



100 Best Practices

in Corporate Social Responsibility

A Series of 100 Best Practices • Volume IV

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The Protection  Project

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The Protection Project

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Introduction

For almost 15 years, *The Protection Project* has worked to promote the adoption of stronger human rights legal frameworks around the world and has conducted programs aimed at protecting vulnerable populations from abuse and exploitation.

Reflecting the international legal development led by John Ruggie, former UN Secretary-General's Special Representative for Business and Human Rights, and his Protect, Respect, and Remedy Framework, *The Protection Project* has since 2011 extended its work to the role of the private sector in respecting labor standards and upholding human rights.

Following a series of consultations with experts in the field of corporate social responsibility (CSR) and with business representatives in 2013, it became apparent that more research was needed to assist companies and the academic community in evaluating existing CSR initiatives and acquiring the knowledge base to develop effective and sustainable CSR programs. *The Protection Project* decided to attempt to contribute to this effort. This publication is the result of one and one-half years of research and analysis.

Feedback is welcome on all aspects of the publication and can be offered through *The Protection Project* website.

Methodology

The publication lists 100 examples of corporate social responsibility (CSR) initiatives undertaken by multinational enterprises and by small and medium-sized enterprises around the world. Among these are 10 examples of initiatives undertaken in the Middle East and North Africa, a region where CSR is still in its infancy and guidance is much needed.

The 100 CSR initiatives were selected among thousands utilizing six criteria:

1. *Time*: The CSR initiative has been running for at least three years.
2. *Coherence*: The internal practices of the company are coherent with the CSR initiative.
3. *Awareness*: The CSR initiative raises awareness on issues that have the potential to positively affect society as a whole and not only a single community.
4. *Relevance*: The CSR initiative addresses the needs of the local community.
5. *Beyond Compliance*: The CSR initiative goes beyond what is required by law.
6. *Transparency*: The company regularly reports on its CSR activities and has an internal mechanism to evaluate the impact of the initiative.

To identify the best among the CSR initiatives which respected the above criteria a score from 1 to 3 was assigned to each indicator:

1. *Time*: 3 for any initiative that was in place for at least 3 years, 2 for those already in their second year, and 0 for initiatives that were still in their first year
2. *Coherence*: 1
3. *Awareness*: 1
4. *Relevance*: 2
5. *Beyond Compliance*: 3
6. *Transparency*: 2

Each initiative was subsequently ranked on a scale from 0 to 12. The initiatives which scored 8 or above were considered for inclusion in the 100 best practices. Due to the importance of the issue in the CSR literature, initiatives that did not comply with the fifth indicator (Beyond Compliance) were not included, regardless of the score, unless other compelling reasons existed.

Finally, for ease of reference, the initiatives were subdivided into seven categories: human rights, fair trade and supply chain, education and culture, health, environment, professional development and workforce, and community development, the industries most affected by the growing CSR global movement.

Acknowledgements

This publication was developed entirely by the staff of *The Protection Project* and its affiliates.

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Finally, I would like to thank the students of the Johns Hopkins University School of Advanced International Studies for contributing to the research, including Katrina Nicole Drayton, Erik Ivar Hansen, Samuel Lee, and Joseph Recht.

I hope you will find this publication useful and educative.

A handwritten signature in black ink, appearing to read 'M. Mattar'.

Mohamed Mattar
Senior Research Professor of International Law
and Executive Director,
The Protection Project

PART I

Human Rights

1. Avon Foundation for Women

Speaking Out for Women

Worldwide

Avon Foundation for Women devotes its efforts to two major causes: preventing domestic violence against women and fighting breast cancer. To help bring the topic of domestic violence out of the shadows, the Avon Foundation for Women launched *Speak Out against Domestic Violence*, an initiative that aims to build awareness, to educate, and to improve prevention and direct service programs. In 2012, the Domestic Violence Survivor Empowerment Program supported more than 450,000 women. In 2013, in the United States alone, the foundation raised nearly US\$38 million for the initiative.

To help the fight against cancer, since 1992, the *Avon Breast Cancer Crusade* has raised over US\$815 million and donated to breast cancer programs around the world. The *Crusade's* work supports three main areas: scientific research, safety net access-to-care programs for the medically underserved, and outreach programs focused on education and screening. Among the activities organized by Avon to raise awareness and funds are the *Walk around the World for Breast Cancer* and the sale of pink ribbon products.

Source:

<http://www.avonfoundation.org>

2. Electrolux

Promoting Ethics and Collective Responsibility

Worldwide

In 2011, Electrolux launched its *Ethics Program* with the goal of protecting human rights and preventing corruption within the company. The first region to be involved was Latin America. The following year, the initiative was extended to seven European countries. To achieve its objective, the company promotes ethics trainings for its workers. Electrolux has also implemented a whistle-blower system that allows employees to report suspected misconduct in local languages, either through a call center or through a Web portal, with the option of anonymity (except for countries where local laws require the identification of the whistle blowers).

Electrolux's helpline is managed by an external provider that reports to a group of representatives from different departments inside the company. When a report is made, an initial review is carried out, followed by further investigation by personnel trained to uphold principles of confidentiality, independence, and efficiency. In 2012, about 140 reports were recorded through the whistle-blowing system, and 125 of them were further investigated.

Source:

<http://annualreports.electrolux.com/2012/en/sustainability/griindex/so28anticorruptiona/so2-8-anti-corrupti.html>.

3. Google

Collaborating for a Better World

Worldwide

Organized crime and corruption are present all over the world, but they are not always easy to expose because of lack of information. However, all illicit networks, such as human trafficking, drug trading, and weapons smuggling, tend to leave a trail of registered dummy companies. Since 2012, Google has worked with the nonprofit Organized Crime and Corruption Reporting Project to build a database, called *Investigative Dashboard*, that allows journalists, researchers, and members of civil society to search public records. The main concept is that—by mapping connections between companies and exposing them—the users of the database can help disrupt transnational organized crime and corruption.

The idea of Investigative Dashboard was developed during the 2012 Google Ideas Info Summit, when experts, technologists, and survivors of human trafficking came together to discuss the problem. Google Ideas connects users, experts, and engineers to develop technology-driven initiatives that contribute to solving critical issues faced by people in times of conflict, instability, or repression. Those solutions are often open sourced, thereby enabling others to repurpose them for new markets or different problems.

4. Home Depot

Providing Housing and Dignity for American Veterans

United States

Acknowledging the backdrop of increasing financial and physical hardships faced by returning veterans in the United States, Home Depot launched an initiative in 2011 to provide housing to this population. So far, the program has contributed to the construction or remodeling of 2,100 housing units, many of them accessible to persons with disabilities, with an investment of US\$27 million. With a five-year plan, the company expects to invest a total of US\$80 million in the program.

Home Depot counts on many partners to implement this initiative. The company's employees frequently donate time to the program, and part of the investment is dedicated to the sponsorship of nongovernmental organizations that focus on repairing, remodeling, and maintaining affordable housing to veterans and their families.

Source:

<https://corporate.homedepot.com/CorporateResponsibility/HDFoundation/Pages/default.aspx>

5. IKEA

Improving the Lives of Refugee Children

Worldwide

The main focus of IKEA's corporate social responsibility program is children's human rights. The company supports organizations that are dedicated to helping children in the poorest regions of the world so they can have better education and higher living standards. The initiatives implemented by the organizations supported by IKEA involve building better homes for refugee children and their families, fighting the root causes of child labor, and empowering women and girls.

To improve the shelter conditions and educational opportunities of refugee children living in camps in Bangladesh, Ethiopia, and Sudan, IKEA donated €73 million to the United Nations Refugee Agency. In 2013, the company also donated €3 million to the organization Doctors without Borders to help provide medical care for nearly 150,000 Syrian refugees.

Source:

<http://www.ikeafoundation.org/programmes/building-a-better-home-for-refugee-children-and-families/>

6. Kellogg

Providing Food for the Body, Food for the Mind

Worldwide

In early 2013, Kellogg launched an initiative called *Breakfasts for Better Days*, which focuses on hunger relief. The program was inspired by a survey in which four out of five teachers claimed that their pupils came to school hungry. Since 2013, Kellogg has been providing cereal breakfasts for children and their families through schools and other institutions in different parts of the world. Through 2016, the company expects to distribute US\$1 billion in grants connected to *Breakfasts for Better Days*. The beneficiaries of the program receive product donations as well as education and in-kind support.

Furthermore, independent breakfast providers in New Zealand, Spain, the United Kingdom, and other countries participate in the initiative by engaging local schools to donate products and to educate children as a means to reduce hunger.

Source:

<http://newsroom.kelloggcompany.com/2013-02-25-Kellogg-Company-Launches-Breakfasts-for-Better-Days-Hunger-Relief-Initiative>

7. Marriott Hotels

Training Employees to Prevent Human Trafficking

Worldwide

Marriott Hotels is part of a transnational effort to identify and prevent human trafficking. To this end, the company trains its employees to recognize warning signs of potential human trafficking among staff and clientele. The training, which is mandatory in all Marriott-managed properties, has covered more than 144,000 employees so far and is offered to all Marriott franchise properties worldwide.

In addition, since 2006, the company has included the *Responsible Tourist and Traveler* brochure in more than 60 million reservation e-mails sent to Marriott guests every year. This initiative was developed in partnership with the United Nations World Tourism Organization and the International Tourism Partnership's Human Trafficking Working Group.

Source:

<http://www.marriott.com/Multimedia/PDF/Corporate/HumanRightsCommitment.pdf>

8. Sabre

Uniting the Tourism Industry against Child Sex Trafficking

Worldwide

In 2012, Sabre, a global business-to-business tourism company, launched *Passport to Freedom*, a comprehensive initiative that seeks to unite the travel and tourism industry to fight child sex trafficking. The program combines advocacy, training, and collaboration with other partners in the tourism industry, as well as with governments and nongovernmental organizations (NGOs). The initiative offers online training to all 10,000 Sabre employees, provides information to Sabre customers about how to spot and report possible instances of trafficking, and helps educate and involve industry professionals.

The program contains public advocacy components including legislative support and participation in NGO and government initiatives. At the same time, the program established a scholarship program that provides job training and possible employment in the travel industry for human trafficking survivors.

Source:

http://www.sabre.com/home/about/corporate_responsibility/passport_to_freedom/

PART II

Fair Trade and Supply Chain

9. The Body Shop

Promoting Community Fair Trade

Worldwide

In 1987, the cosmetics company The Body Shop launched its *Community Fair Trade* initiative. The program's main goal is to identify suppliers of key accessories and ingredients among small producer groups in developing countries, thus promoting economic development in those regions.

The company's preferred suppliers are small-scale farmers, traditional artisans, and rural co-operatives, with whom The Body Shop maintains a relationship based on fair trade principles. The shea butter used in the company's products comes from Ghana and is supplied by an association of almost 500 women who use the money to fund medical care, housing, and education in 11 villages. From Bangladesh, the company buys handmade grass baskets that are supplied by more than 1,800 families who are part of more than 40 artisan groups. Today, 85 percent of The Body Shop's product range contains *Community Fair Trade* ingredients, and the program benefits more than 320,000 people in 21 countries worldwide.

Source:

<http://www.thebodyshop.com/values/CommunityFairTrade.aspx>

10. H&M

Moving toward a Fair Fashion Industry

Worldwide

The fashion industry is often criticized for employing forced labor and for inhumane working conditions in its factories. To address this problem, H&M maintains a team that audits thousands of factories every year, promotes training activities, and interviews workers, thus monitoring and supporting improvements in its suppliers. The company has also established an essential target for its strategic suppliers: by 2018, each supplier must have pay structures in place that provide a fair living wage to all its employees. The company estimates that this policy will affect about 850,000 textile workers in different regions of the world.

In addition, H&M educates workers on wage negotiation to better prepare them to negotiate with factory owners. In the next five years, the company also aims to buy 100 percent of the production of two factories in Bangladesh and one in Cambodia. During that time, H&M will guarantee fair wages, encourage dialogue between the employer and the workers' representative or union, and implement a reformed system to improve sustainability and human resources management. In implementing this project, the company expects to develop best practices that can later be transferred to other suppliers.

Source:

<http://about.hm.com/en/About/sustainability/commitments/responsible-partners/working-conditions.html>

11. MillerCoors

Preserving Water to Guarantee a Better Future

United States

MillerCoors, a beer producer and large consumer of water, partnered with the nonprofit Water as a Crop to support the vulnerable watershed areas of the Trinity River Basin in Texas. The goal of the company, which has a brewery in the region, is to encourage private landowners to invest in water management and preservation techniques that will benefit the entire community. The Trinity River Basin supplies water to 40 percent of the state's population, and most of the area in the watershed is privately owned. Recently, the basin experienced a decrease both in water quality and in the volume supplied to residents. To improve the situation, the program sponsored by MillerCoors reimburses farmers and landowners who invest in water preservation, water runoff management, or wildlife conservation techniques.

Source:

<http://www.millercoors.com/GBGR/Environmental-Stewardship/Water-Stewardship.aspx>

12. Nestlé

Sharing Value and Empowering Women

Worldwide

In 2013, Nestlé's program *Creating Shared Value* provided training to about 300,000 farmers around the world. Nestlé's capacity-building programs, which have a special emphasis on women farmers, focus on training and supporting farmers who deal with and need to understand seed and plant propagation techniques, soil fertility and plant nutrition, postharvest processing and storage, and efficient use and conservation of water.

Along with the training program, Nestlé evaluates the sustainability effects of its suppliers through the *Response-Inducing Sustainability Evaluation* (RISE) program, which was established in 2000. The RISE tool evaluates the sustainability of farm operations through 10 indicators, which are then discussed with the farmers. If changes need to be made, Nestlé helps the producers understand and implement them. Through such practices, Nestlé helps train and maintain its supply chain while simultaneously supporting small and medium-sized farmers around the world in their efforts to be more efficient and more environmentally friendly.

Source:

http://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle-csv-full-report-2013-en.pdf#page=111

13. Starbucks

Making Fair Prices a Daily Habit

Worldwide

In 2012, 93 percent of Starbucks's coffee was ethically sourced through *Coffee and Farmer Equity* (C.A.F.E.) Practices, a set of sustainability standards verified by third party experts. The company's goal is to source 100 percent of its coffee this way by the end of 2015. The C.A.F.E. Practices were developed through Conservation International and include social, environmental, and economic standards for sourcing and purchasing. Starbucks provides yearly impact reports and assessments from third-party evaluators about the company's use of fair trade purchasing worldwide. As a purchaser of more than 500 million pounds of coffee annually, the company has taken steps to honor its commitment through farmer support centers, loan programs, and forest conservation efforts.

Source:

<http://www.starbucks.com/responsibility/sourcing/coffee>

PART III

Education and Culture

14. Acer

Using Technology for a Brighter Future

Europe

Acer, a company that specializes in personal computers, teamed with European Schoolnet in 2010 to provide netbooks to schoolchildren across Europe. This initiative is motivated by the need for new educational technologies in classrooms, as well as by the school districts' current inability to provide new computers for students due to lack of resources.

The initiative involves 40 classes in France, Germany, Italy, Spain, Turkey, and the United Kingdom. Each class is offered 30 netbooks for students, 5 notebooks for teachers, and 1 classroom computer with a server. Interactive whiteboards and projectors are available to allow common access to all the classroom activities and content. More than 8,000 students and instructors have participated in the program. In all, 10,000 computers were distributed. The computers are also used to collect data for future projects and for an evaluation of the educational technology needed across multiple grade levels. Acer and European Schoolnet are now planning a follow-up project that will involve tablets in an effort to continue increasing access to new technology in classrooms.

Source:

<http://www.acer-group.com/public/Sustainability/community/involvement-1.htm>

15. AMD

Gaming beyond Entertainment

Worldwide

The computing company AMD leverages its institutional knowledge of technology in its signature CSR initiative, *Changing the Game*. The program is designed to take “gaming beyond entertainment, and to inspire youth to learn,” teaching kids how to develop their own video games.

The program focuses on development of games concerning relevant social issues, such as the environment. Thus, the programming not only teaches science, technology, engineering, and math skills, but also expands awareness of other critical social problems. The initiative was launched in 2008 and has since spread to more than 50 programs worldwide. More than 100,000 students have been engaged in *Changing the Game* so far.

Source:

<http://www.amd.com/en-us/who-we-are/corporate-responsibility/community/changing-the-game>

16. Attijariwafa Bank

Bridging the Digital Divide in Morocco

Morocco

Improving education in Morocco is a commitment of the Attijariwafa Bank, which invests in all levels of education through its CSR program. In 2013, the bank partnered with Care International Morocco to restructure and improve preschool systems in disadvantage districts. Earlier, in 2009, Attijariwafa Bank was one of the founders of the Al Jisr Association, created to reduce the digital divide in Moroccan society by bringing together schools and businesses. Since then, the bank has sponsored several schools and donated thousands of computers and other kinds of hardware.

The Attijariwafa Bank also helps prepare high school students for admission exams to the most prestigious engineering and business schools in the country. Furthermore, in 2007, the bank was one of a group of organizations that launched the International Masters in Banking and Financial Markets, which allows students to obtain a dual Moroccan-Spanish qualification, awarded by Casablanca's Hassan II University and Cantabria University in Spain.

Source:

http://www.attijariwafabank.com/ESPACEFINANCIER/Documents/RSE_2012_AWB_VAng.pdf

17. AT&T

Inspiring Students, Aspiring to a Better Tomorrow

United States

The *AT&T Aspire* program is committed to reducing the school dropout rates for American students. To achieve its goal, the initiative helps institutions innovate in their teaching approach and gadgets. Since 2008, AT&T has supported more than 1,000 organizations, including school districts, higher education institutions, and education-serving nonprofits. The investment in educational programs between 2008 and 2016 is expected to reach US\$350 million.

The company also involves employees in the cause. As part of *AT&T Aspire*, they are invited to share life skills, personal stories about their career path, and advice to help students succeed academically. Employees can choose to mentor at work, at school, or online. Through *Aspire Mentoring Academy*, similar mentoring opportunities are offered in several education and dropout prevention nonprofits, including Big Brothers Big Sisters, Boys & Girls Clubs of America, Communities in Schools, Jobs for America's Graduates, Junior Achievement, and We Teach Science.

Source:

<http://about.att.com/content/csr/home/people/aspire/ama.html#sthash.J5Ug8BD4.dpuf>

18. Canon

Preserving Ancient Culture

Japan

Canon, the technology company famous for its cameras, has partnered with the Kyoto Culture Association to help preserve Japanese cultural assets, including paintings on folding screens and sliding doors. Canon contributes to the *Tsuzuri Project* with its input, color-matching, and output technologies.

Begun in 2007, the project has resulted in the creation of 21 high-quality facsimiles of ancient Japanese art. This initiative allows the originals to be carefully preserved while the reproductions go on display or are used for educational purposes.

Source:

<http://www.canon.com/csr/report/pdf/sustainability2014e.pdf>

19. Dell

Preventing Vulnerability through Technology and Education

Worldwide

Dell partners with organizations around the world as part of its *Youth Learning Initiative*. Recognizing the 72 million children worldwide who are not in school and who lack the necessary conditions and resources for good-quality education, Dell works directly with nonprofit organizations to aid this vulnerable population.

The initiative offers both grant funding and the company's latest technological products. Furthermore, Dell volunteers provide continued support and maintenance to each local project. The company also aids communities in addressing other issues, such as food security, that may hamper the learning process. In 2013, the initiative reached more than 500,000 students in 16 countries and trained more than 15,000 educators.

Source:

<http://www.dell.com/learn/us/en/uscorp1/power-possible-learning>

20. Eczacıbaşı

Giving Art for All

Turkey

Eczacıbaşı, a prominent Turkish industrial group founded in 1942, is an active sponsor of culture and arts. The group is the founder and core collection donor of the Istanbul Museum of Modern Art, Turkey's first private museum of modern and contemporary art, established in 2004. The museum promotes the Turkish public's appreciation for modern and contemporary art. It also contributes to the production of new work and shares Turkey's artistic creativity and cultural identity with global audiences.

In addition, the Eczacıbaşı Group supports Istanbul's festivals of music, film, jazz, and visual arts, as well as its arts and design biennials. The group has also maintained the Vitra Ceramic Arts Studio since 1957, with the goal of encouraging ceramic artists and promoting public appreciation of this medium.

Source:

<http://www.eczacibasi.com.tr/en/press-room/news/the-museum-that-changed-TurkishArt>

21. Enel

Promoting Sustainable Practices That Start at School

Worldwide

Enel's *PlayEnergy* initiative is an educational project that involves classrooms around the world with the objective of spreading a responsible energy culture among new generations. The nine-year-old initiative promotes educational games, experiments, and field trips to teach the three stages of energy use: consumption, distribution or transmission, and production of electricity.

The power company's program is designed to raise awareness in young people about how energy is gathered and distributed, as well as how to use it in a responsible and sustainable way. The initiative culminates every year with a competition in which classes from 10 countries present innovative projects for constructing cities of the future, for developing new forms of sustainable energy, and for improving energy consumption processes.

Source:

<http://playenergy.enel.com/contents/seleziona-lingua.aspx>

22. Ford

Providing Driving Skills for a Safer Life

United States

Ford Driving Skills for Life is an educational initiative launched by Ford in 2003 to raise awareness and to train people to practice safe driving. The program is devoted especially to young drivers, whose inexperience can pose threats to others' safety. Through the initiative, teens participate in hands-on driving clinics in their high school parking lots. They are taught to recognize hazards, to handle the vehicle in the safest way, to manage speed and space between vehicles, and to avoid distracted and impaired driving. In addition, the company's website offers safety guidelines for drivers and parents. Since its inception, the initiative has reached more than 500,000 U.S. high school students across 30 states.

Ford Driving Skills for Life also supplies patronage to other programs. Among them is Be in the Zone, which has two phases of training: (a) a hospital-based initiative that places students in an interactive program to experience an up-close look at what could happen as a result of unsafe driving practices and (b) a school-based program that encourages participants to carry out safe driving campaigns in their own schools.

Source:

<https://www.drivingskillsforlife.com/>

23. Honeywell International

Attracting Students to the Field of Science

Worldwide

Since 2006, Honeywell, a technology company that employs more than 22,000 engineers and scientists all over the world, has encouraged university students to pursue careers in science and engineering. With the *Honeywell Initiative for Science and Engineering*, the company exposes students from universities in different countries both to Nobel Prize-winning scientists and to its own top technologists and engineers.

More than simply attracting students to the scientific fields, the program aims at bridging the gap between engineering skills learned at the university level and business acumen required in today's workplace. The initiative has already reached students in 41 schools and has hosted 22 Nobel laureates.

Source:

<https://www.honeywellsience.com/overview/>

24. Ketchum

Spreading the Power of Literature

Asia

Ketchum has a long-term partnership with the nongovernmental organization (NGO) Room to Read. The public relations company works pro bono to support the NGO in its goal of building schools and libraries and supporting educational programs in Asia. In this effort, Ketchum donates the time of employees—both in the U.S. headquarters and in offices in other parts of the world—who have already contributed to a range of projects and initiatives, including the construction of a library in Nepal and the publication and distribution of 5,000 books in Laos. With the support of Ketchum, Room to Read has successfully raised funding to build its 10,000th library in 2010 and has distributed 11 million children’s books in other Asian countries.

In addition, Ketchum helped translate communication materials into Dutch, German, Japanese, and Mandarin to ensure that the NGO’s message can reach as many people as possible. Finally, Ketchum supported the Room to Read’s Twitter campaign to increase awareness of illiteracy during the International Literacy Days of 2010 and 2011.

Source:

http://www.ketchum.com/corporate_citizenship#ksr-2535

25. Lenovo

Partnering to Advance Education

Worldwide

Education is one of the most important targets in Lenovo's corporate social responsibility program. Recently named as the largest PC producer in the world, Lenovo and its employees dedicate time and money to improving access to education and raising the quality of education provided to children and youth all over the world. Supporting both K-12 and higher education, the company donates equipment and cash to schools and lends its expertise to organizations all over the world.

One of Lenovo's partners in this effort is the National Academy Foundation. In 2012, the Lenovo provided financial support to the foundation's effort to promote an innovative application development competition. Held as a pilot program in five high schools in the United States, the competition was designed to encourage students' interest in fields such as science, technology, engineering, and math. Lenovo also encourages volunteer work by its employees and provides grants to support nonprofit organizations where the volunteers become involved.

Source:

http://www.lenovo.com/social_responsibility/us/en/FY2013_Lenovo_Sustainability_Report.pdf#page=41&view=fit

26. MTN Nigeria

Living Well with Disabilities

Nigeria

MTN Nigeria is the largest mobile operator in Nigeria and West Africa, and in 2004, it created a foundation to develop corporate social responsibility initiatives with the goal of reducing poverty and fostering sustainable development in the country. Since then, people with disabilities have become one of the MTN Foundation's priorities. *The Skills Acquisition Project for Persons with Disabilities* offers courses in tailoring and bead making and in shoe making and welding, thus making the participants more employable and even able to set up their own businesses.

The foundation also offers scholarships to high-performing blind students in Nigerian-accredited universities, polytechnics, and colleges. Moreover, with the *Disability Support Project*, MTN provides mobility aids and appliances such as wheelchairs, crutches, guide canes, hearing aids, and Braille machines to people in need.

Source:

<http://foundation.mtnonline.com/economic-empowerment#toc4>

27. Philips

Improving Health in Simple Ways

Worldwide

Philips has established *SimplyHealthy@Schools*, which is a global initiative designed to teach and help students improve their health in simple ways. The program illustrates how to increase personal health and well-being by paying special attention to air, light, water, and oral hygiene, as well as to physical activity and environmental care. When those factors are improved, children perform better in school, and their overall mental and physical well-being improves. The goal of the program is to educate children from an early age about their lifestyle and what it takes to stay healthy. The program hopes to nurture attitudes and habits that will stay with children into adulthood.

In 2011, Philips expanded the program into more than 50 countries, reaching almost 140,000 students, going to more than 500 schools, and involving more than 6,000 employees on the ground and thousands more online. Participating schools receive a free energy-efficient upgrade of the lighting in their classrooms so they can teach children about sustainability issues and can reduce energy consumption while enhancing teachers' and pupils' sense of well-being.

Source:

<http://www.philips.com/about/sustainability/ourcommunities/simplyhealthyatschools.page>

28. RasGas

Partnering for Social Progress

Qatar

The corporate social responsibility program of RasGas, the Qatari liquefied natural gas company, is organized around four cornerstones—health, community, environment, and education—that the company considers to be the basic pillars of social progress. Through a partnership with Qatar University, the company works to increase interest in science among the country’s students. One initiative enables high school students to work with university professors and industry professionals to learn more about scientific problems in practical contexts.

At the same time, the *Life Is Engineering* program offers six-month training opportunities to young Qataris, with the goal of sparking interest in scientific, experimental, and research skills. The initiative culminates with the participants building and test-driving racing cars.

Employees are also involved in the program. Since 2009, the company promotes the *Bring a Book campaign*. In 2013 alone, workers donated 700 children’s books to the Al Shamal Preparatory and Secondary School for Girls.

Source:

<https://sustainability.rasgas.com/Community-engagement/Education>

29. Saudi Investment Bank

Investing in Education to Promote a Better Future

Saudi Arabia

Education is one of the main focuses of the Saudi Investment Bank's corporate social responsibility program. Through a partnership signed in 2012 with the nonprofit organization Injaz Saudi Arabia, the company provides training programs to orphans, aiming to prepare them to enter the labor market. The bank's initiatives focus on leadership skills, entrepreneurship, and cultural development. Since 2012, the activities benefited 570 participants.

The bank also targets young Saudi graduates all over the world, promoting career days not only in the country but also in places such as Washington, DC, and London. The participants are offered the opportunity to work at the bank and be trained in international banking standards. A partnership initiated in 2013 with the Institute of Banking in Saudi Arabia expanded the scope of this program, offering courses about banking and Islamic banking, as well as anti-money-laundering policies, to young graduates.

Source:

https://www.saib.com.sa/sites/default/files/sustainabilty_report_2013_lr.pdf

30. Sony

Expanding Scientific Knowledge for Every Age

Worldwide

The *Sony Science Program* has been in place for more than five decades and promotes children's interest in science and technology. Sony contributes funds, technology, and employee service to the CSR initiatives, thereby creating a comprehensive in-house program for children of different ages. Most events focus on hands-on learning to spark interest in learning and in developing technological skills for the future.

The activities provided through the program include workshops and visits to interactive science museums in Beijing, New York, and Tokyo, where children can learn about scientific principles and technology through demonstrations using Sony products and services. The program also involves career educational activities, which give children the opportunity to think about working with technology in ways that contribute to society, and contests and shows related to science.

Source:

<http://www.sony.net/SonyInfo/csr/ForTheNextGeneration/ssp/>

31. Target

Using Consumption to Support Education

United States

In 1997, Target launched its *Take Charge of Education* (TCOE), a corporate social responsibility program which allows customers to designate 1 percent of the purchases on their REDcard, a customer loyalty program card, to a K–12 school of their choice. There are no limits to the amount schools can receive or on what the schools choose to do with the money. With the help of its REDcard holders, Target has since donated US\$387 million to K–12 schools. In 2013 alone, more than 85,000 schools received a TCOE check, totaling more than US\$32 million in donations for the year.

In 2012, Target also donated US\$98 million for education through programs such as *Give with Target* (a Facebook campaign), local store and distribution center grants, and partnerships with reading-focused organizations.

32. Verizon

Preparing Students for a Life of Success

United States

In 2013, Verizon inaugurated a partnership with the International Society for Technology Education and created *Verizon Innovative Learning Schools* (VILS). The initiative is part of Verizon's efforts to use mobile technology to prepare students for success, particularly in the science, technology, engineering, and mathematics (STEM) fields. The VILS program, which combines teacher training with Verizon's mobile technology, has been rolled out in 24 schools.

The initiative trains teachers to incorporate mobile technology effectively in their classrooms in ways that improve lesson delivery and increase student access to coursework. By using mobile technology, especially for STEM courses, students are able to study wherever they can find a Wi-Fi connection, and teachers report higher rates of homework completion. A survey of VILS teachers in 2013 reported increased student engagement, higher academic achievement, and better proficiency with mobile technology among the students.

Source:

<http://www.verizon.com/about/responsibility/>

PART IV

Health

33. Abbott Laboratories

Promoting Nutrition as the First Step to a Healthy Life

China and Vietnam

One of the main corporate social responsibility programs of the North American company Abbott Laboratories is the *Abbott Fund Institute of Nutrition Science* (AFINS). The initiative, established in 2007, trains health professionals in China and Vietnam to advance clinical nutrition practices and to develop standardized nutritional guidelines. It also seeks to include nutrition in medical and nursing school curricula in those countries.

In China, almost 800 physicians and nearly 400 nurses and dietitians have already gone through training. In one of the Shanghai hospitals that benefited from the program, the complication rate associated with nutrition support therapy dropped from 1.4 percent to 0.45 percent since the training began. In Vietnam, AFINS developed a training curriculum for a one-year specialty program in clinical nutrition at Hanoi Medical University in partnership with the Vietnamese Ministry of Health.

Source:

<http://www.abbott.com/abbott-citizenship/upside-in-action/elevating-hospital-care-with-nutrition.html>

34. Areva

Strengthening the Fight against AIDS and Malaria

Worldwide

Areva is a nuclear power company that dedicates most of its corporate social responsibility efforts to fighting AIDS and malaria. The main focus of the Areva Foundation's program is research support, but it also contributes by training medical staff members—thus reinforcing knowledge in the health community—and by providing medical equipment to health units. The corporate social responsibility initiative is present in countries such as China, France, and South Africa.

Niger's Institut Pasteur is one of the main beneficiaries of the program. Through the organization, Areva trains health professionals, thus preparing them to act in accordance with the 2010 Niger National Plan to Roll Back Malaria. Additionally, Areva supports the monitoring of treatment effectiveness and, in particular, resistance to antimalarial drugs through intervention protocols suited to the epidemics encountered in Niger.

Source:

<http://www.areva.com/EN/group-3594/areva-foundation-supports-malaria-research-program.html>

35. Barilla

Educating Eating: Good for You, Good for the Planet

Worldwide

The *Double Pyramid* is a model developed by the Barilla Center for Food and Nutrition, Barilla's think tank, to serve as a reference model for its production chain and to educate people on improving their eating habits.

The model consists of two pyramids: one for the food of the Mediterranean diet and the other for the environment. In the Food Pyramid, foods are distributed in relation to what people should be eating. At the base of the pyramid are foods to be consumed daily, at the apex those to be consumed in moderation. In the Environment Pyramid foods are positioned according to their impact on the planet. An estimate of the environmental impact associated with each food was calculated by using the life-cycle assessment method. This pyramid takes into account the main stages of product life (from the cultivation of raw materials to the time of consumption), considering three environmental indicators: the carbon footprint, the water footprint, and the ecological footprint. Using this method, the Barilla Center for Food and Nutrition demonstrated that the foods at the base of the Mediterranean diet are also those with the lowest environmental impact.

The Barilla Center for Food and Nutrition has been disseminating the model through webinars, workshops, and international forums in areas of work such as health, sustainable growth, food culture, and accessibility to food.

Source:

<http://www.barillagroup.com/corporate/en/home/our-sustainable-model/sustainable-business-reports.html>

36. Baxter

Increasing Access to Health Care Worldwide

Worldwide

The Baxter International Foundation has as its main focus increasing access to health care worldwide, particularly for the disadvantaged communities near where the company's employees live and work. The foundation's strategy is to engage society through grants and awards that are dedicated to institutions that display excellence in community service and research.

One example of important work supported by the initiative is Project Hope in Shanghai, China. The program received a grant to pilot an innovative health care model that improves the efficiency and effectiveness of home-based assistance for elderly patients. In Dublin, Ireland, an organization named Child Vision received funds to support the salaries of two full-time equine therapists and a project manager for the first year of the organization's new equine program, which is dedicated to children in need of physical, speech, or occupational therapy.

Source:

<http://www.sustainability.baxter.com/access-to-healthcare/baxter-international-foundation.html#sthash.Ep0uZaD9.dpuf>

37. Bayer

Empowering Women through Family Planning

Africa

Family planning is the focus of Bayer's corporate social responsibility initiative, *HealthCare Pharmaceuticals*. Under the program, the company educates youth about contraception and about sexual and reproductive health with the goal of enabling them to make educated choices on family planning. In Uganda, since the beginning of the work in 2009, more than 7,100 pupils, 1,900 parents, and 340 teachers were supplied with important information about sexuality, contraception, and HIV prevention.

As part of the program, in 2013, Bayer provided the participant countries with 130 million cycle packs of contraceptive pills, 9 million ampoules for one- and three-month injections, and 3 million contraceptive implants. The contraceptives were produced specifically for the program and were sold at a low but cost-covering price. The result was an increase (from 25 percent to 90 percent) in adolescents who had sufficient knowledge about HIV/AIDS. Moreover, seven participating schools reported a significant decline in female dropout rates (from 118 in 2008 to 29 in 2011).

Source:

<http://www.bayerpharma.com/en/corporate-responsibility/family-planning/access-programs/>

38. Blue Cross and Blue Shield of North Carolina

Celebrating Women's Strength

United States

Since 1998, an exhibition has traveled around the United States that raises awareness about breast cancer. The *Button Chair* is part of the *Breast Health Project*, which was developed by the Blue Cross and Blue Shield of North Carolina Foundation, and it aims at promoting good health and early detection of breast cancer cases. Each Button represents a unique story of courage and strength of a breast cancer survivor or someone who lost her battle with the disease. The exhibition also presents breast cancer facts, resources, and information concerning mammograms and other breast exams. The exhibition is available and free to organizations working to educate the public about breast health through training, fundraising events, or awareness campaigns.

Source:

<http://gastoncancerservices.org/blue-cross-blue-shield-of-north-carolina-foundation-button-chair-exhibit/>

39. Bupa Arabia

Keeping Children Healthy

Saudi Arabia

Since 2011, Bupa Arabia, one of the largest health insurance providers in Saudi Arabia, offers its services free to orphans in the country. Currently, about 2,500 children from 26 orphanages in 14 cities are covered by the initiative and can have free access to health care. The goal is to reach the 3,000 orphans who live in orphanages and are sponsored by Saudi Arabia's Ministry of Social Affairs. Once the company reaches all the children in that group, Bupa Arabia intends to extend free health insurance to 7,000 other orphans who have already been adopted.

To improve the future of these young people, Bupa Arabia also offers them training programs, trying to match the participants to the areas they show interest in. The initiative involves financial rewards and the possibility of being hired for full-time jobs at the company after a training period.

Source:

<http://www.bupa.com.sa/English/AboutUs/Corporate-Social-Responsibility/Pages/Active-programs.aspx>

40. Campbell's

Providing Access to Fresh Food for Healthier Communities

United States

Campbell's *Healthy Communities Programming* is the company's main corporate social responsibility initiative which focuses on providing health care to communities in the neighborhoods of its primary operations. The initiative was launched in 2011 with a US\$10 million commitment over 10 years to help improve the community health by increasing access to nutritious food and safe places to exercise.

The initiative also promotes nutrition education and community empowerment. Since its launch, the company has contributed to the creation of 28 new sites for fresh food access, mobile farmers markets, cooking classes for youth and families, and many other initiatives in the states of Connecticut and New Jersey.

Source:

<http://www.campbellcsr.com/Opportunities/HealthyCommunities.html>

41. Colgate-Palmolive

Bright Smiles, Bright Futures

Worldwide

Since 1991, the program *Colgate Bright Smiles, Bright Futures* has provided children around the world with free dental screenings and oral health education. Today, the initiative's educational curriculum is available in 30 languages. The program also provides a platform through which Colgate's employees can volunteer to teach children how to brush and take care of their teeth.

In the United States, Colgate's classroom curriculum reaches nearly 3.5 million children in all 50 states each year, including 9 out of every 10 kindergarten students in the country. The initiative also has a fleet of mobile dental vans that travel to underserved rural and urban communities in the country to provide free dental screenings and oral health education to children in need. This part of the program reaches more than 1,000 towns and more than 10 million children yearly.

Source:

<http://www.colgate.com/app/BrightSmilesBrightFutures/US/EN/Our-Commitment.cvsp>

42. CVS Caremark

Enhancing the Lives of Children with Disabilities

United States

Children have always been one of the main targets of the *CVS Caremark* program, the company's corporate social responsibility initiative. In particular, through partnerships with nonprofit organizations—including children's hospitals and public schools—the *All Kids Can* program seeks to increase access to specialized medical and rehabilitation services for children with different kinds of disabilities.

In 2012, the initiative reached almost 5.8 million people, both children and their families. In addition to benefiting from the many partnerships sponsored by the program, such families can use the *All Kids Can* website and Facebook to access relevant insights, to get in touch with experts, and to learn about new information that help improve their children's daily livelihood.

Source:

<http://cvshealth.com/tags/all-kids-can>

43. General Electric

Enhancing Access to Health

United States

To address the problem that one in every five Americans lacks ready access to primary health care, in 2009 General Electric (GE) launched the *Developing Health U.S. program*. The initiative had an initial budget of US\$50 million and aims to increase access to primary care for underserved populations by partnering with independent, nonprofit health centers in communities across the United States. The initiative also gathers support from the company's employees and retirees, who can offer skill-based volunteer work. GE volunteers help by making videos to raise awareness and by providing marketing training to health centers to increase their efficiency and broaden their reach.

The initiative is part of *Developing Health Globally*, a GE program that covers 14 countries and affects 15 million people worldwide. Focus areas include maternal and infant care, surgical care, and emergency care, according to the needs of the area in which the program operates.

Source:

<http://static.foundation.gecitizenship.com.s3.amazonaws.com/foundation/files/2013/02/Developing-Health-fact-sheet-Jan-20131.pdf>

44. Henkel

Making an Impact on Tomorrow

Worldwide

Operating globally in three business areas (laundry and home care, beauty care, and adhesive technologies), Henkel has a well-established corporate social responsibility program that carries out various projects that suit the specific needs of communities across the world.

Under *Make an Impact on Tomorrow*, an initiative that began in 1998, the company's employees and retirees have already been engaged in more than 10,600 projects in more than 50 countries. Among the countries that benefit from this program is Laos. The country faces widespread problems with parasites that infect rural populations with diseases such as malaria. As part of *Make an Impact on Tomorrow*, Henkel provides soap and promotes hygiene training to children in rural schools, who are taught about the importance of washing their hands.

Source:

<http://www.henkel.com/sustainability/mit-initiative-27110.htm>

45. Johnson & Johnson

Texting for Moms and Babies

United States

Johnson & Johnson's corporate social responsibility initiatives are dedicated mostly to health issues. One example is *Text4baby*, which uses free text messages to spread maternal and child health information. Launched in 2010, *Text4baby* educates the public about maternal and child health, quickly provides referral sources and information to mothers in need, and answers questions through the mobile platform, thereby reaching more than 685,000 mothers in the United States. The initiative is especially helpful to low-income mothers, and an evaluation study showed that nearly half the participants have a household income below US\$20,000.

Among the benefits pointed out by women interviewed in studies about *Text4baby* were being able to recognize medical warning signs and being reminded of medical appointments and immunization deadlines. Women enrolled in the program were nearly three times more likely to believe that they were prepared to be new mothers than those in a no-exposure control group.

46. Kimberly-Clark

Helping Pregnant Women and Their Children

Worldwide

One focus of Kimberly-Clark's corporate social responsibility initiatives is the health of pregnant women and newborn children. The company developed a comprehensive program that involves childbirth classes for women who plan to give birth in public hospitals; training for community doulas who accompany mothers before, during, and after childbirth; and training for breastfeeding coaches.

Recently, Kimberly-Clark also donated more than US\$500,000 worth of medical equipment to Hospital Materno Infantil de San Lorenzo, a maternity hospital in Asunción, Paraguay. The donation was made through MedShare International, which has been Kimberly-Clark's partner for 10 years and has donated medical equipment and supplies not in use in the United States to hospitals in need in different parts of the developing world. The initiative in Paraguay is part of Kimberly-Clark's *+comUNIDAD community relations program*, which is based on three essential elements for the development of people's potential: health, education, and quality of life. The goal of the program is to maintain various sustainable initiatives that help improve the quality of life of the communities where the company operates.

Source:

https://www.kimberly-clark.com/ourcompany/community/success_stories/uruguay_paraguay.aspx

47. Merck

Improving Safety during Childbirth

Worldwide

Merck for Mothers is a 10-year, US\$500 million initiative launched by Merck to address one of the world's oldest and most preventable health tragedies: the death of a woman from complications during pregnancy and childbirth. The program works closely with governments, international organizations, health experts, and those on the front lines to apply Merck's business and scientific expertise to accelerate progress toward reducing maternal mortality. The initiative addresses the two leading causes of maternal mortality: postpartum hemorrhage (bleeding after childbirth) and preeclampsia (hypertensive disorders). The initiative also provides incentives for family planning, which is known to play an important role in reducing maternal mortality.

Since it launched *Merck for Mothers* in 2011, the company has pledged US\$105 million to initiate more than 30 projects in more than 20 countries and has collaborated with more than 75 implementing partners and advocacy organizations.

Source:

<http://www.merckresponsibility.com/access-to-health/key-initiatives/merck-for-mothers/>

48. New Times

Bringing Good News to Children in Need

Slovakia

In 2009, the newspaper New Times (Nový Čas), from Slovakia, launched the initiative *Heart for Children*. Through the program, the public can donate money to support specific children who have severe disabilities, have social needs, or are in critical life circumstances. The initiative is administrated by Pontis Foundation, which uses the funds to provide each child with what he or she needs (medical treatments and devices, for example). The rest of the collected funds are donated to nongovernmental organizations (NGO) or hospitals that work with children.

Besides creating the initiative, the newspaper has made two important contributions. First, it covers all the administration costs of the program, thereby allowing all donated money to be used to support children in need. Moreover, it publishes stories of children who can be picked by the public for targeted donations. Since 2009, 768 children have been directly supported by *Heart for Children*, and another 8,088 were benefited through donations to NGOs and hospitals.

Source:

<http://www.nadaciapontis.sk/heart-for-children-en>

49. Sanofi

Assisting Children with Cancer

Worldwide

Sanofi, a multinational pharmaceutical company, channels some of its corporate social responsibility initiative through its foundation, the Sanofi Espoir Foundation. *My Child Matters* is one of Sanofi's banner initiatives. The goal of the program is to improve survival rates for children with cancer in low-resource countries. Launched in 2005, the initiative is a public-private partnership between the Sanofi Espoir Foundation and the Union for International Cancer Control.

The initiative combines financial support with research, training, and access to support networks for children, families, and care providers. Since its launch, more than 40 projects in 26 countries received support from Sanofi, 38,700 children have been treated, and 9,700 health care professionals have been trained.

Source:

http://en.sanofi.com/Images/35971_child_matters_2014-02-15_EN.pdf

50. SingTel

Touching Special Lives

Singapore

The SingTel *Touching Lives Fund* was launched in 2002 to consolidate the telecommunication company's community support activities. The *Touching Lives Fund* focuses on helping children and youth in Singapore with special needs, such as cerebral palsy, autism, other intellectual disabilities, or cancer. Between 2002 and 2015, the fund raised more than US\$24 million for 24 charities under the auspices of the National Council of Social Service. The program uses many fundraising methods, such as charity golf tournaments, the "fold-a-heart" fundraiser, and community races. The fund also includes donations and contributions from SingTel itself, its employees, its business partners, and members of the community.

In 2012 alone, the *Touching Lives Fund* raised US\$2.1 million that was used to support organizations such as APSN Tanglin School, MINDS Lee Kong Chian Gardens School, the Singapore Cancer Society's Help the Children and Youth Programme, and the Spastic Children's Association School. SingTel underwrites all fundraising and overhead costs, so every dollar contributed to the program goes directly to the charities.

Source:

<http://info.singtel.com/about-us/sustainability/singtel-touching-lives-fund>

51. The Walt Disney Company

Bringing Smiles to Hospital Patients

Worldwide

Each year, more than 600 *Child Life Council programs*, children's hospitals, and hospices around the world receive Disney hospital care packages for the children they serve. Filled with Disney toys, DVDs, books, Club Penguin memberships, and a Marvel custom comic book, these care packages help promote therapeutic play and provide a sense of comfort and normalcy to children during their hospital stay.

Disney also hosts screening parties and hospital visits by *Disney VoluntEARS*, a volunteer group of cast members and characters who raised more than 667,000 volunteer hours in 2013 alone. Disney also grants money to support the services provided by hospitals.

Source:

<https://thewaltdisneycompany.com/blog/disney-supports-childrens-hospitals-uptift-children-and-families>

PART V

Environment

52. 3M

Encouraging Prevention as a Key to a Healthy Environment

Worldwide

The office supplies manufacturer 3M instituted its *Pollution Prevention Pays* (3P) initiative in 1975, making 3P one of the longest-running corporate social responsibility initiatives in operation today. The basic philosophy of 3P is to reduce consumption of resources through the prevention of pollution.

The initiative has saved the company US\$1.7 billion and eliminated 3.8 billion pounds of pollution since its conception. Employees of 3M have also completed more than 10,000 voluntary 3P projects to reduce waste, including the redesign of adhesive electrodes, the prevention of solvent emissions in a Brazilian factory, and the development of reusable steel crates in the United States.

Source:

http://solutions.3m.com/wps/portal/3M/en_US/3M-Sustainability/Global/Environment/3P/

53. BMW

Educating Children for a Better Environment

South Africa

The environment is one of the main priorities of BMW's corporate social responsibility initiative. One of its most successful programs takes place in South Africa and focuses on increasing children's awareness of environmental issues and promoting social responsibility. Implemented in 1996, the *Schools Environmental Education Development* (SEED) project today benefits more than 60 South African schools.

Students in the participating schools, many of them from disadvantaged sectors of society, learn how to grow vegetables and how to plant and care for a garden. They also learn about hygiene standards. As part of the SEED initiative, each school takes on the responsibility of developing a long-term environmental project. Every year, the best three schools receive a financial award for their projects.

Source:

http://www.bmwgroup.com/e/0_0_www_bmwgroup_com/verantwortung/svr_2012/BMWGroup_SVR2012_ENG_Onlineversion_130513.pdf

54. Dolphin Energy

Promoting Environmental Awareness for Children

United Arab Emirates

The Qatari gas and oil company Dolphin Energy has the environment as the main point of its corporate social responsibility program. To raise awareness on the current challenges Dolphin partnered with the World Wildlife Fund (WWF) to launch *Beati Watani*, an online environmental education program for schools in the United Arab Emirates. Aimed at children from 6 to 14 years of age, the program introduces its users to Hamad and Ayesha, characters who teach them about different environmental concepts and issues, both local and global.

Beati Watani is the first ongoing environmental education tool devoted specifically to the United Arab Emirates. The program covers fauna, flora, and natural habitats and addresses climate change. It also gives tips for simple initiatives to be adopted by schools and in the children's homes.

Source:

<http://www.dolphinenergy.com/en/46/social-responsibility/the-environment>

55. KLM Royal Dutch Airlines

Flying High with Zero Pollution

Worldwide

In 2008, KLM Royal Dutch Airlines introduced a program called *COZZERO* that offers passengers a chance to offset their carbon emissions through a small surcharge on all KLM flights. The initiative enables KLM customers to compensate for their individual flight-related carbon dioxide (CO₂) emissions using a service integrated in the booking and online check-in process. The amount paid is directly related to the CO₂ used and offers one of the lowest offset rates in the industry (€5.95 per ton of CO₂).

KLM covers the overhead costs of the program, so all proceeds go directly to Gold Standard compensation programs. The Gold Standard is a quality mark for climate compensation projects that meet very strict criteria. This seal of approval was established in 2003 by a group of nongovernmental organizations such as the World Wildlife Fund (WWF). KLM is also recognized for having the best in-class fuel efficiency and for making contributions to biofuel research aimed at lowering the industry's carbon emissions.

Source:

http://www.klm.com/travel/us_en/about/co2/together/index.htm

56. Novelis

Recycling to Improve Lives

Worldwide

In 2011, Novelis, a world leader in rolled aluminum products, reinforced its sustainability efforts by committing to increase the use of recycled inputs to 80 percent by 2020. Recycled aluminum avoids 95 percent of the greenhouse gas emissions associated with primary aluminum production. In 2011, the company's use of recycled inputs was 33 percent, and in 2013, this number had grown to 43 percent.

Novelis already maintains recycling centers in Brazil and the United Kingdom, and in 2013, it opened a new one in Vietnam. This structure allows the company to connect with small aluminum collectors, who work on the streets of cities all over the world, instead of relying only on large dealers. With this strategy, Novelis not only moves closer to achieving its goal but also generates new jobs and supports the livelihoods of individual collectors and people working in small collection centers.

Source:

<http://novelis.com/sustainability/>

57. Patagonia

Paving the Way for a Cleaner Environment

Canada and United States

The outdoor clothing company Patagonia provides alternatives that allow its employees across Canada and the United States to reduce the environmental impact caused by their transportation to and from work. Patagonia's *Drive Less* program provides a monetary incentive to employees to carpool, ride a bike, skateboard, take public transportation, or use any means of transportation other than driving alone to work.

The initiative pays all Canadian and U.S. employees US\$2 per trip, up to two trips per day. Each employee can earn up to US\$500 (pretax) per year. In the first year, more than 900 employees participated. As a collective result, in that first year, Patagonia employees drove 690,000 fewer miles, thereby cutting carbon dioxide emissions by 500,000 pounds, saving 25,700 gallons of fuel, and helping to reduce traffic and parking congestion in urban areas.

In addition, Patagonia installed two Blink electric vehicle chargers in 2012, powered by solar panels, at its Ventura headquarters for use by both Patagonia workers and the public. Secure bicycle storage is also provided for employees with convenient changing, shower, and locker space.

Source:

<http://www.patagonia.com/us/patagonia.go?assetid=1964>

58. PepsiCo

Conserving Water for the Future

Worldwide

In 2007, PepsiCo launched a worldwide campaign to reduce its water consumption through greater efficiency, innovative processes, and new technologies. PepsiCo food facilities such as the one in Funza, Colombia, have implemented innovative solutions to conserve water. The Colombian manufacturing plant is able to reuse 75 percent of the water entering the plant while conserving and recycling nearly 90 million liters through a high-efficiency water reclamation system.

PepsiCo had a goal to improve global operational water-use efficiency by 20 percent per unit of production by 2015, compared to a 2006 baseline. It achieved its goal four years ahead of schedule. The improvements made in efficiency enabled PepsiCo to save nearly 14 billion liters of water in its direct operations in 2012, which, in turn, generated a US\$15 million decrease in water costs. In 2012, PepsiCo Foundation also met its target to provide access to safe water to 3 million people in developing countries by the end of 2015. As a result, the original goal was doubled, with a target to promote access for an additional 3 million people by 2015.

Source:

<http://www.pepsico.com/Purpose/Environmental-Sustainability/Water>

59. Rocky Mountain Flatbread

Making Care for the Environment Part of the Menu

Canada

The Canadian chain Rocky Mountain Flatbread has a priority to invest in sustainability and transform all its restaurants into carbon-neutral establishments. The company measures its carbon footprint annually and offsets its emissions by sponsoring local environmental projects, such as the switch from natural gas boilers to biomass boilers with heat-trapping curtains in Canadian greenhouses.

To reduce its carbon footprint, the company adopted a series of environment-friendly initiatives. Among them are the use of nontoxic paints, the purchase of local seasonal products, the use of biodegradable take-out containers, and the development of an integrated menu with zero waste.

Source:

<http://rockymountainflatbread.ca/about-us/going-green/>

60. SMA Solar Technology

Committing to Energy Efficiency

Germany

In 2013, the German energy management group SMA Solar Technology increased the share of self-generated solar energy to 17 percent of its total energy consumption, almost doubling the 2012 performance, which represented 8.8 percent of the total consumption.

The company also built a new data center in a building whose architecture allows the system to be cooled by outside air. At the same time, the warm exhaust air is collected and used to heat the rest of the building.

The company involves its employees in its mission as it raises awareness of environmentally friendly transportation options for getting to and from work and for moving between SMA sites. As part of its mobility management, SMA limits carbon dioxide emissions of its vehicles to 120 grams per kilometer, which is below the maximum threshold established by the European Union for 2015.

Source:

<http://www.sma.de/en/company/corporate-social-responsibility/overview.html>

61. Stonyfield

Keeping Track of Production's Carbon Footprint

United States

The food company Stonyfield tracks and measures its greenhouse gas emissions with a real-time carbon footprint tool. This innovative technology shows the environmental impact of the company's actions by accurately measuring the climate impact of each ingredient and material used in the production process. The software is tied into Stonyfield's production and inventory system, thus automatically attaching carbon footprints to ingredients and packaging as soon as they are used.

The carbon footprint tool analyzes three areas of greenhouse gas emissions: carbon emissions from fuel used in business operations and in the manufacture of products; energy purchased, such as electricity used at the plant and in company offices; and emissions from sources and processes the company does not control but that are related to the business, such as the production of ingredients like milk and fruit. The initiative is important because a precise and credible measurement of the company's footprint is essential to achieving its long-term goals of becoming 100 percent powered by renewable energy and reducing the carbon footprint of its supply chain and operations.

Source:

<http://www.stonyfield.com/blog/carbon-footprinting/>

62. Tokio Marine Holdings

Planting Mangroves in Asia

Japan and Southeast Asia

Tokio Marine Holdings and Nichido launched the *Mangrove Planting Project* in Southeast Asia in 1999. The initiative was launched to commemorate the 120th anniversary of the multinational insurance holding company. By the end of March 2013, almost 8,000 hectares of new forest had been planted in nine countries, primarily in Asia. The mangroves are planted with the help of Tokio Marine Holdings employees, communities, and nonprofit organizations.

Mangroves produce a host of economic benefits. For example, they enable self-sufficiency in food among local residents, allow residents to gather timber and biomass fuels, increase commercial fish catches, serve as “green coastal breakwaters” that mitigate damage caused by storms and provide corrosion control along coastlines, and absorb greenhouse gases.

Source:

<http://www.tokiomarinehd.com/en/sustainability/contribute/activity/protection.html>

63. UKOS

Making Environment Preservation a Collective Work

United Kingdom

The British office supplies company UKOS is recognized for its environmental management effort. The company periodically measures its greenhouse gas emissions and, since 2008, has reduced carbon emissions by 24 percent. UKOS is also demanding of its suppliers, auditing them and favoring those that have well-established social and environmental practices.

To guarantee the involvement of customers and suppliers in its policy, UKOS promotes annual sustainability forums, where participants can share experiences and work together to decrease their carbon emissions and environmental risks.

Source:

<http://www.ukosplc.com/environmental-management/>

64. Union Gas

Supporting Efficiency to Help the Environment

Canada and United States

Union Gas maintains *Demand Side Management* programs that have so far claimed US\$1.4 billion in total resource cost savings (avoided use of natural gas and electricity) on behalf of its 1.3 million residential, commercial, and industrial customers. Since 1997, Union Gas has helped customers save 712 million cubic meters of natural gas, reducing carbon dioxide emissions by 1.3 million metric tons.

In 2009, Union Gas also partnered with Enbridge Gas Distribution and the Ontario Power Authority (OPA) to deliver the OPA's High Performance New Construction Program, which aimed to reduce Ontario's peak electrical demand by 50 megawatts by the end of 2012. The program offered financial incentives to building owners, developers, and designers who incorporated energy-efficient technology into their new constructions. Eligible participants received US\$250 to US\$400 for every peak kilowatt saved.

Source:

http://www.spectraenergy.com/content/includes/2009-Sustainability-Report/protect_the_environment/championing_energy_efficiency.html

65. Whole Foods Market

Investing in Renewable Energy

Canada and United States

Whole Foods Market purchases *renewable energy credits* (RECs) from wind farms to offset 100 percent of the electricity used in all of its stores and other facilities in Canada and the United States. The company first began purchasing RECs in 2007, and by the following year, the credits were already equal to 100 percent of the electricity usage. This investment in wind energy helps avoid more than 550,000 metric tons of carbon dioxide pollution.

Whole Foods also incorporates the use of solar panels to power some of its stores, a practice begun in 2002 at the Berkeley, California, store. The adoption of each of these alternative energy sources not only provides a smaller carbon footprint, but also represents investment in the industries themselves, thereby supporting their long-term growth.

Source:

<http://www.wholefoodsmarket.com/mission-values/environmental-stewardship/green-mission>

PART VI

Professional Development and Workforce

66. Accenture

Fostering the Skills to Succeed in the Labor Market

Worldwide

Launched in 2009, the program *Skills to Succeed* helps people around the world develop professional skills. In the initial four years, Accenture and the Accenture Foundations invested US\$100 million in global and local giving, as well as making pro bono contributions of their employees' time and skills. By 2015, the company expects to provide 250,000 workers with the necessary skills to find a job or start a business.

In 2010 and 2011 alone, the initiative reached 160,000 people, who received training for skills relevant to their specific economies. Among the initiatives already implemented are skill-based training in sectors such as information technology, customer relations, business process outsourcing, and electronic repair in India; training of disadvantaged, young technical students across Latin America; and support to young, disadvantaged workers who strive to become entrepreneurs in the United Kingdom.

Source:

<https://www.accenture.com/us-en/company-citizenship-skills-to-succeed-videos.aspx>

67. British Land

Developing Talents for Retail

United Kingdom

Since 2003, British Land, a real estate investment trust, maintains a training and development center called *The Source Skills Academy*, in Sheffield, England. In a partnership with the city council, the company has dedicated £5.5 million to the center, which provides training in retail skills to thousands of local people, including the long-term unemployed. The center also supports more than 1,000 businesses in the local area and, in 2009, it became a National Skills Academy for Retail.

The center plays a central role in providing training for inward investors into the region. The training focuses on increasing confidence and unlocking potential within the participants. British Land has now expanded the initiative by launching two new hubs, in Sheffield city center and in Rotherham town center.

Source:

<http://www.thesourceacademy.co.uk/>

68. Cisco

Looking for the Right Match

United States

In 1997, Cisco launched its *Cisco Veterans Program*, dedicated to helping military personnel develop technological skill and to matching the talents of veterans to open positions in the labor market. The program facilitates veterans' transition back to civilian life by highlighting the good qualities they have to offer hiring companies: strong teamwork and leadership skills, the ability to learn quickly and work under pressure, a strong work ethic, and dedication to the mission.

The initiative has provided more than US\$1 million in seed funding to its partner, Futures Inc., to develop innovative job portals that use a sophisticated algorithm to match military job codes with civilian jobs and career paths. Hero2Hired, the largest Futures Inc. Pipeline platform, helped connect more than 111,000 military service members, veterans, and family members to jobs in 2013 alone. In addition, the company developed the IT Training and Certification Program, which has provided scholarships and fast-tracked more than 1,000 service members to training and certifications that improve their qualifications, and the Cisco Networking Academy, which organizes courses at military bases. The courses have helped more than 41,000 military personnel develop information and communications technology skills since 1997.

Source:

<http://csr.cisco.com/casestudy/veterans-program>

69. Coca-Cola

Empowering Women Everywhere

Worldwide

In 2010, the Coca-Cola Company launched the *5by20* initiative with the goal of enabling the economic empowerment of 5 million women entrepreneurs by 2020. In collaboration with nongovernmental organizations, governments, and other businesses, the program combats social and economic barriers that affect women all over the world. To do so, *5by20* helps female entrepreneurs gain access to three essential economic enablers: business skills training, loans and financial services and assets, and peer networks and mentoring.

The *5by20* initiative focuses on women in six segments of Coca-Cola's value chain: producers, suppliers, distributors, retailers, recyclers, and artisans. By 2012, the initiative was operating in 12 countries and was under development in 10 others, benefiting approximately 300,000 women.

Source:

<http://www.coca-colacompany.com/sustainabilityreport/we/womens-economic-empowerment.html#section-empowering-5-million-women-by-2020>

70. Hewlett-Packard

Inspiring Entrepreneurship

Worldwide

Hewlett-Packard, better known as HP, launched in 2007 the *Learning Initiative for Entrepreneurs* (HP LIFE), which helps aspiring entrepreneurs and small business owners embark on their businesses through innovative learning tools. With the goal of lifting people out of poverty, the program offers valuable business skills and information technology training, and it has already benefited 25,000 businesses in 49 countries, helping to create more than 57,000 jobs.

In 2012 and 2013, HP LIFE expanded the free, cloud-based e-learning program for worldwide reach, offering four languages in addition to English on the Web, and introducing new modules, webinars, and e-mentorship from HP employees.

Source:

<http://www8.hp.com/us/en/hp-information/social-innovation/life-building.html>

71. IBM

Searching for Future Scientists

United States

Pathways in Technology Early College High School (P-TECH) is an education initiative developed in 2011 by IBM in partnership with the City University of New York, the New York City College of Technology (“City Tech”), and the New York City Department of Education. This initiative offers low-income students an important opportunity to obtain high-quality education and professional development.

The school’s curriculum focuses heavily on STEM subjects (science, technology, engineering, and mathematics) and on information technology. After completing grade 14, students graduate with an Associate in Applied Science degree and receive first consideration for employment with IBM. Since 2011, the initiative has grown from 1 to 27 by September 2014. By the beginning of 2015, there were 70 large and small companies affiliated with P0-TECH schools. That number is expected to grow to 100 by the autumn of 2015.

Source:

<https://www-03.ibm.com/press/us/en/presskit/42300.wss>

72. Johnson Controls

Developing Individuals and Communities

Worldwide

Johnson Controls is a diversified technology and industrial company present in more than 150 countries. In 2006, it launched *Conservation Leadership Corps*, an initiative that prepares youth from different countries for the labor market and promotes environmental sustainability. The program offers summer employment and volunteer projects, which provide the young participants with hands-on work experience to build a work ethic, skills, and leadership.

The main theme that guides the tasks undertaken by the participants is environmental sustainability. Specific activities, however, vary according to the needs of the different communities. The program benefits six countries: the United States, Germany, Czech Republic, Slovakia, Mexico and China. In addition to work experience, students who participate in the initiative receive training focused on resume writing and interview skills to support their career advancement.

Source:

http://www.johnsoncontrols.com/content/us/en/sustainability/for_our_communities/clc.html

73. Legend Holdings

Providing Science Education beyond the Classroom

China

Since 2008, the Chinese corporation Legend Holdings has been organizing trainings to identify and foster leaders and entrepreneurs in science and technology innovation as part of its *Legend Star* initiative. The program helps entrepreneurs better understand business operation principles and prepares them to solve problems in their businesses. *Legend Star* aims to facilitate the transfer of science and technology research results into products and businesses, thereby helping start-ups become successful companies. Legend Holdings pays for all training costs and provides the participants with free accommodation during the training period.

In 2010, to further its commitment, *Legend Star* inaugurated its Regional Short-Term Training Class and its Public Lectures Series. The public lectures are large regional events, often with an audience of more than 1,000 people. With presentations provided by members of Legend Holdings and local business leaders, these events are held in cities across China. In addition to reaching a big live audience, the lectures are broadcast live on the Internet.

Source:

<http://www.legendholdings.com.cn/en/About/CSR/Entrepreneur.aspx>

74. Manpower Group

Working for Development in Devastated Communities

India

Anticipating the long-term negative impacts of the tsunami that struck the western coast of India in 2004, Manpower Group created *Project Uniqueness*. The initiative provides professional development to inhabitants of the Nagapattinam region. *Project Uniqueness* encompasses vocational, technical, and youth leadership training, focusing on skills that facilitate local residents' participation in the labor market, whether as employees or as local entrepreneurs. The company expects this program to help revive the economically devastated community.

With an investment of US\$1 million, Manpower Group has committed to maintaining the program for 15 years as part of a sustainable development model with a long-term horizon. Moreover, the initiative incorporates parallel revenue generation, which will make it self-sustaining beyond the initial 15 years.

Source:

http://www.manpowergroup.com/wps/wcm/connect/5a14a66f-6fb1-42ea-8763-5089e6a7b9d4/India_AStoryofHopeandRecovery-1.pdf?MOD=AJPERES

75. Microsoft

Investing in Youth to Spark Development

Worldwide

In 2012, Microsoft launched *YouthSpark*, a three-year global initiative to provide technological resources and training to young people. The main goal of the program is to improve the professional development and employment opportunities of youth in different parts of the world. With the program, underemployed workers learn technological skills that are transferrable to the job market as well as to their communities. These activities include training in Microsoft Office and other basic computer functions, access to Microsoft designer and developer tools, and support and mentorship opportunities.

YouthSpark partners with more than 186 nonprofit organizations in more than 100 countries around the world and benefited more than 100 million youth in its first year through a wide variety of programs and opportunities. The initiative seeks to empower communities by investing in youth development and brings technological skills to areas that would otherwise be excluded from an increasingly technological and global market.

Source:

<http://www.microsoft.com/about/corporatecitizenship/en-us/youthspark/>

76. National Bank of Abu Dhabi

Enhancing the Relevance of Female Workers in the Middle East

United Arab Emirates

In 2006, the National Bank of Abu Dhabi pledged to increase women's representation in its workforce. Since then, their participation in management positions has increased consistently: from 2 percent to 6.5 percent in senior level positions; from 15 percent to 26 percent in middle-management positions; and from a little over 30 percent to 51 percent in branch management.

More recently, the focus on women's empowerment has gone beyond the bank's workforce to include women's economic participation. To help achieve this goal, the bank launched, in 2012, the *Fursati* (my opportunity) program in collaboration with the Dubai Businesswomen's Council. The initiative promotes educational seminars for women, aimed at empowering them and enhancing their financial skills. In 2013, the bank, which has developed products and services based on the needs of women in business, joined the Global Bank Alliance for Women. Composed of 39 institutions represented in 135 countries, the organization works to provide female entrepreneurs with access to capital, training, and education.

Source:

<https://www.nbad.com/content/dam/NBAD/documents/AboutNBAD/Sustainabilit-Report2013.pdf>

77. Nordea

Improving the Latvian Business Sector

Latvia

In 2010, bank Nordea in Latvia created the *Nordea Business School*, a free program which provides entrepreneurial training opportunities to aspiring business owners in the country. To run the program Nordea cooperates with 26 partners, consisting of leading business consulting companies in Latvia, mentoring and coaching organizations, and industry experts.

The program offers courses covering a full business start-up package, including elaboration of a business plan, cash-flow planning, sales and export consultations mentoring and coaching, consultations, marketing and brand management, and a “date with an investor” at the end of the program. The program also connects the top 50 applicants to major investors and business leaders and introduces participants to other like-minded young entrepreneurs.

Source:

<http://www.nordea.lv/about+nordea/news+archive/19092013/56247.html>

78. Rockwell Collins

Inspiring Future Engineers

United States

Rockwell Collins, a company that works on design, production, and support of innovative solutions in aerospace and defense, hosts *Engineering Experiences*, an annual program created to help inspire and teach young students about engineering through hands-on, fun experiences. Rockwell Collins invests US\$1 million annually in the initiative, which is also supported by the volunteer work of company employees, who provide unique experiences and resources. *Engineering Experiences* includes job-shadowing opportunities with Rockwell Collins, support for Engineers Week activities across the United States, rocketry challenges, a partnership with FIRST (For Inspiration and Recognition of Science and Technology) to create tech challenges for high schools, and even Lego competitions for younger students.

Each program focuses on skills and tasks necessary in engineering, such as design, testing, teamwork, and problem solving. These initiatives not only contribute to advancing youth knowledge of engineering, but also help create unique learning experiences for young adults across the country, many of whom are not familiar with STEM (science, technology, engineering, and mathematics) fields or jobs. The activities also support interactive classroom learning and mentoring relationships with the company's employees and retirees.

Source:

https://www.rockwellcollins.com/Our_Company/Corporate_Responsibility/Community_Overview/Engineering_Experiences.aspx

79. Stormberg

Harnessing the Power of Second Chances

Norway

Stormberg, a Norwegian company that manufactures sports and outdoor clothing, selects 25 percent of its workforce from people who face difficulties entering and remaining in the labor market. Stormberg's *Action Plan for an Inclusive Workplace* focuses specifically on people with some kind of addiction, people with mental or physical disabilities, and former convicts and school dropouts.

Since its creation in 1998, the company has been able to fulfill this commitment, and the organization believes that this policy has resulted in a skilled, loyal, and stable workforce. In January 2014, the Norwegian Prime Minister, Erna Solberg, highlighted the initiative in her New Year's speech, presenting it as an example to be followed.

Source:

<http://www.amfi.no/kjopesentre/amfi-madla/butikker/stormberg/>

80. Whirlpool Corporation

Improving Families' Lives, One Woman at a Time

Brazil

In Brazil, women head 42 percent of the 25 percent poorest households. Of these, 4 out of 10 live alone with their children and one-quarter are over 40 years of age and either have little schooling or are illiterate. In 2002, Whirlpool Latin America established the *Instituto Consulado da Mulher* (ICM) in the country to address these issues. ICM created small business cooperatives designed to develop the entrepreneurial and employment skills of low-income women, while also providing their families with a steady income.

The initiative focuses on providing long-term solutions and education to these women, who can then pass this learning on to their families and friends. ICM has reached more than 25,000 women through workshops, classes, and other education and support activities.

Source:

<http://consuladodamulher.org.br/>

PART VII

Community Development

81. Arthur Cox

Focusing on African Rural Areas

Zambia

Since 2008, the Irish law firm Arthur Cox has been sending trainees to Zambia with the goal of raising living standards in rural regions of the country. Almost 100 trainees have already participated in the *Zambia Project*, helping to completely renovate a medical clinic and create a new maternity ward in a southwestern district of 5,700 people.

The initiative has also developed an agricultural project that educates communities on the latest rice-farming practices. The new target of the *Zambia Project* is to put in place radio schools. Following a government-approved curriculum, the schools will benefit children who cannot attend formal schools because of financial or geographic difficulties.

Source:

<http://www.arthurcox.com/news/arthur-cox-trainees-win-excellence-international-csr-award/>

82. Ben & Jerry's

Supporting Social Change

United States

The *Grassroots Organizing for Social Change Program*, established by the Ben & Jerry's Foundation, offers general or project support to nonprofit organizations throughout the United States. The work is organized according to the belief that people most directly affected by a problem are in the best position to determine the most adequate solutions. Among the themes prioritized by the initiative are social and environmental justice, and sustainable and just food systems.

In selecting the organizations, the initiative looks for grassroots, constituent-led institutions that use community-organizing and base-building strategies to accomplish their goals. By doing so, the program helps develop community leadership, which it recognizes is a fundamental component of social change. In 2013, the foundation distributed grants to 103 organizations, totaling US\$1.55 million.

Source:

<http://www.benandjerrysfoundation.org/the-grassroots-organizing-for-social-change-program/>

83. Carlson

Dedicating a Month to Responsible Action

Worldwide

Carlson is a global hospitality and travel company which employs 175,000 workers in more than 160 countries. To raise awareness of its corporate social responsibility program, the company promotes annually the *Responsible Business Action Month*, during which its units around the world participate in numerous charitable activities such as fundraising and volunteer work for nongovernmental and charitable organizations.

Among the organizations benefited by the initiative are Habitat for Humanity, Feeding America, Folds of Honor Foundation, and the Academy of Country Music. During Responsible Business Action Month, Carlson's employees are invited to get involved by organizing themselves in different teams and donating their time to make a difference in the communities where they operate.

Source:

<http://www.carlson.com/news-and-media/news-releases.do?article=7451242>

84. Cummins

Joining Forces to Improve Communities

Worldwide

Cummins, a power company, in 2005 created the *Every Employee Every Community* initiative, which allows employees to work at least four hours on a community improvement project on company time. Most of the program's activities are initiated by 1 of the 200 employee-led Community Involvement Teams and must be related to one of the company's global priority areas: education, environment, social justice, and equality of opportunity.

One of the initiatives developed by the company's workers in 2012 was called Rats, Owls, and Recycling. Workers from Cummins South Africa decided to devise a project to reduce the area's rat population, with the final goal of improving health and sanitation conditions. The original plan focused on recycling, because the rat problem has been attributed to illegal dumping of solid waste in the community. However, the workers realized that recycling alone was not enough to address the problem and came up with the idea of increasing the population of rats' natural predator: owls. The long-term impact of the project is yet to be determined, but both employees and local residents say that, after years of struggle, there is finally cause for optimism.

Source:

<http://cmipef.cummins.com/CMIPEFMIG/CumminsNA/SiteContent/en/BinaryAsset/Attachments/Sustainability/2013-SR-Full%20Report-Print.pdf>

86. Eskom

A Roadmap to Development

Africa

Seventy-eight percent of the population in Sub-Saharan Africa uses traditional biomass for cooking and heating, and every year between 1 percent and 6 percent of potential gross domestic product is lost in the region because of power outages. This reality led Eskom, an electricity giant that is responsible for 95 percent of the electricity used in South Africa, to create the *Electrification Roadmap*. Launched in 2012 in partnership with Duke Energy and with support from institutions such as the Southern African Power Pool and the Global Sustainable Electricity Partnership, the initiative has the long-term goal of connecting 500 million people to modern energy services by 2025.

The *Electrification Roadmap* is being developed for member countries of the Southern African Development Community and for other developing countries, in Africa and elsewhere. It focuses on consolidating existing national electrification plans, assisting with plan finalization as needed, and securing resources for accelerating implementation.

Source:

<http://www.eskom.co.za/OurCompany/SustainableDevelopment/Documents/E101645EskomSustainabilityBrochurelr2.pdf>

87. General Mills

Finding Food Solutions

Africa

General Mills is one of the world's largest food companies. The company's corporate social responsibility initiative *Partners in Food Solutions* focuses on improving the capacity and expertise of local food processors in Africa. Since 2008, in partnership with other global food companies, General Mills has worked with 675 food companies in Ethiopia, Kenya, Malawi, Tanzania, and Zambia, affecting more than 137,000 local smallholder farmers who support an estimated 822,000 family members.

By 2019, *Partners in Food Solutions* plans to have broadened its work and recruit and engage over 2,000 corporate volunteers, provide direct services to over 300 food companies, train over 200 additional food processors, create over 1000 new jobs, facilitate investment in 75 companies, create or sustain viable markets for 1 million farmers and 6 million family members, increase the volume of new or improved nutritious food produced and sold by processors, and create a network of highly trained food professionals across the continent.

Source:

<http://www.partnersinfoodsolutions.com/who-we-are>

88. Hasbro

Donating Time and Toys to Improve Children's Lives

Worldwide

Hasbro, a company that specializes in toys, games, and television programs, directly involves its employees in developing the company's social responsibility program. Workers are given the opportunity to devise their own volunteer programs with their departments and teams. In the process of planning and serving, employees build teamwork, which benefits the company as well as the community served.

Some of these programs include *Game Day*, which provides volunteer opportunities to spend time with and donate Hasbro's games to hospitalized or underprivileged children, and *Gift of Play*, which donates approximately 400,000 toys and games during the holidays to underserved children every year. Once an initiative is adopted, it becomes part of a database that can be researched by other employees by typing in the zip code of the area in which they wish to volunteer. A list of opportunities then comes up, and employees can choose from among them.

Source:

http://www.hasbro.com/corporate/en_US/community-relations/team-hasbro.cfm

89. Holcim Lebanon

Working in the Name of Economic Growth

Lebanon

The Holcim Lebanon corporate social responsibility program main focus is the promotion of sustainable development. With the European Institute of Cooperation and Development, the company supports small and medium-sized enterprises through training of local business owners and personalized follow-up visits to support their progress. The program's goal is to promote economic growth and increase employment in the northern region of Lebanon.

In addition, in cooperation with the youth-based organization Aie Serve, Holcim Lebanon promotes extracurricular activities that bring awareness of responsible citizenship, activism, environmental, and health issues to public school students. The company has for instance partnered with the environmental nongovernmental organization Beatoona to promote responsible practices among local schoolchildren in relation to e-waste and battery disposal.

Source:

http://www.holcim.com.lb/uploads/LB/Holcim_Brochure.pdf

90. Kalevala Jewelry

Connecting Beauty and Social Responsibility

Finland

Kalevala Jewelry was created in the 1930s, when prominent Finnish women decided to sell copies of jewelry exhibited in the National Museum of Finland and to use the proceeds to support social causes. Eight decades later, the company maintains the tradition of social responsibility and periodically develops items and lines for which part of the proceeds are donated to charity.

Currently, consumers can buy a necklace and earrings set to support the construction of a new children's hospital in Helsinki. The proceeds from two charms are donated to Save the Children, which fights for children's rights in Finland and abroad, and the Finnish Brain Foundation, which supports and advances research and education activities related to the well-being of the human brain.

Source:

<http://www.kalevalajewelry.com/global/story/charity>

91. The Mosaic Company

Bringing Villages into the Modern Agriculture World

Worldwide

Since 2008, the Mosaic Company and the Mosaic Company Foundation have invested in programs in Guatemala, Ethiopia, India, Ghana, Kenya, Malawi, Mali, Nigeria, Tanzania, and Uganda. Along with its partners—HELPS International, the Institute of Rural Research and Development, and Millennium Promise—the fertilizer producer works to free small rural farmers from a cycle of insufficient crop yields and poverty.

The *Mosaic Villages Project* helps villages by providing improved seeds and fertilizers, offering agronomic training, building check dams to replenish water supply, and promoting market links. The initiative educates farmers to ensure that they pair the right crops with the right soils, choose the most productive seed varieties, fertilize with a balanced supply of nutrients at the right rate, place, and time, and establish efficient market mechanisms to get food to the consumer at the lowest possible cost.

Source:

<http://www.mcf.org/news/giving-forum/mosaic-villages-project>

92. National Australia Bank

Making Inclusion the First Step to Development

Australia

According to data from the National Australia Bank and the Centre for Social Impact, more than 3 million Australians are financially excluded, and the number is rising. These citizens have no access to essential financial products, such as credit cards, basic insurance, or even a bank account, and they are especially vulnerable during emergencies. To address this problem, since 2003, the National Australia Bank has worked with Good Shepherd Microfinance, the federal government of Australia, and more than 400 community organizations to provide low-income people with access to financial resources, education, and microfinance products.

The goal of National Australia Bank is to provide fair and affordable microfinance to 1 million people by 2018, bringing this population into the modern financial sphere.

Source:

<http://cr.nab.com.au/what-we-do/tackling-financial-exclusion>

93. Panasonic

Bringing Light to the World

Worldwide

One of the highlights of Panasonic's corporate social responsibility policy is the *100 Thousand Solar Lantern Project*, an initiative launched in 2013. The program was inspired by medical, educational, and economic improvements realized after the company donated 1,000 solar lanterns to Tanzania in April 2011 and 2,000 to Cambodia in March 2012. The positive results led Panasonic to expand such efforts with a plan to donate 100,000 solar LED lanterns to people in the off-grid regions of the world. The company intends to achieve this goal by 2018, when it celebrates its 100th anniversary.

The initiative seeks to improve educational environments with well-lighted elementary and middle schools and literacy classes at night, to provide light in health centers where nighttime medical care is provided, and to support nongovernmental organizations and social enterprises active in regions without electricity. In its first year, the program donated 8,000 compact solar lights to nonprofit, nongovernmental, and humanitarian organizations working to solve social challenges in Myanmar (3,000 units) and India (5,000 units), along with 2,000 lights to refugee camps in Africa.

Source:

<http://panasonic.net/sustainability/en/lantern/news/>

94. Rabobank

Creating Opportunities for the Underprivileged

Worldwide

Rabobank, a cooperative food and agriculture bank with headquarters in the Netherlands and branches in various countries, uses its expertise to create new opportunities for underprivileged communities. The bank offers loans to healthy cooperatives so that they have enough resources to finance local farmers through microcredits. Rabobank also helps farmers to become more productive through training programs.

As part of this effort, the bank created *Better Cotton* with partners such as H&M, Marks and Spencer, and IKEA. The initiative has already trained 1.2 million small cotton farmers across Brazil, China, India, Pakistan, Mali, and Mozambique on sustainable production.

Source:

<https://www.rabobank.com/en/images/annual-report-rabobank-foundation2013.pdf>

95. Ropes & Gray LLP

Donating Time to Improve Lives

United Kingdom and United States

Since 2008, the law firm Ropes & Gray LLP has increased its pro bono work. With more than 1,100 lawyers and employees, the company dedicated 450,500 hours to the pro bono initiative from 2008 to 2012, with a record of 115,000 hours in 2012 alone. The Ropes & Gray LLP program is especially strong because it involves the company's entire team. Furthermore, a pro bono committee was created to maximize the efficiency of the initiative by overseeing and facilitating the pro bono practices of each office.

All partners have a 20-hour pro bono annual requirement, but they are allowed to dedicate more time to these cases without affecting their bonuses. Among the causes benefited by this policy in 2012 are asylum seeking in the United States, reunion of families involved in international disputes, disability benefits for war veterans, health care benefits for seniors, and support for microfinance programs.

Source:

<http://www.ropesgray.com/firm/pro-bono.aspx>

96. TOMS

Going beyond Fashion

Worldwide

Over the past eight years, TOMS has given away more than 10 million pairs of shoes to children in need. For every pair of shoes purchased, the company donates a pair. This model has expanded into the one-for-one model of giving. To operate this model, TOMS partners with 75 local organizations in more than 60 countries.

The program now includes not just shoes but also eyewear, water, and funding for other organizations. The eyewear program works similarly. For every pair of glasses purchased, funds are allocated for prescription glasses, eye surgery, or medical treatment to save someone's sight. For this program, TOMS partners with the Seva Foundation, which operates in 20 countries, including the United States. The water program matches coffee purchases with the provision of clean water. For every bag of coffee purchased, TOMS donates a week of clean water to a person in need. In this case, TOMS partners with Water for People.

Source:

<http://www.toms.com/corporate-responsibility/>

97. Unilever

Setting Goals for Fair Business

Worldwide

The multinational company Unilever organizes its main corporate social responsibility initiative, *Sustainable Living Plan*, around three major goals: help more than 1 billion people improve their health and well-being, halve the environmental footprint of its products and source 100 percent of its raw agricultural materials sustainably, and enhance the livelihoods of people across its value chain. Unilever has set the ambitious goal of achieving these targets by 2020 by working with nongovernmental organizations and the United Nations.

So far, Unilever is making progress toward its commitments. By 2012, 36 percent of the company's raw agricultural materials were sustainably sourced, and its oral health campaign reached 49 million people.

Source:

<http://www.unilever.com/sustainable-living-2014/>

98. Volkswagen

Supporting Education for All

South Africa

In 2010, Volkswagen provided €2 million for a new youth center in Uitenhage, South Africa, where the company has a production unit. The investment was designed to cover the construction and operating costs of the facility for four years. The center includes medical facilities, consultation rooms, a library, sports and recreational facilities, and a local radio station.

The organization is under the responsibility of the LoveLife Foundation, a major nonprofit organization in South Africa whose main focus is the fight against HIV/AIDS. LoveLife programs are implemented by a voluntary national youth aid organization called Groundbreakers and involve the participation of about 4,000 schools, 500 government clinics, and more than 150 community-based nongovernmental organizations in the country.

Source:

<http://www.vw.co.za/en/volkswagen-groupsouthafrica/corporate-citizenship/corporate-social-responsibility/youth-development.html>

99. Wipro

Supporting Initiatives in Health, Education, and the Environment

India

Wipro Cares is Wipro's comprehensive corporate social responsibility initiative, which includes a variety of environmental sustainability and service components that benefit many communities in India. Wipro Cares provides access to primary health care through three of its projects in the states of Andhra Pradesh, Karnataka, and Maharashtra. Besides providing communities with mobile clinics, the project helps to build capacity of health workers and encourages local people to learn about their health rights and fight for them.

The company also invests in education and environment. Educational components of the initiative include nonformal education for children of migrant laborers. As part of its environmental effort, the company has helped farmers and community members plant approximately 25,000 trees in rural regions in Tamil Nadu, thereby creating a sustainable tree plantation and training the participants on how to manage their future growth.

Source:

http://www.wipro.org/resource/Annual_Report_2011-12.pdf

100. Zain

Improving Lives in the Poorest Regions of the World

Middle East and North Africa

Zain, a leading mobile telecommunications provider in the Middle East and North Africa, focuses its corporate social responsibility strategy on contributing to capacity-building initiatives in countries where it operates. The program involves initiatives related to youth unemployment, training and development, the digital divide within society, education, environment, health, and assistance to marginalized segments of the population.

In 2012, the company provided clean water facilities to Sudanese villages that suffer from high rates of infant mortality, affecting more than 1.5 million people. In South Sudan, the company partnered with Vodafone Foundation to provide network connectivity to about 70,000 refugees. Women were the main target for the company's initiative in Iraq. Zain sponsored the Widows Training and Development Center, which trained 3,150 women in Baghdad in computer skills, sewing, and English.

Source:

<http://www.zain.com/social-responsibility/our-activities/>

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