survey results it is evident that most of the respondents support Social CSR initiatives (e.g. education, health, disadvantaged groups, LGBTI, children, etc.) – 53%, whereas during the interviews all of the interviewees focused mainly on environmental issues (animals, nature, local environment, green energy and economy, etc.).



In all partner countries there were examples in which the CSR initiatives are led both from management board and employees where in countries such as Austria, Belgium, Germany and United Kingdom those practice is more developed whereas in Italy and Bulgaria is still developing. This is also observed from the professional roles of the interviewees that took part in the research phase – only in Italy and Bulgaria there were diverse professional profiles from HR manager, Marketing manager, Sales Managers, Client service, etc. whereas in the other partner countries were mainly people taking a role of a CSR Manager. It can be concluded that with the size of the company, the likelihood of having an expert on CSR concepts and strategies is more likely.

4.2.2 SDGs engagement

In Austria and Belgium, the interviewed companies aligned their corporate values to the SDGs and included them in their sustainability strategies as the SDGs are seen as important for multi-stakeholder partnerships and marketing reasons, as well as to attract and retain employees. This is also supported from the survey results where 33% of the respondents state that SDGs are part of their corporate values and sustainability strategy. Mostly international companies are familiar with the SDGs but across all of them there was limited awareness of the SDGs – an observation also represented in the survey where almost 18% of the respondents have not heard about the SDGs at all. In Germany, the interviewed companies have shared that they have a certain need for expert advice and guidance in this field.

From the companies that took part in the survey and interviews and who have incorporated the SDGs in their internal practices, 6 goals were pointed out as SDGs with which they engage:





4.2.3 CPD experience

The CPD practices within the companies are high in their organisational agenda. In all partner countries organisations implement different approaches in order to improve the knowledge and skills of their employees. Some of the most used methods are:

- coaching and mentoring
- workshops and seminars
- team buildings

In Austria and Belgium there are examples of innovative practices on CPD such as e-learning and gamification and internal mobility trajectories where an employee can shift to another job (e.g. from sales to logistics) with the final goal of cross-learning. On the other hand, in Italy and United Kingdom are more compulsory training (e.g. safety on the job; IT or new technologies) or mainly subject specific. In Bulgaria the focus is on soft skills trainings that are related to the job specifics.

Nevertheless, of the CPD approaches used in every partner country, all interviewed companies have shared important skills and competences that they want their employees to possess or to develop. The top skills for the corporate representatives are:

- problem-solving
- teamwork
- communication
- wellbeing and mental resilience for stress and burnout prevention

Not all companies give the same weight to the same competences. Some place higher priority on hard skills, while for others on soft competences.

4.2.4 CSR and CPD combined

Except from Belgium in the other partner countries none of the interviewed companies has used the combination of CPD and CSR. For example in Austria the interviewees have shared that the idea of combining CPD and CSR is challenging. Nevertheless, some of the companies see the prime benefit as an increase of the personal involvement of the employees in CSR and an improved reputation of the company



brand. Also, in the process of team building, the CSR impact is useful according to the companies, but so far there has been no intention to link CSR and CPDs.

5. Conclusion

From the conducted Research by incorporating four different research methods (desk research analysis; good practices research; survey; and interviews) it can be concluded that CSR is widely recognised and incorporated in the political agenda of the partner countries; the corporate sector sees great benefits working towards well developed and implemented CSR policies and programmes in their organisations; external stakeholders such as NGOs, forums, networks work hard towards CSR promotion and awareness and on individual level more and more employees are those who are the main CSR drivers for their organisations. In addition, there is a good awareness of the SDGs among most of the companies but still not so well integrated in the CSR strategies in all partner countries.

The CPD practices within the companies are also high in their organisational agenda where the management strives to invest into diverse programmes and initiatives that will develop their employees' skills such as problem-solving, teamwork, communication, etc. However, CPDs targeting personal and social competences are very often not driven by the needs of the employees.

On one side, employers and enterprises are aiming to support social projects to contribute to society and to create positive image and branding, and on the other side to develop their employees competences, but so far there has been no intention to link CSR and CPDs. From the research it can be concluded that the Time4Society Europe approach is innovative in its whole and new for the corporate sector as it connects Professional Development on Personal, Social and Organisational Competences (CPD) with projects that serve the society (CSR).



Annex 1: Best practice examples from partner countries



Austria

Best practice 1

Organisation	Casinos Austria und Österreichische Lotterien
Year and duration of good practice implementation	From 2013 onwards, Up to 5 working days per year
General description of the best practice	Main goals/Target group/Funding/Actors Employees can spend up to 5 working days per year volunteering with organisations of their choice such as Caritas, the Austrian Red cross, Volkshilfe etc.
Main activities of the best practice	Activities/Methods/Resources/Knowledge All possible forms of voluntary work, including assisting senior citizen, persons with disabilities, refugees. Team activities possible and encouraged.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries 1800 hours of volunteering in 2018 Results vary depending on the organisation the employees volunteer at, but given the organisations involved, can be assumed to be very high impact.
Success criteria	Increasing participation. Increased team motivation. Smaller partner organisation gain popularity. Rising corporate commitment (number of days was increased in 2018).
Obstacles	Activities might interfere with the main responsibilities of employees. Possible scheduling difficulties.
Where can we find further information? Web/Social media	https://www.casinos.at/en/casinos-austria/company/corporate-social-responsibility



Best practice 2

Organisation	Erste Sparkasse
Year and duration of good practice implementation	From 2015 onwards, An individual choice of commitment from a single hour to 10+ hours per month.
General description of the best practice	Main goals/Target group/Funding/Actors Employees can spend working time to volunteer with 54 partner organisations of their choice such the Austrian Red cross.
Main activities of the best practice	Activities/Methods/Resources/Knowledge All possible forms of voluntary work such as preparing food for the homeless, teaching children or visiting elderly people.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries Erste Sparkasse was especially active during the refugee crisis, going as far as opening a refugee camp staffed by employees.
Success criteria	The initiative has its own website, where new opportunities are success stories from past activities are constantly updated.
Obstacles	Activities might interfere with the main responsibilities of employees. Possible scheduling difficulties.
Where can we find further information? Web/Social media	https://www.erste-time-bank.org/en/

Best practice 3

Country	Austria
Organisation	Mondi (packaging and paper)
Year and duration of good practice implementation	From 2010 onwards
General description of the best practice	Main goals/Target group/Funding/Actors Employees volunteer on Caritas 'Study Cafés' close to Mondi plants.



Main activities of the best practice	Activities/Methods/Resources/Knowledge Employees help children and youth from socially disadvantaged families, especially ones with refugee background, study and prepare homework.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries 560 pupils and students received learning support so far.
Success criteria	Improved academic results of pupils and students.
Obstacles	The initiative only takes place in locations close to the company plants.
Where can we find further information? Web/Social media	https://www.mondigroup.com/en/newsroom/media-centre/press-releases/2018/mondi-and-caritas-receive-partnership-of-the-year-award/



Belgium

Best practice 1

Organisation	IDEWE/ACERTA/ETION
Year and duration of good practice implementation	2018 - ongoing
General description of the best practice	Main goals/Target group/Funding/Actors Wellfie The free online tool Wellfie gives you as an employer a quick and simple overview of the work capacity within companies. Wellfie helps improve the work capacity of employees, so that they stay productive and meaningful for as long as possible. This is important in the context of workable work.



Main activities of the best practice	Activities/Methods/Resources/Knowledge Every employer and employee who completes the scan will immediately receive customized tips and suggestions to improve their work capacity. Building on work capacity is, after all, a shared responsibility: you offer opportunities and resources, the employee cherishes his health and contributes to a good working climate.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries The results from the Wellfie group reports can be used by companies as a basis for the mandatory employment plan. In addition, Companies can also use Wellfie in the long term to progressively improve age-aware personnel and welfare policies.
Success criteria	Not available
Obstacles	Not available
How can we use this best practice in our case?	Measuring the wellbeing and competences of employees are key to the Time4Society Europe goals. The use of an online scanning tool can be an added value when it comes to validating competences and measuring the impact of our activities.
Where can we find further information? Web/Social media	https://wellfie.be/nl

Best practice 2

Organisation	WZC Sint-Carolus
Year and duration of good practice implementation	2013 – ongoing
General description of the best practice	Main goals/Target group/Funding/Actors Residential Care Centre, St. Carolus, set up an ESF project "people-oriented entrepreneurship" which consists of three sub projects:



	<ol style="list-style-type: none"> 1) Optimising team work, by focusing on the team on the one hand and the individual employees on the other 2) Elaboration of a so called “fleximatrix”: an overview of the different tasks within the team, combined with the abilities of the individual employees 3) Training the managers/supervisors in team and individual coaching <p>The main goal was to switch from a strict and rigid day structure – which stressed not only the employees but also the inhabitants of the residential care centre – to a people-oriented approach, giving more and better care to the inhabitants and giving more job satisfaction for the employees.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge</p> <ul style="list-style-type: none"> - Organisation of team days: each team brainstormed and reached consensus on main values (respect, trust, ...), shared goals (recognizing and supporting each other, ...) and personal (open communication, giving feedback, ...) - Appointing “persons of reference” (responsible organisation-wide for a certain domain) and “contact persons” in each team for a certain domain; this gives a focus organisation-wide and team-deep - Activating organisation management to support and actively participate in this change project - Asking for feedback to the individual residential care center inhabitants
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <ul style="list-style-type: none"> - New vision and mission for the organisation - Employees tend to work longer for the organisation (less turnover) - Inhabitants enjoy better care and better contact with the employees



Success criteria	Not available
Obstacles	Not available
How can we use this best practice in our case?	
Where can we find further information? Web/Social media	https://www.mvovlaanderen.be/inspiratie/praten-met-de-bewoner-ook-werken

Best practice 3

Organisation	Miko
Year and duration of good practice implementation	2016
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>Introducing company bicycles in Miko – a local coffee roasting factory – leading to:</p> <ul style="list-style-type: none"> - Better mobility - Less CO2 emissions
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>The idea of “company bicycles” was posted on Miko’s internal innovation platform.</p> <p>A “Mobiscan” was organised to research the practical utility of this idea. Way too many employees came to work by car, leading to car park problems and a lot of CO2 emissions.</p> <p>A local bike dealer was found, offering not only (electric) bicycles, but also maintenance and repair.</p> <p>Interested employees were given the opportunity to purchase a bicycle with a payment plan (up to 3 years). In addition, a kilometric allowance was installed for all the employees coming by bike, so the paying plan didn’t give any additional costs for the employees.</p>
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries



	<ul style="list-style-type: none"> - 138 bikes were sold. This exceeded all expectations, since management had hoped for approximately 10 people switching from car to bicycle. - The publicity that was attached/fixd on the (electric) bicycles gave more visibility to the organisation (Miko) - Employees enjoyed a better mobility, better health and less CO2 emissions
Success criteria	Not available
Obstacles	Not available
How can we use this best practice in our case?	
Where can we find further information? Web/Social media	https://www.mvovlaanderen.be/inspiratie/koffiebranderij-koppelt-fietsstrategie-aan-publiciteit-en-charity



Bulgaria

Best practice 1

Organisation	Sofiyska voda “Water – valuable resource for the community”
Year and duration of good practice implementation	Started in October 2017 - ongoing
General description of the best practice	<p>Main goals:</p> <ul style="list-style-type: none"> • Change the mindset of the minority using water resources towards water saving • Promote and help the Roma community to develop responsible approach to water as valuable resource • Support the long-term integration of the Roma community troughs internships and employment programmes.



	<p>Target group: Roma population in Sofia region</p> <p>Funding/Actors:</p> <ul style="list-style-type: none"> • Sofiyska voda • Health and Social Development Foundation (HESED)
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>A team of volunteering employees worked actively in schools in 2017 and 2018 in order to education the children and indirectly their parents. Done troughs small lectures in which for the youngest target group the training was built around a story for a special character – a water Turtle that searches for water Saviors and teaches them to save and protect water.</p>
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>Around 60 children in 2017 and the same number in 2018 has went troughs the training programme of Sofiyska voda.</p>
Success criteria	<p>To reduce the water wastes in the Roma community in Sofia region. Still there are no official statistical results if the training programme had a direct effect on the set goal.</p>
Obstacles	<p>The main risk in the programme was the lack of formal pedagogical qualification of the team of volunteers.</p>
How can we use this best practice in our case?	<p>The idea behind the best practice – socially disadvantaged groups to be educated in order to achieve better leaving standard and social integration can on focus for the T4S societal team building offer.</p>
Where can we find further information? Web/Social media	<p>https://darikradio.bg/zivata-voda-integraciata-na-malcinstvata.html</p> <p>State of CSR in Bulgaria, Dr. Stefanova (2018)</p> <p>https://www.csrab.com/en/products/state-of-csr-in-bulgaria-2018.html</p>



Best practice 2

Organisation	Happy
Year and duration of good practice implementation	2010 – ongoing
General description of the best practice	<p>Main goals:</p> <ul style="list-style-type: none"> • Support of vulnerable children and families • Early childhood development (education and learning) • Child protection from violence • Changing attitudes in the general public <p>Target group:</p> <ul style="list-style-type: none"> • Vulnerable children and families all over the country • Happy’s employees • Customers and Corporate partners • General public <p>Funding/Actors:</p> <ul style="list-style-type: none"> • Happy bar&grill • UNICEF Bulgaria • Ministry of Education • Ministry of Health • Ministry of Labour and Social policy • Social Assistance Agency • National media
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>When a new employee joins the company is informed about the UNICEF partnership and the initiatives that he/she can join by making a donation or volunteering in the initiatives such as:</p> <ul style="list-style-type: none"> • Internal charity activities such as Football and tennis tournaments for employees • Foster care promotion – from 2010 more than 600 meetings with potential foster care parents were made • Parents workshops to prevent the separation with the child • Family consultative centers for parents’ support



	<ul style="list-style-type: none"> • Children rights club that popularize children rights • Zona Zakrila – center that provides support to children than experience violence <p>Every employee involved in the UNICEF activities as a volunteer receives a certificate “Happy friend of the children”.</p>
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <ul style="list-style-type: none"> • The raised funds for 2018 are 2 230 000 BGN. • The separation of 245 children from their parents is prevented. • 360 children are enrolled at school.
Success criteria	<p>Since the start of the partnership between Happy bar&grill and UNICEF Bulgaria new social services were opened such as the Family consultative centers and Zona Zakrila which was achieved due to the donations made and the hours volunteered by the Happy employees.</p>
Obstacles	<p>There were no obstacles highlighted.</p>
How can we use this best practice in our case?	<p>The holistic approach used in the promotion of this good practice by involving the corporate, NGO, media and government sector. In addition, the way in which Happy engages their employees in the volunteering experience can be used as a good practice among other companies.</p>
Where can we find further information? Web/Social media	<p>https://happy.bg/en/csr/ State of CSR in Bulgaria, Dr. Stefanova (2018) https://www.csrab.com/en/products/state-of-csr-in-bulgaria-2018.html</p>

Best practice 3

Organisation	Strategies Consulting
Year and duration of good practice implementation	2003 – ongoing
General description of the best practice	<p>Main goals:</p> <ul style="list-style-type: none"> • Creating conditions and programs for the integration of children and young people with disabilities



	<ul style="list-style-type: none"> • Creating opportunities for children and young people to develop fully and acquire social, creative and professional skills • Acquiring knowledge, skills, and experience of start-up entrepreneurs and SMEs to build entrepreneurial skills and participate actively in market economy processes. <p>Target group:</p> <ul style="list-style-type: none"> • young and/or unemployed people • Social startups and micro-enterprises <p>Funding/Actors:</p> <ul style="list-style-type: none"> • Strategies consulting • Donors of the Kauzi foundation
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge Expert assistance for young and/or unemployed people and social startups and micro-enterprises provided as pro bono consultations from the Strategies consulting employees that later were structured as a “bureau for social services” licensed by the Social Assistance Agency. That is why the CRS policy of the company later evolved into separate legal body in 2009 under the name Kauzi Foundation. The Kauzi foundation organises annually Youth Entrepreneurial Marketplace and also manages Youth Information consulting center.</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries Strategies consulting is part of the UN Global Compact and also a member of the International Network of CSR Certified Consultants to the UN Industrial Development Organisation (UNIDO).</p>
<p>Success criteria</p>	<p>-</p>
<p>Obstacles</p>	<p>There were no obstacles highlighted.</p>
<p>How can we use this best practice in our case?</p>	<p>As a good practice example how the volunteering in the corporate world can cooperate with the NGO sector with the main goal – achieving a better social environment. And also, how the corporate CSR policies can be transformed in a foundation with a cause.</p>
<p>Where can we find further information? Web/Social media</p>	<p>http://kauzi.org/bg/ State of CSR in Bulgaria, Dr. Stefanova (2018) https://www.csrab.com/en/products/state-of-csr-in-bulgaria-2018.html</p>



Germany

Best practice 1

Organisation	Tchibo
Year and duration of good practice implementation	2018, 1 day
General description of the best practice	Joint cooking evening with Tchibo managers & mentally disabled people.
Main activities of the best practice	Forming groups, communication and planning, cooking, getting to know each other.
Results of the best practices	Communication with disabled people, trying to “manage” the event and to manage the cooperation between managers and inhabitants.
Success criteria	Dinner in time
Obstacles	Forming groups and deciding which dish they want to cook. Overcoming difficulties in kitchen, not enough space on the stove etc.
How can we use this best practice in our case?	Combining simple tasks/events with managing skills.
Where can we find further information? Web/Social media	https://www.teamevent-plus.de/2018/tchibo-fuehrungskraefte-nachwuchs-team/ https://www.tchibo-nachhaltigkeit.de/servlet/content/1253694/-/home/mitarbeiter-bei-tchibo/soziales-engagement.html

Best practice 2

Organisation	DB
Year and duration of good practice implementation	18 months



General description of the best practice	The euroTRAIL trainees of DB Cargo’s pan-European trainee program organize a “Charity Day” during the last six months of their 18-months-program. In small groups they plan a charity project by themselves and can thus demonstrate their dedication and the project management skills they have acquired.
Main activities of the best practice	The various ideas include social as well as ecological aspects. Activities throughout Europe ranged from practical support in children’s homes to support of a reforestation program or collecting rubbish.
Results of the best practices	The “Charity Day” aims to raise the trainees’ awareness for social engagement and teambuilding processes.
Success criteria	-
Obstacles	Managing a project on their own.
How can we use this best practice in our case?	Lot more reflection and effort needed. Duration long but good for implementing LEVEL5 and a validation. Possible Combination with App, badges or Moodle to give trainees information and guidance.
Where can we find further information? Web/Social media	https://www.dbcargo.com/rail-deutschland-en/company/career/your_employer/social-responsibility-1698944

Best practice 3

Organisation	BAYER
Year and duration of good practice implementation	2017
General description of the best practice	“Enabled by the Product Supply Operations Pharma team at Bayer AG, 21 children aged between 8 and 12 were able to visit the Berlin Capital Zoo. In the welcome class, young students who have moved or fled to Berlin with their parents from various countries receive increased language support. Not only did the company pay the entrance fee, but the 16 employees also wanted to experience something very special for their third social team-building event and volunteered to take on



	the challenge of the day: How do I keep a gang of 21 children in check?"
Main activities of the best practice	Each Employee was responsible for a group of children to accompany them in the zoo.
Results of the best practices	Detached from everyday working life
Success criteria	-
Obstacles	The employees not only took on the role of the escort, the high-holder, so that everything could be seen, the declarator, but also the referee in case of disagreement.
How can we use this best practice in our case?	Aspect diversity & migrants as important topics.
Where can we find further information? Web/Social media	https://www.teamevent-plus.de/2017/bayer-baendigt-wilde-bande/



Italy

Best practice 1

Organisation	Lavazza
Year and duration of good practice implementation	Social Financial Report 2017 Since 2015 Reported with GRI standards In 2017, Lavazza redefined sustainability strategy having as baseline UN SDGs
General description of the best practice	Main goals/Target group/Funding/Actors Principal actions of this best practice are: <ul style="list-style-type: none"> ● Sustainability financial report ● Definition and management of community engage program



	<ul style="list-style-type: none"> ● Institutional relationship management with national and international Association and NGOs ● Environmental impact assessment of company and compensatory action study ● Definition of Suppliers Ethical Code and monitor activity with other companies for suppliers involvement in CSRs. ● Creation and management of sustainability protects founded by Lavazza Foundation in Haity, India, Guatemala... <p>Actors: Lavazza management, Lavazza Foundation, local community, ONG: Save the children, OXFAM, Verdad y Vida, AL, Makaia, Cospe, Hanns R. Neumann Stiftung. Suppliers: OLAM, ISLA, etc.</p>
<p>Main activities of the best practice</p>	<p>Activities/Methods/Resources/Knowledge Methods: adoption of Ethical code, Employees behavioral code, Supplier behavioral code. Activities: best culture practices diffusion, formation and support to local manufacturer to organize themselves as association or corporation, community engagement (educational and integration programs).</p>
<p>Results of the best practices</p>	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries 15 country 20 Projects 90000 direct beneficiaries</p>
<p>Success criteria</p>	<p>The company acquired several certification:</p> <ul style="list-style-type: none"> ● Process/system Certification ● Product Certification ● Religious Certification
<p>Obstacles</p>	<p>There is no evidence of involvement of employees in such example of Sustainability Projects.</p>
<p>How can we use this best practice in our case?</p>	<p>This Company is an example of best practices; There are many projects that involve local community in collaboration with national and international NGOs.</p>
<p>Where can we find further information? Web/Social media</p>	<p>https://www.lavazza.it/content/dam/lavazza/sostenibilita/bilancio/bilancio-pdf/it/Lavazza-bilancio-sostenibilita-2017-ITA.pdf</p>



Best practice 2

Organisation	Solvay (Solvay LAB)
Year and duration of good practice implementation	since 2014 Meetings every 3 months
General description of the best practice	Main goals/Target group/Funding/Actors AIM of the project is built up listening and dialogue between the chemical factory and local community in Spinetta Marengo (Alessandria, Italy) involving factory and corporate management and citizens with periodical meeting and discussion concerning the industrial strategy and its impact on territory.
Main activities of the best practice	Activities/Methods/Resources/Knowledge Meetings foresee the presence of a “facilitator” , a professional that is a sociologist and community psychologist that helps to connect factory and local community.
Results of the best practices	Achievements/Successful outcomes for target group/Impact on final beneficiaries Local community has been involved and was participating to the improvement strategies of the company; on the other hand, the company has been promoting a learning process and educational path for local community in terms of competences on technological processes, environment and industry on the area.
Success criteria	This practice was inserted in 2014 annual report of Solvay as an example of best practise at international level, for the development of a dialogue with local communities.
Obstacles	No NGOs were involved in this project and only the management of the company participates to the Lab. No communication of the intervention outside local community.
How can we use this best practice in our case?	It is important to us, as an example of use of professionals in building up and sustain project.
Where can we find further information? Web/Social media	http://www.csrpiemonte.it/evidenza/dwd/Solvay-LAB-SV_Amapola.pdf



Best practice 3

Organisation	Sotral spa
Year and duration of good practice implementation	Good practise implementation since 2005
General description of the best practice	Main goals/Target group/Funding/Actors Strategic Project for sustainable development in ristoration (food/meal preparation, logistic and distribution) Actors: Risteco, NGOs (Alimenterra, AssoSCAI, fph, china-europa forum), university, Enterprises, public institution.
Main activities of the best practice	Activities/Methods/Resources/Knowledge Different projects involving local, national and inernational entities: <ul style="list-style-type: none"> • Sustainable meal at school • Risteco newspapers • Ecomeal.info - Healthy and sustainable meals in great city.
Results of the best practices	-
Success criteria	SA8000 certification Creation of Risteco Newspapers to sensitize decision makers
Obstacles	-
How can we use this best practice in our case?	Local, national and international impact (reproducibility of the project aldo abroad); involment of NGOs; feasibility in involving employees.
Where can we find further information? Web/Social media	http://www.csрпиemonte.it/comunicazione/dwd/eventi/11_03_11/slide_ivaldi_110311.pdf



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United Kingdom

Best practice 1

Organisation	Companies House (Government Department)
Year and duration of practice implementation	CSR Strategy Developed in 2014 to give structure to an already developing commitment to CSR. Implementation and practice ongoing
General description of best practice	4 strands to the CSR work: Environment, People, Procurement, Community. Under the 'Community' strand they have "built a culture that promotes employee volunteering, skills matching and fundraising...actively supporting local businesses and the communities in which we operate"
Main activities of best practice	CSR activities have grown significantly over the last 5 years. Employee volunteer days have increased from 3 to 5 days a year. This means each employee now gets 5 days a year to go out and support local projects and charities. They also have CSR ambassadors across the organisation, who help the CSR team set up and run various community projects. Examples of team volunteer days include litter picking and working at food banks.
Results of the best practices	Not available
Success criteria	28% of staff at Companies House engaged in community volunteering.
Obstacles	Not available
Where can we find further information? Web/Social media	Twitter: #CompaniesHouseCSR https://www.gov.uk/government/news/our-commitment-to-corporate-social-responsibility-csr



Best practice 2

Organisation	Greggs (bakery food-on-the-go retailer)
Year and duration of good practice implementation	Began in 2012 - Ongoing
General description of the best practice	<p>Main goals/Target group/Funding/Actors ‘Fresh Start Programme’</p> <p>Working with people from disadvantaged backgrounds, including ex-offenders. Aims to help break the cycle of re-offending by demonstrating that ex-offenders can play a meaningful role within business. Greggs believe that their programme addresses societal issues such as high unemployment and re-offending rates.</p> <p>Under this programme, Greggs also works closely with services and veteran groups to support the employability of veterans.</p>
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>e.g. Provide training and work experience for people who are transitioning into work. Deliver training sessions in prisons for people who are nearing the end of a sentence and give work experience to those who demonstrate potential.</p>
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p>Since 2012 the scheme has supported (interviewed/worked with) 2,000 individuals with previous convictions. Greggs have employed one hundred people and of those, 32% now hold some form of a Management role.</p> <p>In 2015, more than 600 people benefitted from a training session and 52 participants completed a four-week work placement with Greggs. As a result, 47 of them secured a permanent job with the company. Additionally, Greggs partner with Job Centre Plus to offer the long-term unemployed work experience or paid employment. In 2015, the company gave three people a work placement and provided 24 with paid employment.</p> <p>The 'Fresh Start' programme has been recognised as an example of best practice by BITC, the Ministry of Justice and CBI. In 2018 the programme teamed up with ‘Release Scotland’ with the aim of “driving awareness and</p>



	sharing our experience as an employer to help others realise the benefits of recruiting people with convictions”.
Success criteria	Not available
Obstacles	Not available
Where can we find further information? Web/Social media	Email for more information: fresh.start@greggs.co.uk Website information https://corporate.greggs.co.uk/social-responsibility

Best practice 3

Organisation	Lloyds Bank (Commercial Bank)
Year and duration of good practice implementation	Ongoing
General description of the best practice	<p>Main goals/Target group/Funding/Actors</p> <p>Lloyds bank has a ‘Helping Britain Prosper Plan’ making a public commitment to helping communities. Alongside this plan they have a number of community investment initiatives, in which they encourage employees to volunteer their time and expertise to help local communities whilst contributing positively to the business.</p> <p>Lloyds bank has worked with Business in the Community’s ‘Business Connector’ programme. Business Connectors are talented employees seconded from either business or the public sector to Business in the Community to work across a specific city or area which is typically less advantaged and develop sustainable partnerships</p>
Main activities of the best practice	<p>Activities/Methods/Resources/Knowledge</p> <p>Employees are sent out into the community to embed themselves and the company more in the local setting and to pass on their knowledge and expertise to community projects whilst feeding back information and experiences to benefit the business.</p> <p>E.g. <i>Digital Inclusion</i></p> <p>Lloyds bank became aware of the huge amount of resources allocated to trying to encourage parts of their customer base to take up digital or paperless banking. They seconded a Business Connector who worked with a community group for older people, many of whom had never used email</p>



	and were unlikely to use digital banking. The Business Connectors talked to the group and helped them to become more ‘tech savvy’.
Results of the best practices	<p>Achievements/Successful outcomes for target group/Impact on final beneficiaries</p> <p><i>Lloyds:</i> As a result of engaging with older customers through their Digital Inclusion programme, Lloyds reported an increased understanding of this particular customer base, and their reluctance to take up things like online banking. They fed these insights back to the business, and used the knowledge gained to adopt new tools to provide a better customer experience.</p> <p><i>Business Connectors:</i> Business In The Community report the following advantages to business of their Business Connectors programme (overall – across a wide range of businesses):</p> <ul style="list-style-type: none"> • Businesses and the public sector have seconded over 275 Business Connectors. • Commercial performance can increase as a result of gaining new market insights • Employees develop core business skills and develop new ones • Brand and reputational value are built • Organisations enjoy greater access to networks across sectors • Employee engagement levels increase on returning from secondments
Success criteria	Not available
Obstacles	Not available
Where can we find further information? Web/Social media	<p>https://www.lloydsbankinggroup.com/our-group/responsible-business/our-community-programmes/digital-inclusion/ Description and videos of other BITC Business Connector case studies</p> <p>https://www.bitc.org.uk/campaigns-programmes/communities/community-engagement/business-connectors</p>