

2014 - 2016

# GRI G4 Sustainability Report



*From  
Commitment to  
Results...*



CENTRE for SUSTAINABILITY  
and EXCELLENCE

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## **CSE Statement of Continued Support for the UN Global Compact**

Since 2008, CSE has embraced the UN Global Compact and endorsed its 10 Principles, that refer to main ideas such as Human Rights, Labour standards, Environment and Anti-corruption and is committed to acting responsibly.

We have incorporated the UN Global Compact and its Principles in our policy, and operations. In addition, we promote these ideals to all markets in which we have an active presence, proving they are a vital component of our strategic direction. Within the same rationale, CSE is a Global Reporting Initiative (GRI) Certified Training Provider in Greece and Middle East.

Our commitment to sustainability is a statement of our progress, our achievements and our goals for the future. Transparency is a fundamental part of our activities and we ensure that information pertaining to the economic, social and environmental impact of our operations is accessible and available to all stakeholders.

The sustainability report provides a detailed presentation of our commitment to each of the 10 Principles of the UN Global Compact. Our policies, processes and management systems in place as well as our actions and targets for continuous improvement are outlined here. We hope you will find them motivating and informative and as we strive to improve, we look forward to any comments and suggestions you might have.

### **The structure of the report**

This report is developed according to the GRI G4 guidelines and the data contained pertain to calendar years 2014 to 2016 from CSE global offices. The last CSE sustainability report has been prepared in 2013 according to the UN Global Compact principles and GRI G4 guidelines. Since then, no significant changes regarding to the organization's size, structure, ownership or supply chain have occurred. Furthermore, no restatements of information or significant changes in the Scope and Aspect boundaries have taken place after the last reported period.

Looking back over the last three years, we are really proud to have met our commitment to globalize sustainability, by including new services to our portfolio and expanding into new areas such as the area of Environmental, Social and Governance (ESG). Online trainings added to our services:

- Online Diploma on Corporate Responsibility
- Online Certificate on Sustainability (CSR) Reporting
- Online Certificate on Carbon Reduction Strategy
- Online Certificate on ESG Performance

Our flexible working structure has enabled us to meet our targets, expand and exceed customer expectations. Our long-lasting partnerships are becoming stronger while new collaborations are providing valuable insight for further growth.

### **Making this COP available to stakeholders**

Our COP (Communication on Progress) will be made available:

- To all CSE employees through email
- To all of our stakeholders through: CSE website & The UN Global Compact Website

## The Profile of CSE

### The Nature of the business

CSE is a global strategic advisory and training organization specialized in Sustainability with offices in Athens & Chicago. With an international network of specialists and consultants, CSE provides organizations, governments, and institutions unique and advanced services to achieve Stakeholder Value across Operational and organizational frameworks.

CSE is a leading boutique firm specialized in global sustainability (CSR) consulting, coaching and training. Since 2004, early entry into the international sustainability (CSR) services market, CSE has been assisting clients to achieve higher performance, build brand loyalty and innovate through the continuous integration of sustainability principles into their culture, products and/or services.

Public and private sector clients benefit from CSE expertise in serving diverse sectors, markets and organizational cultures in the Americas, Europe, Asia and the Middle East.

As an Approved Training Provider under the Chartered Management Institute (CMI) CSE Workshops offer professionals and executives opportunities to gain international business qualifications as Certified Sustainability Practitioners.

As a GRI (Global Reporting Initiative) Certified Training Provider, CSE offers advanced GRI Workshops for the effective use of the GRI Framework, and G4 Guidelines for Sustainability Strategy and Reporting.

### Towards Sustainability

- CSE Issues a Sustainability Report, based on the UNGC Principles (since 2008)
- CSE is a GRI Certified Training Provider for Greece
- CSE is a AA1000 Licensed Assurance Provider
- CSE is a CDP Silver Education and Training Partner (USA)



## CSE Worldwide Activities

CSE operates globally, and its activities include projects, conferences, workshops and other initiatives in the areas of CR and Sustainability.



Activities of CSE include Projects, Roundtable, Training Workshops and various other activities which take place on a global scale and more specifically in areas such as Canada, USA, Mexico, Chile, Great Britain, Luxemburg, Austria, Greece, Cyprus, Romania, Latvia, Turkey, Jordan , Saudi Arabia, Qatar, UAE, Malaysia, Singapore, Japan, Dominican Republic.

Most of our clients choose to obtain the training workshops or orientation needed to fully engage their internal teams to implement their integrated sustainability (CSR) processes.

## CSE Products & Services



**Sustainability &  
Materiality  
Assessment**



**Sustainability  
Strategies**



**Sustainability  
Reporting**



**External  
Verification  
& Assurance**



**Online  
Education  
(Sustainability  
Academy)**



**In house  
Certified  
Trainings for  
Sustainability  
Professionals**



**SROI and  
Stakeholder  
Engagement  
Programs**



**Carbon  
Reduction  
Product LCA &  
Green Events**

### Sustainability Academy

The Sustainability Academy is CSE's new global initiative to offer affordable specialized online education and coaching in the field of Sustainability and Corporate Responsibility. The Sustainability Academy is set to make a difference on this planet and we invite you to take on the journey with us!

Our goal is to train 100,000 professionals by 2020 and make an impact on our planet!

The Sustainability Academy aims to help Sustainability and Corporate Responsibility professionals, entrepreneurs and graduates update their knowledge, keep up to date with current legislation, global trends and best cases.

Already, more than 5,000 learners from 30 countries including professionals, graduates and entrepreneurs from various sectors have taken part in our certified trainings.

As part of our mission, we offer free online education to green and social start-ups.

## CSE Researches

### Sustainability reporting trends in North America

The research provides a useful representation of the current state regarding Sustainability (Corporate Social Responsibility) Reporting by companies and organizations based in North America. It examines 415 unique sustainability reports for the 2014 reporting period and analyzes a number of characteristics regarding the companies and organizations and their reporting practices.

According to the findings, the sectors with the highest reporting presence in the research sample are Financial Services, Energy and Energy Utilities, Mining and Food & Beverage. Most of the companies that publish a sustainability report in North America are large companies (49.9%), while 43.1% of the companies are Multinational Enterprises (MNE's). A small, but considerable, percentage (7.0%) is Small-Medium Enterprises (SME's). The majority of the companies that publish a sustainability report in North America are from the U.S.A. In both U.S and Canada, most of the companies that published a sustainability report for the 2014 are public companies (84.4% in the U.S. and 76.0% in Canada).

It is common practice in sustainability reports to include information and data which is required by other standards and guidelines, but has direct correlation with the three pillars of sustainability, i.e. society, economy and the environment. Hence, 32.8% of the reports include information about the company/organization's compliance with the Carbon Disclosure Project (CDP), 12.3% include information about the company/organization's compliance with the 10 Principles of the United Nation's Global Compact (UNGC), and 3.6% include information about compliance with the Guidelines of the Organization for Economic Co-operation and Development (OECD Guidelines).

### Cost estimation for Corporate Social Responsibility in Greece

The first survey on the cost of CSR in Greece took place from Centre for Sustainability (CSE) in the summer of 2014 with the support of the Responsibility Institute (CRI) in order to analyze the situation in Greece and the comparison with good practices in other countries. The participants were multinational, large Greek, SMEs and family companies, issued by Corporate Social Responsibility or Sustainability in accordance with the standards of Global Reporting Initiative (GRI).

Regarding the obstacles to better integrate CSR in Greek companies, noted that the biggest obstacle is the lack of knowledge about the quantitative measurement of performance. The survey also showed that despite the difficult economic conditions in Greece in recent years, a large percentage

of companies understands the importance of CSR for the development of the business itself but also for all the stakeholders, and supports CSR maintaining or even increasing expenditure on CSR.

There is an urgent need to upgrade the Greek corporate strategy in order to keep up with international standards. This improvement can be achieved by capturing the CSR reports of the analytical strategy for CSR, and with their commitment to specific targets. In this direction will help to increase the proportion of companies seeking for external assurance. The sectors with most companies issuing sustainability reports or CSR in Greece, is the financial (including insurance), energy, and industrial.

Companies operating in Greece and have large turnover should learn from each major corporations worldwide and as regards the expenditure on operations CSR, but also on how CSR can become so efficient and beneficial for the company and for society.

### **Annual Survey for the Edition of Corporate Responsibility Reports in Greece**

This study aims to present the current situation on the trends for the publication of Corporate Responsibility Reports in Greece and the practices companies issuing reports according to important aspects of reporting. The results derived from the processing of the reports available on an international basis to provide the information of the Global Reporting Initiative (GRI) and concerning reports for the period 2013-2014. This database includes reports that have been prepared based on versions of GRI standard, reports referred to GRI but have not been prepared with this (GRI Referenced) and reports that have not been prepared or mentioned in this standard (Non GRI). So, 54 companies and organizations are identified whose latest reports are available on this database. These companies are all sizes (multinational, big Greek, and small / family) and from a multitude of sectors (e.g. financial, energy, telecommunications, food and beverages, etc.).

Only considering the companies have prepared their report based on some version of the GRI standards, which is 45, then found that the branches from which they derive most of these companies are financial and insurance services (17%), construction and building materials (12%), mining and mineral materials (12%), and energy and power (10%). Compared with previous research for 2011-2012 has been a significant increase, by 23% of companies have issued CSR report (54 out of 44 in periods 2011-2012) and 11% increase for companies published a CSR report according to GRI. Additionally, 35% of the reports have been prepared using the most recent version of the GRI standard (G4). Another parameter considered in the analysis of Corporate Responsibility Reporting is

the use, combination and multi-standard reference in the same report. These standards besides the GRI are: United Nations Global Compact (UNGC), ISO26000 and Carbon Disclosure Project (CDP).

## **Policy Review, Vision & Mission**

### **Policy review**

The CSE, in order to ensure the quality of company's services and products, has launched a Stakeholder Code of Conduct. All stakeholders, internal and external, are committed and engaged to ensure the policies both in a company and individual level by signing the code.

The Stakeholder Code of Conduct includes the commitments of our organisation and our employees in reference to human rights, working conditions and labour standards, the environment and to anti-corruption.

### **Vision**

Being an advisory network comprised of specialists with international experience, CSE provides a meeting platform and an advisory panel, acting in the same time as a key Promoter and Coach with the objective of increasing Sustainability and Excellence within Organizations, Society and Governments. CSE's overall objective is to create positive impact and added value for all stakeholders across the Triple Bottom Line.

### **Mission**

CSE is committed to globalizing sustainability by advising and educating organizations, institutions and governments to reconsider business models and adopt sustainability strategies that produce positive impacts and high stakeholder value. CSE commitment has led its leadership to be distinguished as a Top Thought Leader for Trustworthy Business Behaviour in 2010 by Trust Across America.

### **Supply chain**

Due to the nature of our business, we only use external suppliers as far as office material, IT support, Conference Venue, and Marketing is concerned preferring mainly local ones. Additionally, we use external partners for our global activities and we expect from them to commit in our stakeholder code of conduct.

## Mapping of stakeholders

Due to the fact that our organization operates in countries worldwide, our network of stakeholders works in the same extension. Our stakeholders exist worldwide and cover a wide range.

The **Primary Stakeholders** of CSE (shown on the Figure 1 below) are:

- **Employees**
- **Affiliates**
- **Clients**
- **Suppliers**
- **Strategic Partner organizations**
- **Media**
- **Community:**
  - Local Community (Location of CSE Premises)
  - International Community: Countries in which CSE carry on activities



Stakeholder	Key requirements	Ways of Communication	Frequency
Employees	Job security, fair compensation and benefits, opportunities to develop	We engage our employees in developing sustainable solutions through strong internal communications programs, business updates, community volunteering, and informal conversations at all levels.	Daily
Affiliates	Ensure the policies reflect both company and Individuals, ensure that principles such human rights, working conditions and labor standards, the environment and to anti-corruption are protected	Emails and phone communication	Montly
Customers	Discuss business developments, product specifications and sustainable performance	Telephone Emails	Daily
Suppliers	All relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organization with respect to human rights, make sure that our suppliers are local in support the local market	Telephone Emails	Daily
Community	Efforts of our company to contribute to sustainable development of local communities, our primary pursuit is the selection of	Emails	Whenever it is necessary

	suppliers with good reputation, transparency and excellent products or services in the local market.		
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### Materiality Methodology

This sustainability report has been prepared according to the G4 Reporting Guidelines of the Global Reporting Initiative. All our previous sustainability reports are available on our website under the tab “Our Sustainability Policy”.

In order to identify issues that could represent opportunities or risks for our business, now or in the future, we analyzed issues in terms of their relevance and importance to stakeholders and for us. We consider a topic to be of material interest if it is considered as such by our stakeholder and/or by CSE.

The identification process of these material aspects involved the following steps:

- We reviewed best practice approaches to materiality and the approaches of our peers
- We consulted a cross-section of stakeholders from across our business in order to define a list of material issues, and prioritize them into issues of high, medium or low importance
- We created a draft materiality matrix
- We reframed and repositioned issues in order to reflect the Internal Executive Meeting’s feedback
- We produced a final version of the matrix

It should be noted that during the reporting period there was formal input from external and internal stakeholders (clients, employees) to our materiality process.

The following matrix shows the results of our materiality assessment process.



Figure2: Materiality Matrix-Assessment

Based on this assessment, we consider the following topics as material:

- Customer Satisfaction**
- Market Presence**
- Procurement Practices**
- Commitment to Society**
- Customer Privacy**
- Employee Training & Development**
- CO<sub>2</sub> Emissions**
- Waste**
- Ethics Integrity**
- Energy**
- Diversity & Equal Opportunity**
- Stakeholder Dialogue**
- Labor-Management Relations**
- Transport**

## Corporate governance

### CSE Board of Advisors

CSE has a global team of Advisors for all its important strategic decisions. These members are:

- *Nikos Avlonas, Founder & President CSE*
- *George P. Nassos, member of the advisory board of CSE North America*

### Our Corporate Partners

- *Global Reporting Initiative*
- *UNDP & Global Compact*
- *Chartered Management Institute (CMI)*
- *myclimate*
- *Water Footprint Network*
- *Business in the Community*
- *CR Index and Corporate Responsibility Institute (CRI)*
- *CSR Wire*
- *Ethical Market*
- *World Engagement Institute*
- *We Institute*
- *American Center for Life Cycle Assessment (ACLCA)*
- *Green Meeting Industry Council (GMIC)*
- *CSE North America*
- *CSR Hub*

### CSE Affiliates

- *Sustainavision (JAPAN)*
- *Impact Matters (CANADA)*
- *Social Investment Partners (SIP) Group (Central America)*
- *New Horizon Strategies (USA)*
- *The CSR Agency (Romania)*
- *Suzanne McGovern (USA)*
- *Richard Cooper (UK)*

- Canagulf (UAE, QATAR)
- The Firm for Business & Economic Consulting (OMAN)

### **Contribution to globalized sustainability**

Also CSE organizes globally roundtables and conferences per year in different continents with Sustainability Leaders in order to provide awareness in the most important trends of Sustainability. The roundtables are listed below:

### **CSE Future Objectives –Materiality**

#### **CSE in the Market**

##### **Market Presence**

CSE offices in Athens and Chicago, have engaged a workforce for period 2014-2016 from the local community of these suburbs in a large percentage of approximately 80%. Staff was working in significant areas of business such as Corporate Social Responsibility Section, Life Cycle Assessment & Carbon Footprint, Sales and Business Consulting & Growth. Main purpose of our organization was and continues to be the promotion of youth entrepreneurship of the local community.

##### **Customer Satisfaction**

Customer Satisfaction continues to be one of the highest priorities of CSE. A Customer Satisfaction survey was completed from CSE in 2016. In the survey 64% of CSE customers participated and below you can see the most important results:

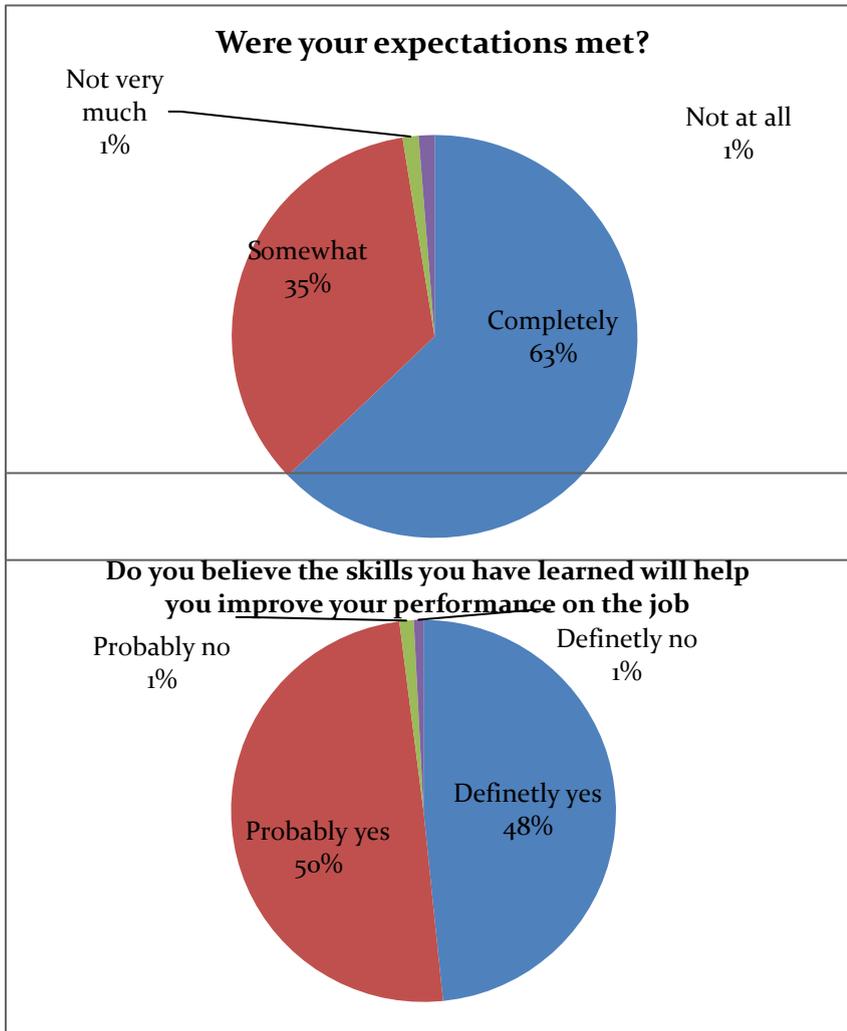
87% of our customers said that CSE has the expert technical knowledge to cover their needs

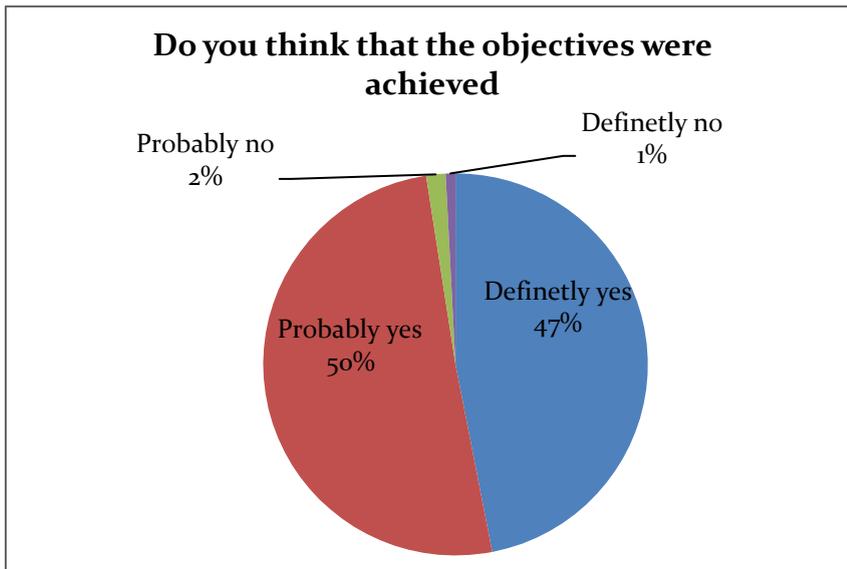
82% of our customers believe that our best quality is our immediate response to their needs

CSE conducts customer satisfaction services every three years, so the next survey would be held in 2019.

Additionally in all trainings there is training evaluation form. At our annual strategy meeting we review all results and take improving actions. On the diagrams that follow, we have included the

answers to some of our feedback questions, from all our trainings (open, in house, Europe, USA, MENA) for the reporting years.





### Procurement Practices

In the ongoing efforts of our company to contribute to sustainable development of local communities, our primary pursuit is the selection of suppliers with good reputation, transparency and excellent products or services in the local market.

*“90% of all CSE suppliers are local.”*

### Customer Privacy

CSE takes the privacy and confidentiality of our clients, our partners and employees very seriously. CSE respects the privacy rights of our clients, partners and employees and has always been committed to protecting all personal information in our possession or control. CSE is accountable for all personal information in our possession or control. This includes any personal information that we receive directly, for example, from individual clients, partners and employees, as well as individuals' personal information that we may receive indirectly, for example, through clients. In most instances, CSE will collect, use or disclose personal information about clients only for the purpose of providing professional services.

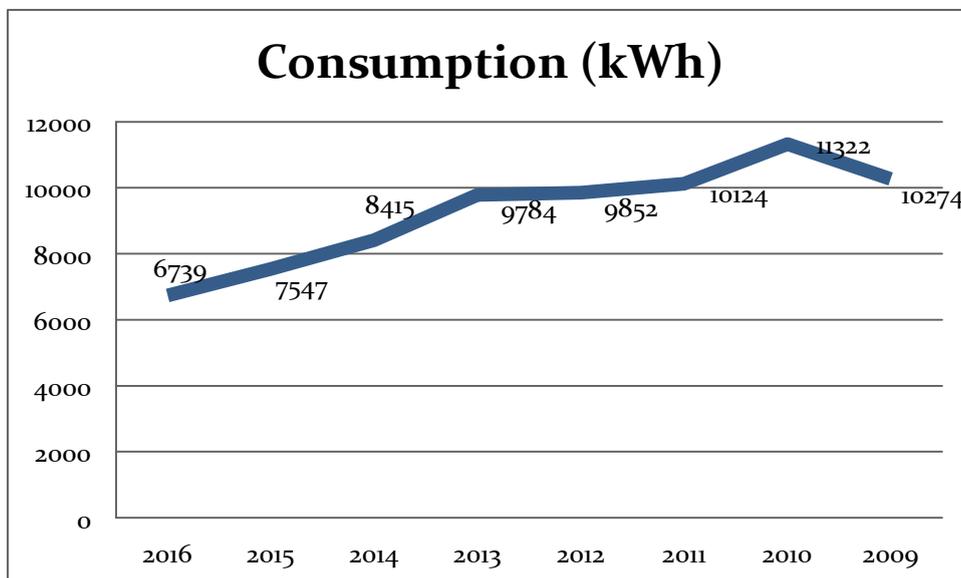
### Environment

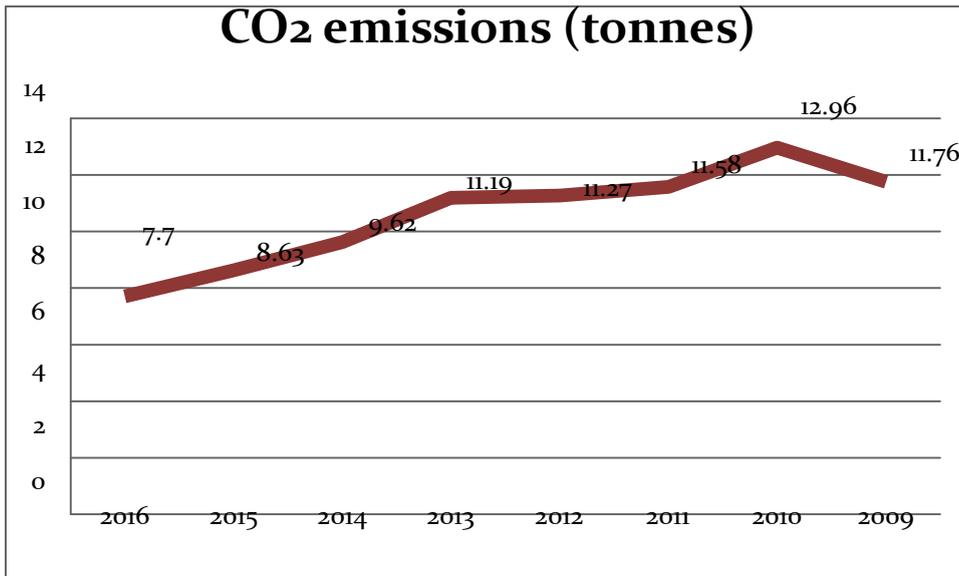
The Environment is one of the main pillars on which the CSE is active. Our organization has repeatedly demonstrated that its function becomes more environmentally friendly. CSE closely monitors actions related to environment and climate change and incorporates them into its strategy of the commitments about sustainable development.

## Energy and emissions

CSE organization totally consumed 22.701 kWh during the period 2014-2016.

Period	Consumption (kWh)	CO2 emissions (tons)
2016	6739	7.7
2015	7547	8.63
2014	8415	9.62
2013	9784	11.19
2012	9852	11.27
2011	10124	11.58
2010	11322	12.96
2009	10274	11.76





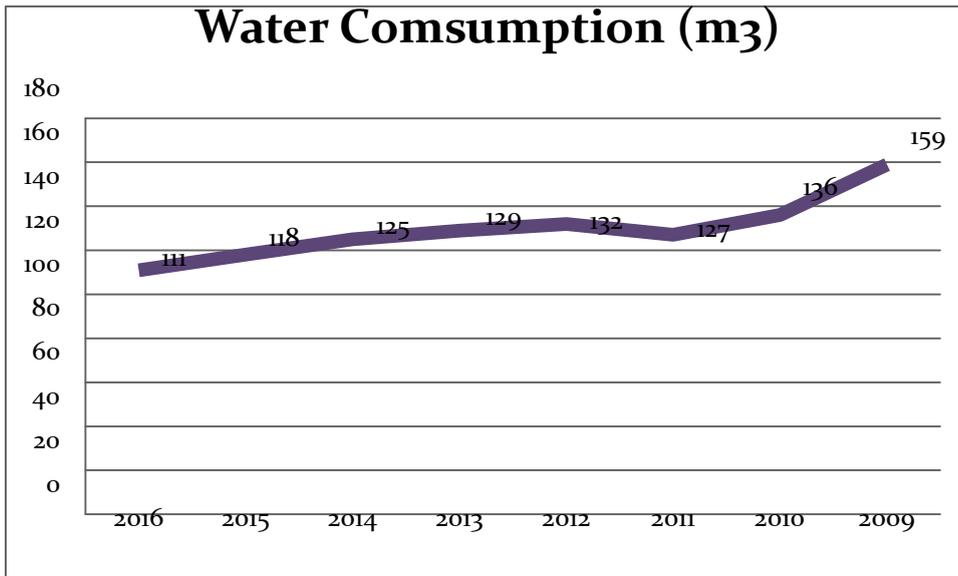
#### Effluents and Waste

Our organization uses 100% recycled paper. In particular, for the years 2014-2016 have printed 42.917 sheets recycled paper. As recycling is one of our main concerns, our company continues to recycle plastic and paper in a percentage of 40%.

#### Water

Water consumption of the organization can be seen in the table and diagram below.+

Period	Consumption (m3)
2016	111
2015	118
2014	125
2013	129
2012	132
2011	127
2010	136
2009	159



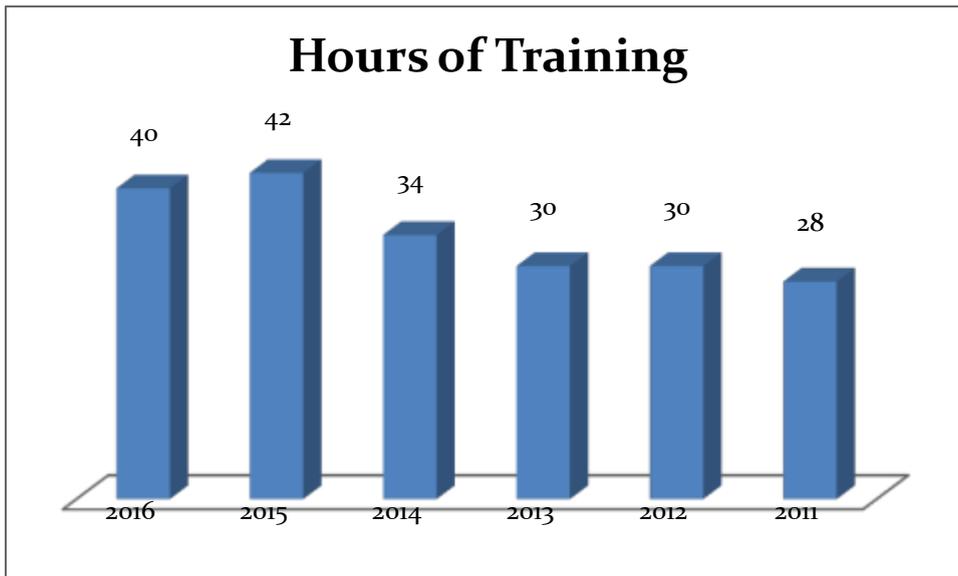
### Transport

Period	Commercial Air Travel (Km)	Automobile –petrol (km)	Public Transport (km)
2016	60847	51685	41400
2015	58462	5397	35600
2014	58719	5423	40800
2013	54964	5697	42300
2012	56218	6217	43200
2011	62542	5423	45800
2010	45581	5224	46000
2009	55336	9680	43560

### Commitment to society

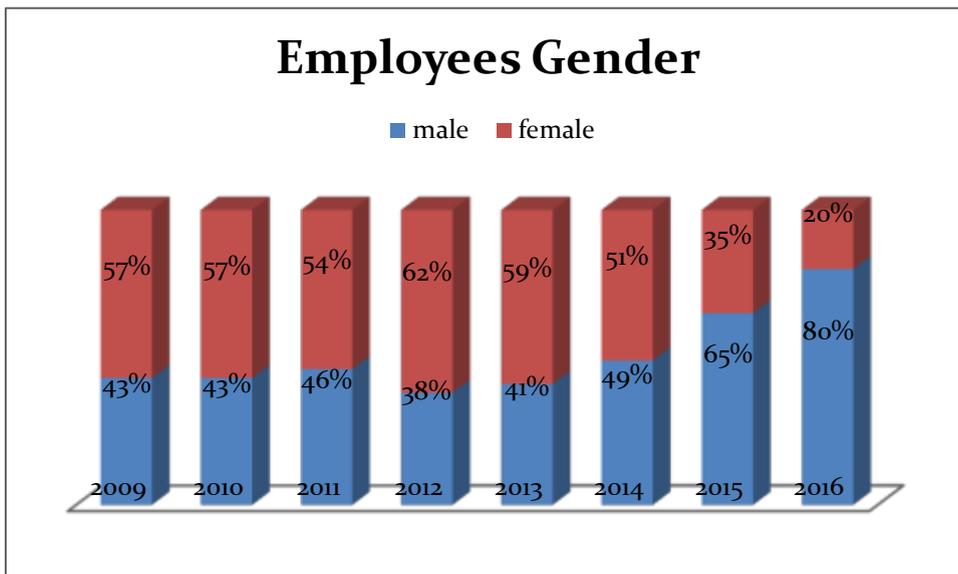
#### Training & Education- Employees Development

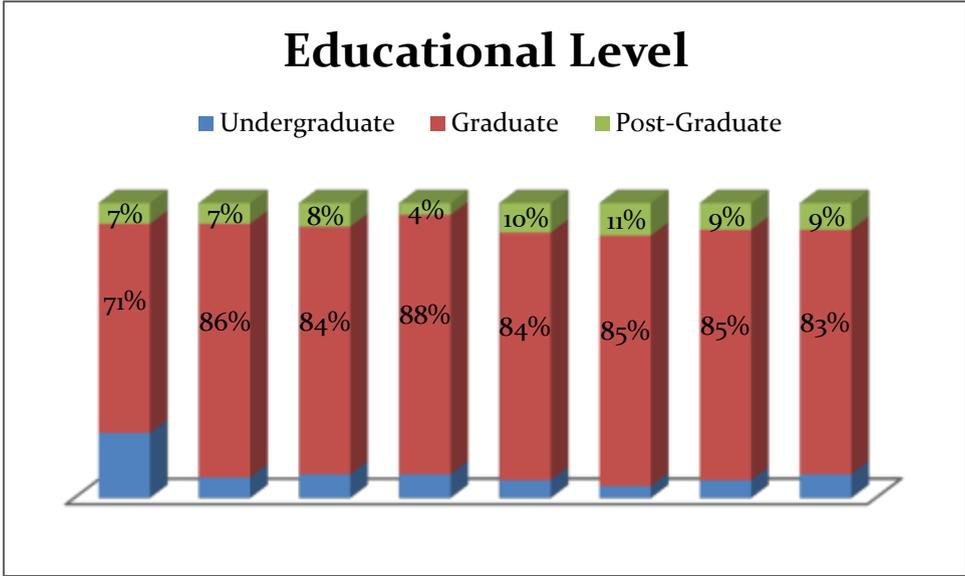
The average time of training hours per employee was 34 hours annually in 2014, 42 hours in 2015 and 40 hours in 2016.



#### Diversity & Equal Opportunity

During the last 3 years, 7 different nationalities have been worked and partners for CSE (American, UAE, British, Serbian, Moldovan, Greek, Japanese)





## Appendices

### Appendix I: Material Aspects and Boundaries

MATERIAL ASPECTS AND BOUNDARIES		
Material Aspects	Boundary inside CSE	Boundary Outside CSE
<b>Ethics integrity</b>	CSE Employees Clients Suppliers Community	
<b>Customer satisfaction</b>	CSE Employees Clients	
<b>Customer's privacy</b>	CSE Employees Clients	
<b>Employees' commitment</b>	CSE Employees	
<b>Stakeholders dialogue</b>	CSE Employees Clients Suppliers Community	
<b>Commitment to society</b>	CSE Employees Clients Suppliers	

## Appendix II: UN Global Compact Table

	<b>Principles</b>	<b>Our actions to implement these Principles</b>
<b>HUMAN RIGHTS</b>	<i>Businesses should support and respect the protection of internationally proclaimed human rights</i>	Since CSE is an international organization with offices in Europe and USA, we comply with the European Union and US laws, in reference to human rights. We further ensure that our stakeholders and suppliers
	<i>Businesses should make sure that they are not complicit in human rights abuse</i>	based in countries of the European Union and USA comply with the same laws. In reference to our engagement with suppliers and partners, who originate and operate in countries outside the European Union, we assure that all relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organization with respect to human rights. We conduct regular (annual) assessments, analyzing various focus areas relevant to our suppliers and partners policy vis-à-vis their employees, their community and the environment in which they operate. More specifically, we request of our suppliers to meet standards for Sustainability (CSR) or international guidelines (e.g. SA8000, UN Global Compact, EFQM Framework for CSR, GRI).
<b>LABOUR</b>	<i>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</i>	In CSE, we support a multicultural environment and make no discrimination in terms of gender, religion and nationalities. CSE operates also with the assistance of affiliates, <b>who originate from diverse educational, racial and religious backgrounds</b> . Depending upon CSE needs for advisory services, for the projects we handle, we collaborate with an international network of experts, based in different regions across the world. We are a very diverse team, having members of five (5) different nationalities.
	<i>Businesses should uphold the elimination of all forms of forced and compulsory labour</i>	CSE welcomes <b>interns in its workplace</b> . Our interns come from different educational, racial and religious backgrounds. A guide has been developed that outlines the key information interns need (induction manual). Furthermore, on-going weekly coach-mentoring sessions are being run by their line manager.
	<i>Businesses should uphold the effective abolition of child labour</i>	We recognize the importance of employee development and understand that the knowledge and skills of our employees are the company's most important assets. According to CSE HR policy, we offer partial funding for Certified Trainings (part-time mode) to our employees after at least 18 months of co-operation, giving them the opportunity to extend their knowledge level, encouraging employee development. Moreover, <b>CSE takes an active role in enriching employees' knowledge</b> and understanding of CR and sustainable development. The implementation of in-house training workshops provides a concrete part of CSE innovative and practical application of Sustainability (CSR) practices and methodologies.
	<i>Businesses should uphold the elimination of discrimination in respect of employment and occupation</i>	
	<i>Business should support a precautionary approach to environmental challenges</i>	CSE keeps <b>records of energy, water and paper consumption, business travels and ways of transport</b> in order to measure our CO2 emissions. In parallel to our offsetting activities, we are dedicated to an <b>environmental management strategy</b> with the goal of minimizing our environmental footprint and continuing to offset our emissions in order to maintain our status as a climate neutral organization.
	<i>Business should undertake initiatives to promote greater environmental responsibility</i>	



<p><i>Business should encourage the development and diffusion of environmentally friendly technologies</i></p>	<p>According to our Sustainability Policy and our Stakeholder code of conduct, CSE takes actions such as:</p> <p>CSE has implemented an office recycling scheme in which signatories of CSE Stakeholder Code of Conduct dispense waste material accordingly. Bins for paper, plastic, glassware and metals have been placed in our office premises enabling easy access to recycling. Furthermore, all recycled material is disposed in recycling bins placed by the Municipality in the neighborhood where our offices are located.</p> <p>CSE has installed environmentally responsible software to its printing utilities that save ink, paper and reduce operating cost. For the period</p>
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