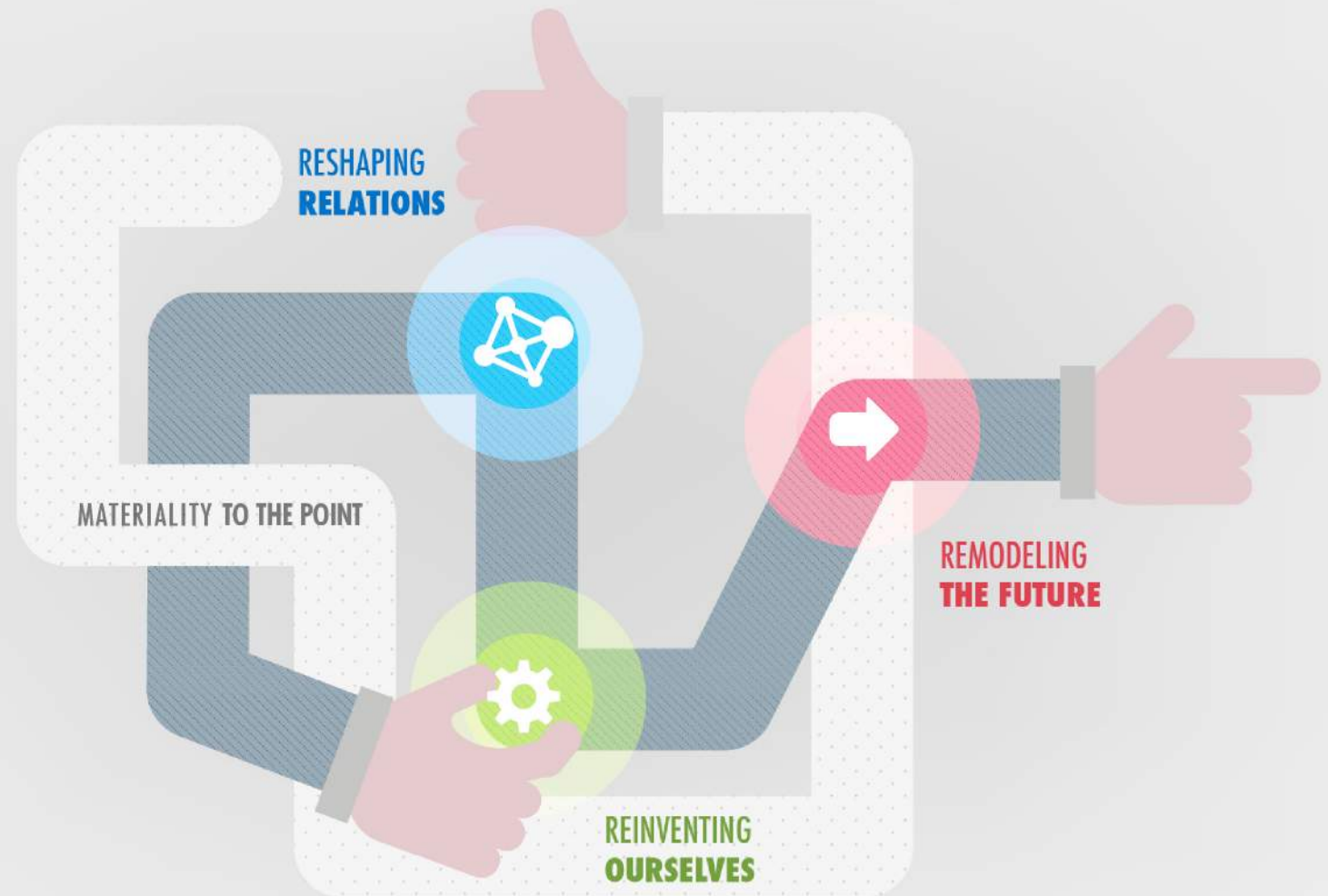


We accelerate our efforts to successfully respond to turbulence and uncertainty exactly at the very essence of our consulting work – stakeholder relations management.

We build great corporate relations experts based on expertise and experiences, and position ourselves as a driver of positive change for our clients, partners and employees.

We influence the new way of thinking about corporate relations by exploring new niches and innovating in high-end services aimed at solving specific problems.



Letter from the CEO

[Home](#) / [Letter from the CEO](#)

What about our material impact and future prospects?

How can we maximize the positive impact of our company on the society? Which aspects are material and have the biggest effect?

These questions are in focus of our corporate strategy and our newest sustainability report. It is the first one in accordance to G4 / Core and at the same time our yearly communication on progress, because we have supported the UN Global Compact with its 10 principles since 2006.

The answer is...



Simple

We as consultants have to team-up with our clients and other stakeholders in order to innovate together for sustainable development.



Difficult

All impacts have positive and negative aspects, and the current economic, environmental and societal landscape is challenging for our clients and ourselves.



A process

This report is the result of substantial contributions of all our colleagues and our various stakeholder dialogues and relations.

In order to maximize positive impacts on and of our company, we take these contradictions not as obstacles but as powerful resources, which drive our evolutionary development. We also stick to our principles and reinvent ourselves at the same time!

We invite you to learn more about our approach presented in the report, and to contribute with your feedback to reshaping our material impacts.


Sincerely,

Leo Hauska
CEO Hauska & Partner Group



Materiality to the Point

[Home](#) / [Materiality to the Point](#)

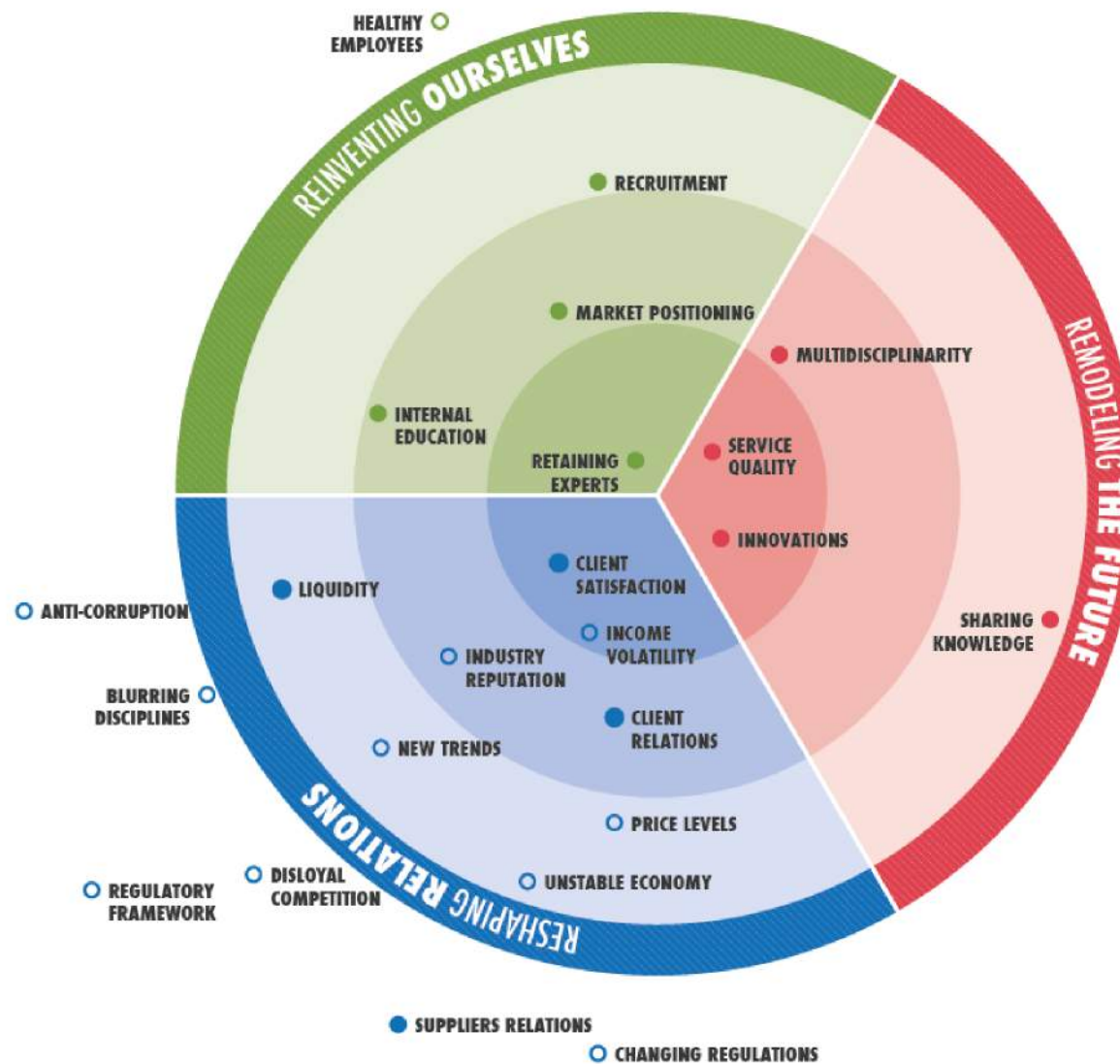


We took the challenge to nail down the principle of materiality and develop a report that is both short and to the point, focusing on our material issues.

In the development of material issues, we considered trends and studies, client surveys, discussions and regular requests. Taking into account our [stakeholders'](#) expectations and industry topics, we shortlisted the issues from those external inputs. The issues were ranked by our management and our most senior experts who have the best insight into stakeholders' expectations as well as the issues which significantly affect our business and those in which we have (or can have) the biggest impacts. Of the 23 issues remaining, we choose 16 with higher urgency (positioned inside the circle; the closer to the middle, the more important).

Issues within which we can initiate, influence and implement solutions on our own are depicted with a point; those that lie both within and outside of the boundaries of our organization are marked by circles:

Issues within which we can initiate, influence and implement solutions on our own are depicted with a point; those that lie both within and outside of the boundaries of our organization are marked by circles:



All of our issues we combined with three strategic pillars, showing our challenges, efforts and plans:



Reshaping Relations

Facing challenges and trends, we questioned how new networks of relationships can work and how we could establish them and make our contributions. We started new cooperation, succeeded in retaining clients and moved on to a more partnership-oriented approach.



Reinventing Ourselves

As a learning organization, we focused on low fluctuation rates and fostered our consultants' development. Workplace Assessment Survey (WAS) results prove that we were on the right track.



Remodeling the Future

Reflecting the areas in which we could have the biggest impact, we initiated new projects, cooperation and knowledge sharing opportunities. First positive changes are already visible, and we will carry on contributing positively to the development of economy, society and environment.

Do you want to contribute to our materiality matrix? Submit your contact details to support our development:

Your name

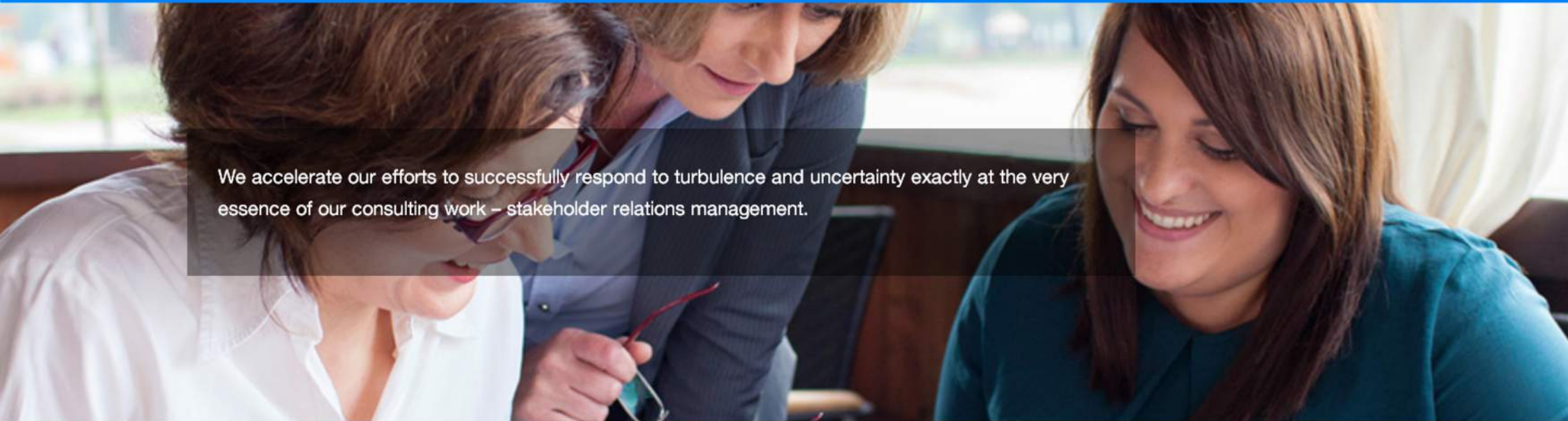
Your email

Subject

Message

SUBMIT

Reshaping Relations

[Home](#) / [Reshaping Relations](#)


We accelerate our efforts to successfully respond to turbulence and uncertainty exactly at the very essence of our consulting work – stakeholder relations management.

Despite unstable economies, [income volatility](#) and competitors closing down their businesses, we did not despair. Instead, we focused on relationships and cooperation as the key to success in the increasingly technologically linked, complex and accelerated world. We gained new knowledge on how to create new networks of relationships, concentrated on retaining and collaborating with our clients and contributed to improving our industry's reputation.

Retaining good client relations in a challenging, changing world

Client surveys, our Account Review System (client satisfaction is a major category), and bare numbers proved that we succeeded in managing existing relations resulting in high [client retention](#) rates. In our increasingly project-based consulting industry we maintained 68 percent of our clients in 2014. Co-operations with our key clients (contributing to two thirds of country fee income) lasted 8,27 years on average in 2014. In addition, our focus on new partnership-oriented approach yielded the first [fruitful results](#).

Changing the industry from within

Consulting, especially communications industry, faced severe reputation blows in the past several years. In the reporting period, communications industry was still struggling with reputation challenges, which many relevant surveys corroborate, from [European Communication Monitor](#) to certain local market surveys.

New economic conditions brought challenges related to market shrinking, decreased communication budgets, postponed investments or projects on one hand, and price-battles on the competition field, new single-person CSR-consultancies, advertising agencies selling PR services as parts of their contracts on the other. Instability and difficulty related to long-term planning resulted in prevailing of project-based contracts with smaller budgets. Additionally, part of the market in Croatia remained off-limits in 2013/2014, because of the Government decision from 2012 to ban state bodies and state-owned companies (with some exceptions) to hire communication consultants. Estimates are that this decision shrunk the market by 20 percent in number of projects, somewhat less in turnover volume.

Blurring of communication disciplines lead to a blending of services, new and changing competitors, and new skills and knowledge our consultants needed. We chose to create change from within and were foremost engaged in the pertinent associations for PR and CSR in our markets. For example, the Croatian Public Relations Association determined reputation as the key material issue in their sustainability report for 2013. Hauska & Partner consultants led the process of composing [CPRA's first Sustainability Report for 2013](#) based on G4 guidelines. The report was a starting point to openly and honestly tackle what mattered to PR professionals in Croatia and what they did to improve their practices.

The poor reputation of the industry was also influenced by a number of corruption lawsuits linked with various types of communication firms, all across Europe. We tackled that issue already in 2010, when we adopted our Anti-Corruption Policy. We also organized [anti-corruption training](#) in 2012 and at the end of 2014, and 90 percent of our consultants in Austria and Croatia have completed this training. In Latvia, it is on the schedule for 2015.

As new technologies, especially Web 2.0, played an increasingly important role for our work and relations, we adapted our Social Media Policy and issued Social Media Guidelines in 2013.

Building new relationships

We are eager to learn how new networks of relationships can work. In 2013/2014, our core questions were: How do value networks and stakeholder engagement work? How are we embedded in value networks? Moreover, how can we improve our position and the value for the other network partners through cooperation and collaboration ventures?

We found it inevitable to upgrade our relation-specific skills and competences, as well as to further develop our own relations with external stakeholders. One step to improve our understanding was the development of a [Stakeholder Management Study](#) we conducted in Austria in 2013 and share for free. In Croatia, [work on five expert papers](#) for international conferences helped us understand issues we encountered in our daily consulting work, especially in the area of stakeholder engagement in environmental projects. Our main challenge lied in the fact that we were dealing with low levels of trust in national and local authorities, as well as strong Not-In-My-Back-Yard and Not-in-Any-Backyard attitude of NGOs, local communities and selected politicians who forcefully oppose construction of waste management centres and the integrated waste management concept envisioned by the Croatian Waste Management Strategy and Plan. It all required additional modifications in initially designed services, sort of “changing as you doing” adaptations in order to provide quality support.

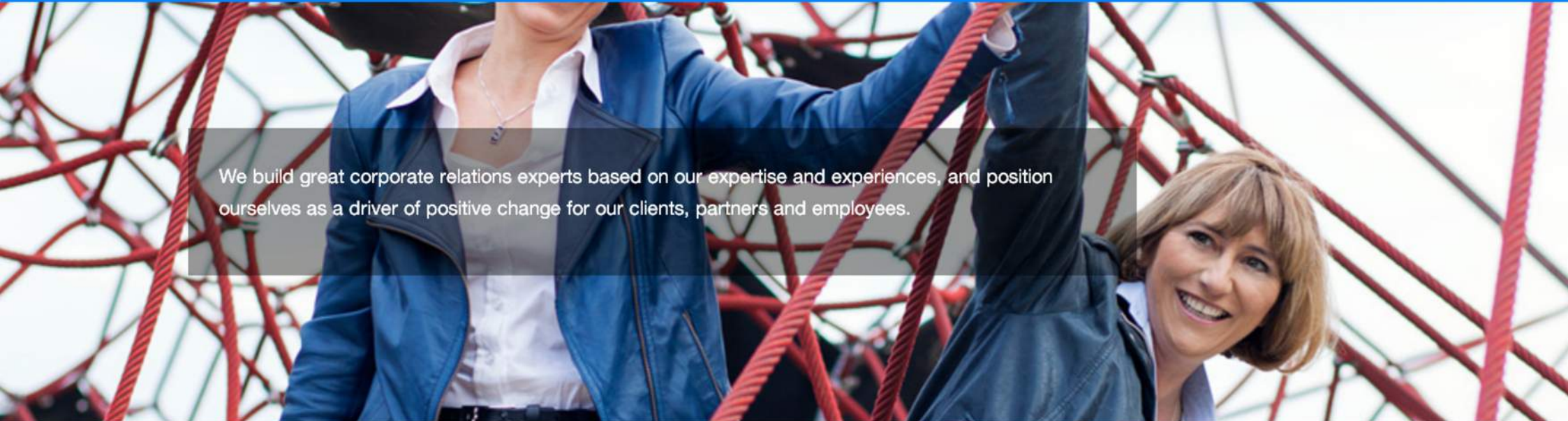
Expanding our network

Building on our key clients, we plan to maintain our high client retention rate in 2015.

We plan to improve our and our clients' knowledge on reshaping international relations by taking a closer look on how headquarters like us deal with cross-cultural stakeholder/issues/CSR management.

We want to extend our relationship networks and expand cooperation with other consultants and experts. To better measure our efforts, we will adapt our Account Review System accordingly.

Reinventing Ourselves

[Home](#) / [Reinventing Ourselves](#)


We build great corporate relations experts based on our expertise and experiences, and position ourselves as a driver of positive change for our clients, partners and employees.

Every day we are in motion, reinventing ourselves. Our vision, mission, values and strategy guide us, but at the same time, we challenge them and reflect whether they still fit. We are a learning organization, fostering personal development of our consultants, and letting them guide our corporation into new areas of competence. Very high employee retention rates, results of our Workplace Assessment Survey (WAS), and clients' demand for our services, as well as strong positioning of our consultants in expert circles proved that our business strategy and orientation were appreciated by our [stakeholders](#) in 2013/2014.

From human resources to innovation management

Being a consultancy, our most valuable assets are the skills and knowledge, unique profiles, passion and dedication of our [consultants](#). If they leave, they take them away. This is why retaining consultants who live by our values is so important to us.

In 2013 and 2014, our group [employed](#) 17 to 18 persons (Full Time Equivalents, FTE). Our [turnover rate](#) was 2 in 2013 and 6 percent in 2014 respectively. This is very low compared to the global turnover rate: [Hay Group](#) consultancy estimated that average employee turnover rates exceeded 22 percent in 2014.

[Average years of employment](#) with H&P were 7.54 years in 2013 and 9.30 years in 2014. We proved once more that we established close links with our employees in 2013, when two Croatian senior consultants became partners.

Low fluctuation rate corresponds with the results of our annual [Workplace Assessment Survey](#) (WAS). The survey identified few improvement areas (still marked above average) in "I am getting told that my contribution is valued" (2013) and "What I contribute to H&P and what I receive in return is a fair exchange of value" (2013 and 2014). In general, 2013 and 2014 WAS showed excellent grades throughout the 29 questions, and our employees strongly agreed that Hauska & Partner "provided stable and reliable employment" and that they were "generally satisfied working at H&P".

We encouraged and supported our consultants to discover new areas of interest, expertise and personal growth. This ultimately results in new opportunities for our company, innovation and expansion in other areas. Therefore, our human resources management evolved into innovation management, while education and training were integral parts of our daily work during the reporting period.

Both external and internal education were provided according to Personal Development Plans (PDP) and position requirements, but not according to categories like gender or age, resulting in average of 78 training hours per employee in 2013 (12 percent increase in comparison to 2012) and 76 hours in 2014.

Honoring these efforts, Hauska & Partner Croatia won the CSR Index 2013 in the category of responsible policies in the workplace. The award recognized our Croatian team as a role model for internal policies and excellent workplace practices.

Exploring corporate relations

The (newly obtained) knowledge and skills of our experts helped us explore new opportunities within the field of corporate relations and strengthen our market positioning. We received significant recognition in the area of consulting in environmental relations and developed highly valued [initiatives](#) as CSR/sustainability experts.

Our definition of corporate relations reflects this market positioning: to us, corporate relations are the nervous systems of organizations. They enable the perception of the environment and, at the same time, steer reactions on incoming stimuli. The most important function of corporate relations is to achieve changes through communication and relations management.

Consequently, the focus of our education was on stakeholder management/inclusion and innovation. Fields of expertise stretched from know-how and experience in the area of stakeholder engagement and communication (e.g. in environmental issues especially in [NIMBY effects](#) and Environmental Impact Assessment processes) to value networks, from project management to controlling skills. Additional focus was online communication and social networks as well as improvement of our "out of the box" thinking strategic creativity. We also expanded our knowledge on the GRI G4 CSR reporting guidelines (with focus on developing materiality) and the [EU Directive on disclosure of non-financial and diversity information](#).

Apart from new areas, we reconfirmed our position in the core communications business. Croatian Public Relations Association launched the first professional certificates in public relations in late 2014 and Daria Mateljak was among the first Croats to become a certified expert.

Growing our knowledge

In 2015, the topic of innovation will be in the focus of our education programs.

We plan to develop services with our stakeholders and support our clients in doing so. As a new area, stakeholder engagement in product and service development will require a multidisciplinary approach and new knowledge. We also realized that we need more skills to listen to stakeholders and interpret information, attitudes and behavior as well as data. Our plan is to improve our capabilities in this area.

We will additionally support our consultants' expert positioning, e.g. with regard to G4 sustainability reporting or public participation in environmental impact assessments. This will also improve our own market positioning

Remodeling the Future

[Home](#) / [Remodeling the Future](#)


We influence the new way of thinking about corporate relations by exploring new segments and innovating in high-end services aimed at solving specific problems.

We do not see our contribution to positive changes in economy, society and environment as an add-on, but as the only way we want to do business. We see many questions, challenges and threats, but also opportunities of our times and develop solutions in our core business in order to create positive impacts. In 2013 and 2014, we created new guidance for other companies, helped shape political framework, and shared our knowledge with hundreds of students as well as through two new online platforms.

Creating positive impact

With the focus on impacts in our core business, we initiated the implementation of new, high quality, multidisciplinary services, for instance materiality matrices, or consulting in environmental communication, energy projects and public participation in environmental decision-making. We also contributed to different projects with our extensive CSR/sustainability knowledge.

In 2013, we were one of eight consultancies the [Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management](#) chose for a pilot project. The aim of this project was to guide selected organizations through the implementation of ONR 192500, the Austrian CSR norm (based on ISO 26000). In Riga, we teamed up with sustainability experts of the Institute for Corporate Sustainability and Responsibility and Free Trade Union Confederation of Latvia to develop a [Responsible Business Check-up](#) for small businesses in 2013. It helps small companies get an objective summary of their business and gives recommendations for improvement.

We have been a member of CSR Latvia since 2014. The same year, we hosted the Pan-Baltic meeting of CSR national representative organizations from Estonia, Latvia and Lithuania in Riga. There, the representatives of CSR Latvia, CSR Estonia and CSR Lithuania signed a Memorandum of Understanding, aimed at fostering strategic cooperation on Pan-Baltic Level.

We also looked beyond our immediate business boundaries by cooperating with the Austrian Chamber of Commerce, respACT – austrian business council for sustainable development, and our client Amway. In 2014, we developed a solution for a business group that is often neglected with regard to CSR management guidelines; the online platform “[nachhaltig selbständig](#)” supports One-Person-Companies to develop, implement and present their own CSR management. Approximately 100 participants joined the launch event at end of October 2014, and by the end of 2014 more than 150 had taken the self-assessment Hauska & Partner developed.

In Croatia, we became a market leader in reporting according to the GRI G4 sustainability reporting guidelines and the EU-directive for non-financial reporting. We trained and educated our clients in reporting methodologies and supported them in developing internal processes for reporting, as well as developing materiality identification processes and stakeholder analyses. Apart from our efforts in education on non-financial and integrated reporting, our Croatian MD Daria Mateljak participated in the production of the [Croatian G4 guidelines](#).

We continued our [support of associations and initiatives](#) like CSR Index in Latvia, Croatian Business Council for Sustainable Development initiatives, UN Global Compact Steering Committee in Austria and sustainability report working group with respACT – austrian business council for sustainable development.

Shaping the political framework

In Austria and Latvia, we were actively involved in the development of the national CSR action plans within the reporting period. Our Baltic colleagues contributed as participants of an expert group. In Austria, Leo Hauska initiated a public CSR dialogue (“[CSR-Dialog](#)”) in 2012 together with five other leading sustainability experts. To support the public discussions on stakeholder involvement in and commitment of political parties to the development of the local CSR action plan, events took place in 2013 and 2014.

Sharing knowledge

Besides collaboration, sharing knowledge is one of our core competence areas. We educated hundreds of students in 2013 and 2014 when we gave [lectures](#) on CSR-related issues and strategic communications at the universities and private colleges in Vienna, Krems and Zagreb. In addition, we launched two platforms to share our knowledge.

In Croatia we successfully presented the [hauska.hr](#) blog in late 2013. Under the brand name *CoRe (signifying [Corporate Relations](#)) we shared our knowledge in organizational relations and communication topics, but also tackled currently hot issues in the public domain and commented on good and bad practices. The blog was well received by our stakeholders, widely read, and shared in social networks.

The [CSR Wegweiser](#) was upgraded from a newsletter to a web platform in 2013, providing free information on policies, standards, studies, awards, funding and projects. Around 300 persons in Austria and Germany received each of the nine accompanying newsletter-updates in the reporting period.

Our efforts, contributions and consulting expertise were honored in the reporting period with seven [awards and recognitions](#).

In 2014, the Austrian team initiated a CSR award themselves: the first “Value Network Award” honored innovative models of collaborative value creation.

Entering new strategic partnerships

Croatia has been a new EU member since 2013 and therefore obliged to develop its CSR action plan. Hauska & Partner plans to contribute to its development process.

As an active member of CSR Latvia, we plan to strengthen stakeholder dialogue. We want to present best sustainable business practices and their benefits across different industries in 2015 and 2016.

In 2015, we will also identify networks in which we want to participate in order to stretch our influence in contributing to positive changes in all our markets. We plan to launch new initiatives and continue with existing ones that promote a multidisciplinary approach and help influence positive developments in the communication profession. We will continue supporting the embedding of sustainability in business.

In order to create more of those great projects, we will adapt our quality monitoring systems (Account Review System, Project Evaluation and Client Satisfaction Survey).

Additionally, we plan to introduce a new service in 2015: it shall support companies in developing responsible leadership competencies needed for addressing complex issues and problems.

H&P at a Glance

[Home](#) / [H&P at a Glance](#)

Hauska & Partner Group Ltd. is a consultancy focusing on corporate relations (core competencies: sustainability – stakeholder – issues management) headquartered in Vienna, Austria. Consisting of the three offices in the capitals of Latvia, Austria and Croatia, the company is owned by local management. We are active in our three home markets as well as the whole CEE and Baltic region.

Economy

In 2013 and 2014, we still experienced effects of the economic crisis, but also some additional effects of the changing markets such as changes in ways of cooperation between organizations and consultants, shifts from long-term retainer contracts to short-term projects, price dumping and shrunken markets. We faced challenges related to the re-start in [Latvia](#), decreased economy, lack of FDI and government regulatory restrictions in Croatia and the very slowly recovering economy in Austria.

Economic value (Group in EUR 1,000)

	2012	2013	2014
Revenues	1,638	1,308	1,133
Operating costs	990	615	667
Employee wages	755	550	574
Payments to providers of capital	32	125	19
Payments to government	10	4	21

Client retention

	2012	2013	2014
Clients retained from previous year	37	25	32
New clients	19	22	9
Total number of clients	56	47	41
Retention rate	64%	45%	68%

Despite shrinking revenues, we were able to retain a relatively high percentage of our clients in comparison to overall market situation dominated by shift to project-based client cooperation.

Supply chain

Our supply chain consists mainly of three pillars:

- + Office rental & equipment
- + Supply for client projects
- + Consulting services

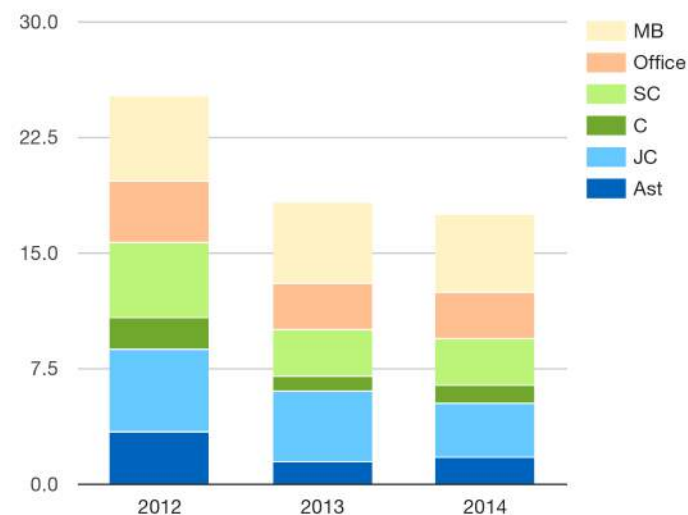
We select our suppliers according to ethical principles and having in mind environmental protection standards, taking into account the criteria of our Green Office Initiative and our Account Review System. As suppliers vary, especially due to our various client projects, we cannot provide meaningful year-to-year comparable numbers of how many suppliers we have and the estimated monetary value of payments made to suppliers.

Client Labor Practice and Decent Work retention

After the challenging year 2012, everything “went back to normal” in the reporting period with a very low turnover rate in all countries. Due to the small size of our company, we do not report on gender, age and position in-depth. What counts for us is that our employees fit our values and engage within and outside the company. Age, gender or origin is therefore no criteria to hire or promote anyone.

We do not draw a distinction between full-time or part-time employees. The benefits we provide (additional health insurance in Latvia and Croatia, contributions to an extra pension fund in Austria) besides legal requirements (parental leave, retirement provision) are available to all our colleagues.

Total workforce by employment type (in FTE)



Employee Turnover

	2012	2013	2014
Total number in FTE	10	0	1
Rate	40%	2%	6%

Average Years in Company

	2012	2013	2014
All employees active per 31.12. each year; in FTE	8.34	7.54	9.30

Employees with 5 or more years at H&P

	2012	2013	2014
Total number of employees with 5 or more years at H&P active per 31.12. (in FTE)	9.37	10.10	11.10
Rate	62%	56%	68%

Days of Absenteeism per 100 employees (Groupwide)

	2012	2013	2014
Group	838	816	467

It is crucial to us to retain our employees, skills and knowledge. We achieved 2 percent turnover rate for the whole group in 2013 and 6 percent in 2014 (based on FTE). On average, our colleagues have been with Hauska & Partner 7.54 years in 2013 and 9.30 years in 2014, while approximately 60 percent of us have been working for the company five years or more in the reporting period.

Hauska & Partner supports the freedom of association and collective bargaining, with a collective bargaining agreement in place only in Austria (ca 20 percent FTE of all employees). In accordance with the SA8000 principles, the Croatian colleagues held seven meetings in 2013 and 2014. We also practice an open door policy and inform all employees about significant operational changes immediately after the management team meetings.

We recorded less days of absenteeism per 100 employees in the whole group during 2014. Being only a small company, we do not report any further details on health issues due to privacy reasons. We had no work-related accidents, fatalities, injuries or occupational diseases.

To support our employees' work-life balance, we offered flexible working hours and teleworking.

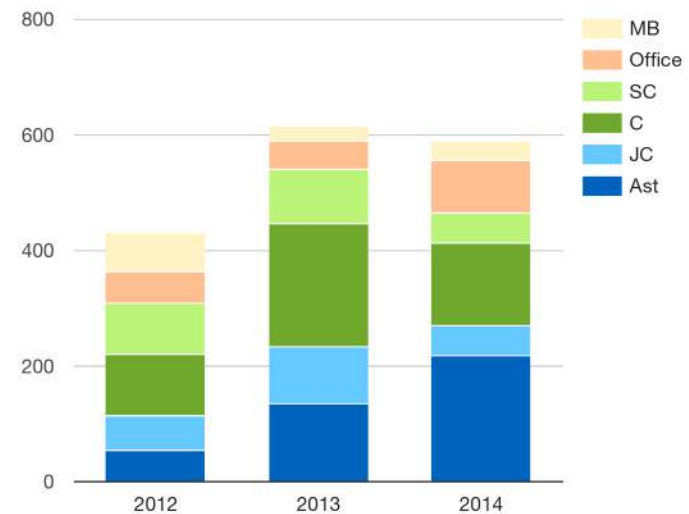
The Ethical Committee with a representative in each country was available to give advice to our employees, including the management. In 2013 and 2014, there were no grievances concerning labor practices.

When recruiting, we followed a multistage process to ensure that the persons we hired shared our values, backed our strategy and were eager to learn and to position themselves as true professionals.

To foster development of each colleague we implemented a 360° Survey in which we assess each other, including the management board, Personal Development Plan (PDP) and a resulting career development perspective. Since training hours are based on PDPs and position requirements, gender data would not give additional information and it is not provided.

Annually, all employees take the Workplace Assessment Survey (WAS). The results in 2013 and 2014 years were excellent in all five individual categories (HR Management & Leadership Style, Career Perspectives, Corporate Culture, General Conditions, and Health & Safety). Our employees agreed strongly that they were informed well on our major strategies. They especially felt encouraged to take responsibility for projects, teams and client work and believed that Hauska & Partner gave them a stable and reliable employment.

Training hours per employee by Employment Type (Groupwide)



Society

We are in constant contact with our stakeholders listed below and included their expectations and concerns in our [materiality analysis](#).

Hauska & Partner considers them and their issues based on the stakeholder definition given in the [G4 guidelines](#).

We engage with them in various ways, as described in [Reshaping Relations](#), [Reinventing Ourselves](#) and [Remodeling the Future](#).

Corruption is quite an issue in our industry, especially in the areas of lobbying and public relations. Therefore, we organized an anti-corruption training in 2012 to raise awareness of the issue. We manage this aspect in relation to all our clients – in our account management system, we check whether the clients received any presents from us and what the height of their price.

In 2015, our Latvian colleagues will receive an anti-corruption training, but we also plan to continue with overall anti-corruption education, review existing anti-corruption policy and upgrade our Code of Ethics.

Anti-corruption training

	2012	2013	2014
Total hours of employee training	19	0	0
Percentage of employees trained	56%	66%	69%

H&P Group stakeholders 2013/14

Owners

Management board

Employees (incl. former & potential)

Families of employees

Clients

Partners

Suppliers

Government and regulation

Experts

Competitors

Education

NGO/NPO (including industry representatives)

Media/journalists

Human Rights

	2012	2013	2014
Total hours of Employee Training	12	0	0
Percentage of Employees Trained	56%	66%	69%

Basic human rights issues like forced/compulsory/child work, freedom of speech etc. are legally regulated in Austria, Croatia and Latvia. Being a consultancy, we also do not have many opportunities to influence positive changes in international supply chains other than [engaging](#) for a deeper understanding of the importance of value chains in the context of G4 reporting in the business community.

Nevertheless, 56 percent of our employees participated in human rights training in 2012, resulting in a trained workforce of 66 percent in 2013 and 69 percent in 2014.

If human rights issues occur within our company (which did not happen in 2013/2014), our Ethical Committee supports our colleagues in their resolving.

Within the last several years we established our Green Office program, getting to the heart of those things we can do as a consultancy with three offices in three European countries: reducing consumption of office materials and energy, choosing offices that can be reached by public transportation, using video conference instead of business flights, etc. The according measures are and will be implemented in Riga, Vienna and Zagreb.

However, we see that more important influence on the environment is through our consulting. Especially in Croatia, where our team specializes in stakeholder relations consulting in energy and environment projects, and led several projects in 2013 and 2014 with clients in the areas of waste management, energy and construction industry focusing on environmental protection and prevention of climate change.

However, even the smallest contribution counts: when organizing a congress in 2014, we did not order usual plastic congress bags that are used once and then left to gather dust in the participants' offices or homes. Instead, we had shopping bags made of fair trade cotton that can be used instead of plastic bags every day.

Within our Account Review System we check whether each of our projects contributed to environment.

Governance

[Home](#) / [Governance](#)

The Management Board regularly discusses issues of importance in key strategic areas, planned and actual performance, and makes decisions on the most appropriate course of action.

H&P Group is managed by the seven-member Management Board: two members from Austria, one from Latvia, and four from Croatia. The structure of the Board mirrors the practice of the H&P Group: local top managers are residents of the countries in which the companies operate. The Chairman of the Management Board is also the H&P's Chief Executive Officer.

Considering the structure according to gender and age, women outnumber men in the Management Board (4:3), while the most Management Board members are between 30 and 49 years old, with average of 44 years of age.

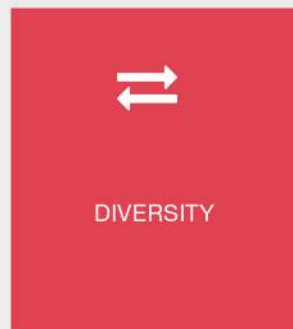
Possible conflict of interest can be reported to the Ethical Committee, but also discussed at the local or Group level.

Corruption-related risks are regularly analyzed and all issues are discussed in line with our Anti-Corruption Policy.



Individual performance is evaluated once a year. It consists of three parts – [360° evaluation](#), [Personal Development Plans](#) and [One-on-One discussions](#) with the local Managing Director or another Board Member responsible for human resources. The executive board members discuss their performance with the Chair. The performance review is value driven and based on multiple indicators.

Careful consideration of our value chain is very important to us. Besides ensuring that an appropriate balance between costs and quality is achieved, we encourage suppliers with sustainable practices, favor local suppliers whenever is possible and foster long-term cooperation with suppliers that match our values.



DIVERSITY



PASSION &
DEDICATION



EXCELLENCE



RELIABILITY



CONTRIBUTION

Since 2005, we have developed the following documents to guide and inspire our behavior:

-  [Code of Conduct](#) (2005)
-  [Social Media Policy](#) – (2008; adapted 2013)
-  [Green Office Guidelines](#) (2009)
-  [Anti-Corruption Policy](#) (2010)
-  [Social Media Guidelines](#) (2013)

We also voluntarily endorse the following internationally accepted standards:

-  [United Nations Universal Declaration of Human Rights](#)
-  [United Nations Convention against Corruption](#)
-  [International Communications Consultancy Organization Stockholm Charter](#)
-  [United Nations Economic Commission for Europe Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters \(Aarhus Convention\)](#)

Memberships

[Home](#) / [Memberships](#)

We strive to constantly gain knowledge and share our know-how and experiences. Participation in interest and expert groups is crucial, therefore Hauska & Partner holds organizational and personal memberships in 22 organizations on either group of local level.

H&P Group

GRI

Since 2006

UN Global Compact

Since 2006

UN Caring for
Climate

Since 2007

Austria

Austrian PR
Association

Since 1990

Headquarters
Austria

Since 2004

respACT - austrian
business council for
sustainable
development

Since 2006

UN Global Compact
Austria

Since 2007

CSR Expert Group

Since 2010

Croatia

Croatian Public
Relations
Association

Since 2000

Croatian Chamber
of Economy

Since 2001

Croatian Exporters

Since 2004

Croatian Business
Council for
Sustainable
Development

Since 2006

Croatian Lobbyists
Society

Since 2008

Croatian
Association of
Communications
Consultancies

Since 2010

Foreign Investors'
Council Croatia

Since 2012

Croatian Society for
Organizational
Development

Since 2012

Association of
Sustainable
Development
Experts

Since 2013

Latvia

Latvian Public
Relations
Consultancies
Association

Since 2007

Latvian Association
of Public Relations
Professionals

Since 2007

Latvian Chamber of
Commerce and
Industry

Since 2010

Institute for
Corporate
Sustainability and
Responsibility

Since 2011

CSR Latvia

Since 2014

Awards

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2014

Recognition by the Latvian Ministry of Economics as an appreciation of our contribution to spread and implement ideas of sustainability in the country in 2014.

2014

Grand Prix Award of the Croatian Public Relations Association in the Internal Communications category (OTP banka corporate identity change consulting).

2013

Nomination for Austrian CSR award [TRIGOS](#).

2013

Responsible policies in the workplace category award of the CSR-Index Croatia.



2014

Recognition by Hrabri telefon (a Croatian children help-line center) for our support to their humanitarian efforts.

2013

Award for CSR category ("Electrolux Clean Flag Point" campaign) and the 3rd place of the category Public Sector & NGO (campaign "Consider work safety rules – BE SAFE!" for Free Trade Union Confederation of Latvia).

2013

Nomination for the Austrian marketing state award (Wienerberger strategic process consulting).

Lectures and Publications

[Home](#) / [Lectures and Publications](#)

In 2013 and 2014 we contributed to society by sharing our knowledge through lectures, speeches and courses as well as in publications.

Corporate

Godīgas
attiecības

Korporativni
odnosi

Leo Hauska

Elisabeth Gail

Daria Mateljak

Andreja Pavlović

Ana Smoljo Josić

Kitija Balcare

Lita Grafa

-  University of Vienna, Course "Corporate Social Responsibility" (2013, 2014)
-  Danube University Krems, Course "Corporate Social Responsibility" (2013, 2014)
-  University of Applied Sciences for Management and Communication, Vienna, Course "Corporate Social Responsibility" (2013, 2014)
-  University of Applied Sciences Wiener Neustadt, Course "Corporate Social Responsibility" (2013, 2014)
-  Incite Academy of the Federal Chamber of Commerce, Lecture "CSR Communications" in the Course "CSR Management" (2013, 2014)
-  Headquarters Congress, Lecture "Value Networks: Headquarters as Network Junctions" (2014)
-  Green World Forum, Lecture "Stakeholder Management" (2014)
-  Croatian Public Relations Association Conference, Lecture "Myths and Reality of CSR" (2014)
-  Croatian Business Council for Sustainable Development, Lecture "The Future of Reporting" (2014)
-  Neos-Lab, Lecture "Perspectives of CSR Politics" (2014)




Leo Hauska	Elisabeth Gail	Daria Mateljak	Andreja Pavlović	Ana Smoljo Josić	Kitija Balcare	Lita Grafa
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 CSR breakfast: "Update of the GRI Conference in Amsterdam" (2013)

Leo Hauska	Elisabeth Gail	Daria Mateljak	Andreja Pavlović	Ana Smoljo Josić	Kitija Balcare	Lita Grafa
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-  Edward Bernays, Communications College, lecturer in Corporate Social Responsibility and Public Relations (since 2014)
-  University of Zagreb, Croatian Studies, Department of Communications Science, lecturer in Strategic Thinking (2013, 2014, since 2009)
-  University of Zagreb, Croatian Studies, Department of Communications Science, lecturer in Sectoral Public Relations (2013, 2014, since 2007)
-  Guest lecturer at the Faculty of Economics and Business, Course Corporate Social Responsibility, lecture: "Non-financial reporting according to GRI G4 and Integrated Reporting" (2014)
-  London School of Public Relations, Zagreb. One-day courses in two modules (winter-spring): "Measurement and Evaluation in Public Relations" (2014)
-  Guest lecturer at the Faculty of Economics and Business, Post-graduate study Organization and Management, Course Corporate Social Responsibility and Business Ethics, lecture: "Non financial reporting and communication" (2013)
-  Guest lecturer at the Faculty of Economics and Business, Course Corporate Social Responsibility, lecture: "Non-financial reporting and Corporate Social Responsibility" (2013)
-  Guest lecturer at VERN Business School, Expert Study in Business Communication Management, lecture: „Corporate Social Responsibility in Organization“ (2013)
-  International Management Research Academy (IMRA) London, United Kingdom in cooperation with Rochester Institute of Technology (RIT) American College of Management & Technology (ACMT) Zagreb: International Conference: 16-17 May, 2013, lecture: "Management in an Interconnected World" (2013)
-  Croatian Public Relations Association: Roundtable on Code of Ethics, participant (2013)

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-  Edward Bernays, Communications College, lecturer in Corporate Social Responsibility and Public Relations (since 2014)
-  Croatian Business Council for Sustainable Development. Lecture: "Non-financial reporting and G4 Guidelines" (2014)
-  Croatian Public Relations Association Conference, roundtable organizer and moderator: "Dialogue in the Croatian society" (2014)

Leo Hauska	Elisabeth Gail	Daria Mateljak	Andreja Pavlović	Ana Smoljo Josić	Kitija Balcare	Lita Grafa
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-  Croatian Public Relations Association: "Media relations" for CPRA Student Day (14 and 15 October 2014)

Leo Hauska	Elisabeth Gail	Daria Mateljak	Andreja Pavlović	Ana Smoljo Josić	Kitija Balcare	Lita Grafa
 Forum of transition economy in local community, Latvian Rural Forum, NGO "homo ecos" and Transition Initiative of Ikskile city, lecture: "How to develop strategic relations with local community?" (2014)						
Leo Hauska	Elisabeth Gail	Daria Mateljak	Andreja Pavlović	Ana Smoljo Josić	Kitija Balcare	Lita Grafa
 Media relations seminar for Latvian Chamber of Commerce (2014)						
 BALTSUM conference for human resources specialists, lecture on internal stakeholder engagement (2014)						
 Marketing & Communication Expert Day, lecture for B2B audience "Cooperation vs. Competition" (2014)						

We developed expert papers and contributed to books

Authors	Title		Place and date
Hauska, L., Kantor, J.	Stakeholder Management – Status Quo in Austria. Findings of a qualitative research in Austria		Austria, 2013
Pavlović, A., Mateljak, D.	Managing Communication Risks in Environmental Assessment Processes. Crisis Management Days		Zagreb, 28 -29 May 2013
Pavlović, A., Mikulić, N., Mateljak, D.	Deeper Insight into EIA Practice in Croatia – Research on Attitudes on Quality and Effectiveness of EIA Processes and Public Information. First Regional Conference on Environmental Impact Assessment		Zadar, 18-21 September 2013
Pavlović, A., Terek, M.	Understanding Not-In-My-Backyard and Not-In-Any-Backyard Phenomena – Example of County Waste Management Center in Biljane Donje. XIII International Symposium on Waste Management		Zagreb, 6-7 November 2014
Terek, M., Selak Bagarić, E.	Reporting on Children and Minors in the Context of Violence and Criminal Behaviour in Daily Newspapers. 6 th National CSR Conference		Zagreb, 10 December 2014
Pavlović, A., Pavičić Nišević, G., Mateljak, D.	Managing Risks and Crisis in Supply Chain. 6 th National CSR Conference		Zagreb, 10 December 2014
Gail, Elisabeth	Global Reporting Initiative. CSR News/CSR-knowledge.net		Austria, 2013
Gail, Elisabeth	Corporate (Social) Responsibility. CSR News/CSR-knowledge.net		Germany, 2013
Gail, Elisabeth	Alles neu durch G4?. CSR-Blog		Germany, 2013

Report Profile & Index

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Our Sustainability Report covers the years 2013/2014, and it is our very first report based on G4 Guidelines. In total, this is our seventh report. We prepare reports both on annual and biannual basis, the last having been issued in 2012 in the form of a UN Global Compact [Communication on Progress](#). We are proud that we were pioneers in reporting about sustainable practices in our industry when we started preparing our reports back in 2007.

General standard disclosure

IN ACCORDANCE LEVEL: CORE

Performance indicator	Description	UN Global Compact	Find it in
G4-1 and 2	Strategy and analysis: statement from the CEO	No specific COP requirement	Letter from the CEO, Reshaping Relations, Reinventing Ourselves, Remodeling the Future
G4-3 to 16	Organizational profile	No specific COP requirement	H&P at a Glance
G4-17 to 23	Identified material aspects and boundaries	Principles 1 to 10	Materiality to the Point
G4-24 to 27	Stakeholder engagement	Principles 1 to 10	H&P at a Glance, Reshaping Relations, Reinventing Ourselves, Remodeling the Future
G4-28 to 33	Report profile	No specific COP requirement	Report Profile & Index

Performance indicator	Description	UN Global Compact	Find it in
G4-34	Governance	Principles 1 to 10	Governance
G4-56	Ethics and integrity	Principles 1, 2 and 10	Governance

Specific standard disclosure

Economy

– ECONOMIC PERFORMANCE

Performance indicator	Description	UN Global Compact	Find it in
G4-EC1	Direct economic value generated and distributed	No specific COP requirement	Facts & Figures

– MARKET PRESENCE

Performance indicator	Description	UN Global Compact	Find it in
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Principle 6	Facts & Figures, Governance

Environment

– DISCLOSURES ON MANAGEMENT APPROACH

Performance indicator	Description	UN Global Compact	Find it in
G4-DMA	Management approach	Principles 7 to 9	Facts & Figures

– EMPLOYMENT

Performance indicator	Description	UN Global Compact	Find it in
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	No specific COP requirement	Facts & Figures
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	No specific COP requirement	Facts & Figures

– LABOR/ MANAGEMENT RELATIONS

Performance indicator	Description	UN Global Compact	Find it in
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Principle 3	Facts & Figures

– OCCUPATIONAL HEALTH AND SAFETY

Performance indicator	Description	UN Global Compact	Find it in
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender	Principle 1	Facts & Figures

– TRAINING AND EDUCATION

Performance indicator	Description	UN Global Compact	Find it in
G4-LA9	Average hours of training per year per employee by gender and by employee category	No specific COP requirement	Facts & Figures
G4-LA10	Programs for skilled management and lifelong learning that support continued employability of employees and assist them in managing career ending	No specific COP requirement	Reinventing Ourselves

Performance indicator	Description	UN Global Compact	Find it in
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	No specific COP requirement	Facts & Figures, Reinventing Ourselves

– DIVERSITY AND EQUAL OPPORTUNITY

Performance indicator	Description	UN Global Compact	Find it in
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Principles 1 and 6	Governance

– LABOR PRACTICE GRIEVANCE MECHANISMS

Performance indicator	Description	UN Global Compact	Find it in
G4-LA16	Number of grievances about labor practices field, addressed, and resolved through formal grievance mechanisms	No specific COP requirement	Facts & Figures

Human Rights

– INVESTMENTS

Performance indicator	Description	UN Global Compact	Find it in
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Principles 1 to 6	Facts & Figures

Society

— ANTI-CORRUPTION

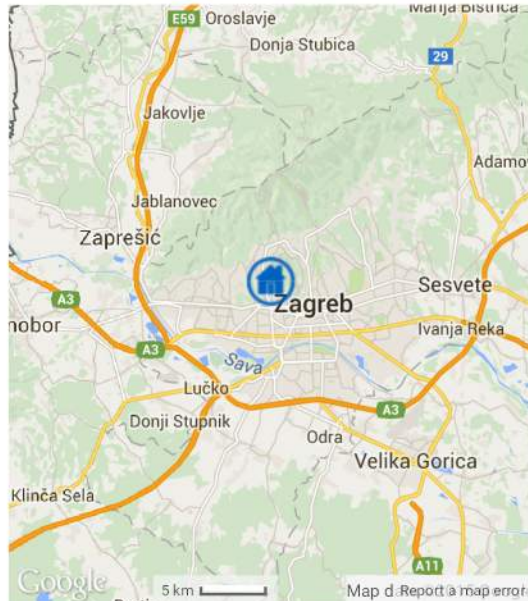
Performance indicator	Description	UN Global Compact	Find it in
G4-SO4	Communication and training on anti-corruption policies and procedures	Principle 10	Facts & Figures, Reinventing Ourselves

Product Responsibility

— PRODUCT AND SERVICE LABELING

Performance indicator	Description	UN Global Compact	Find it in
G4-PR5	Results of survey measuring customer satisfaction	No specific COP requirement	Reshaping Relations

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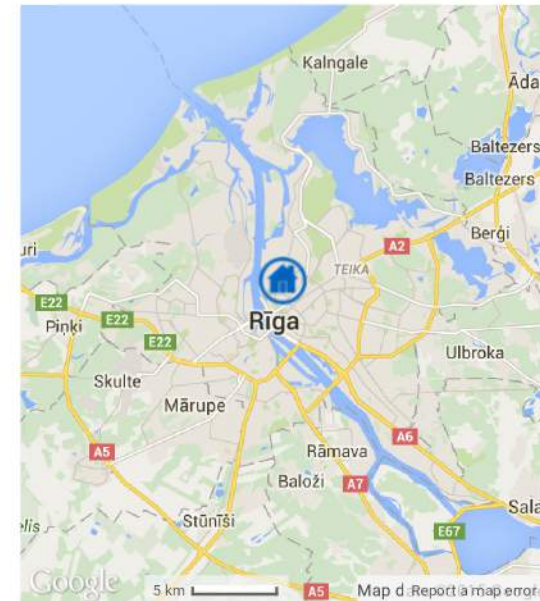
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