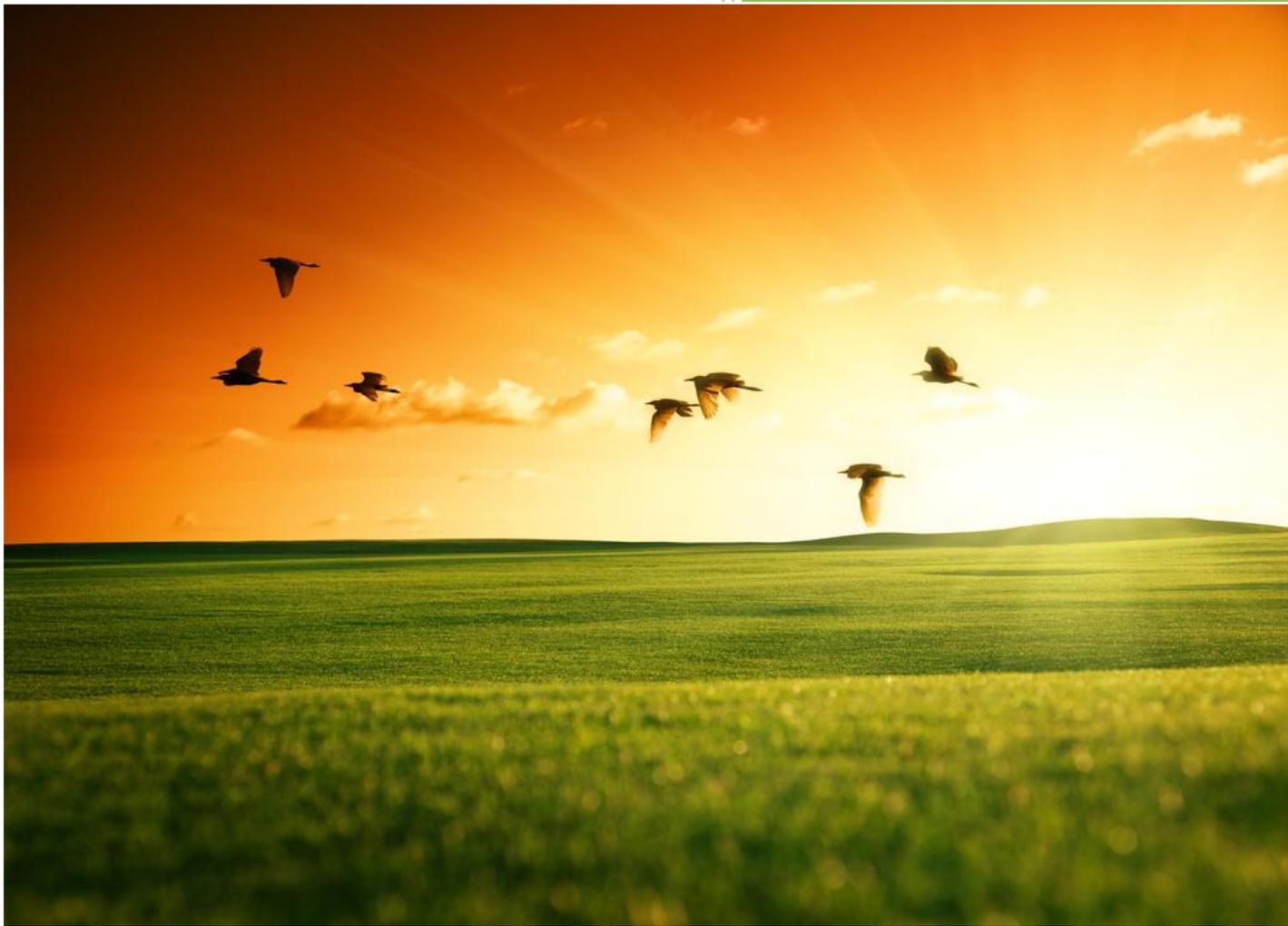


2011-2013

# GRI G4 Sustainability Report



CENTRE for SUSTAINABILITY  
and EXCELLENCE

*From Commitment to Results...*



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## 1. *A message from the President*



As corporate responsibility has grown rapidly over the past years, sustainability key issues are dynamic and therefore create the need for new, innovative directions in the development and implementation of effective and integrated Sustainability Strategies. For long corporate Responsibility and Sustainability has been misconceived for being entirely voluntary from various organizations, who have not integrated specific policies and strategies in their core activities and philosophy.

Sustainability represents one of the most discussed topics, on a social, environmental and economic level, mainly as a result of the latest critical transformational changes in all levels of society and their huge environmental impacts. In the business world today there is a growing sense of Sustainability to improve transparency and accountability to the wider community- not just to a company's shareholders . Closely related to business ethics and sustainable development, the concept of Sustainability has emerged. An organization encompassing sustainability activities is bound to be responsible towards its various stakeholders, either within their social, economic or physical environment.

Corporate executives must find new ways to address the social, economic, and environmental impacts of doing business “as usual” and organizations must increase the degree to which employees of all levels and functions, and not only managers or directors, comprehend, appreciate, embrace and practice the concepts of Sustainability. Specifically for CSR Managers and CSOs, required abilities and skills should focus on the alignment of the organization's strategy with the values and principles of corporate responsibility.

Sustainability policies and goals for employees, the environment and the society is part of the corporate structure of CSE and we are proud to present them in our Sustainability Report.

Enjoy your reading,

***Nikos Avlonas***

***Founder and President of CSE***



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

Looking back over the past years, we are really proud to have met our commitment to globalize sustainability, by including new services to our portfolio and expanding into new areas. Our flexible working structure has enabled us to meet our targets, expand and exceed customer expectations. Our long-lasting partnerships are becoming stronger while new collaborations are providing valuable insight for further growth.

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

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

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

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

### *1.2 The structure of the report*

The report you are holding is the first Report of CSE developed according to the GRI G4 guidelines. This report and the data contained pertain to calendar years 2011 to 2013 from CSE global offices. The last CSE sustainability report has been prepared in 2010 according to the UN Global Compact principles. Since then, no significant changes regarding to the organization's size, structure, ownership or supply chain have occurred. Furthermore, no restatements of information or significant changes in the Scope and Aspect boundaries have taken place after the last reported period.



Specifically, *Chapter 2* describes the profile and nature of CSE. It includes Company's policy, vision, mission, values and principles as well as the methodology of materiality and company's contribution to globalized sustainability.

*Chapter 3* refers to all the GRI G4 general and specific standards disclosures, analyzing the relevant indicators according to the three basic pillars, the Market, the Environment and the Society.

*Chapter 4* includes the GRI Index, the indicators covered in this report as well as their location in the document.

*In Chapter 5* you will find a table with the ten principles of UN Global Compact.

Finally, *Chapter 6* offers the assesment form that you can complete in order to evaluate our report.

### *1.3 Making this CoP available to stakeholders*

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

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

## *2. The profile of CSE...*

### *2.1 The Nature of the business*

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

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

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

### *Walking the Talk...on Sustainability*

- CSE is a Carbon Neutral Organization since 2007
- CSE Issues a Sustainability Report, based on the UNGC Principles (since 2008)
- CSE is a GRI Certified Training Provider (GR and Middle East)



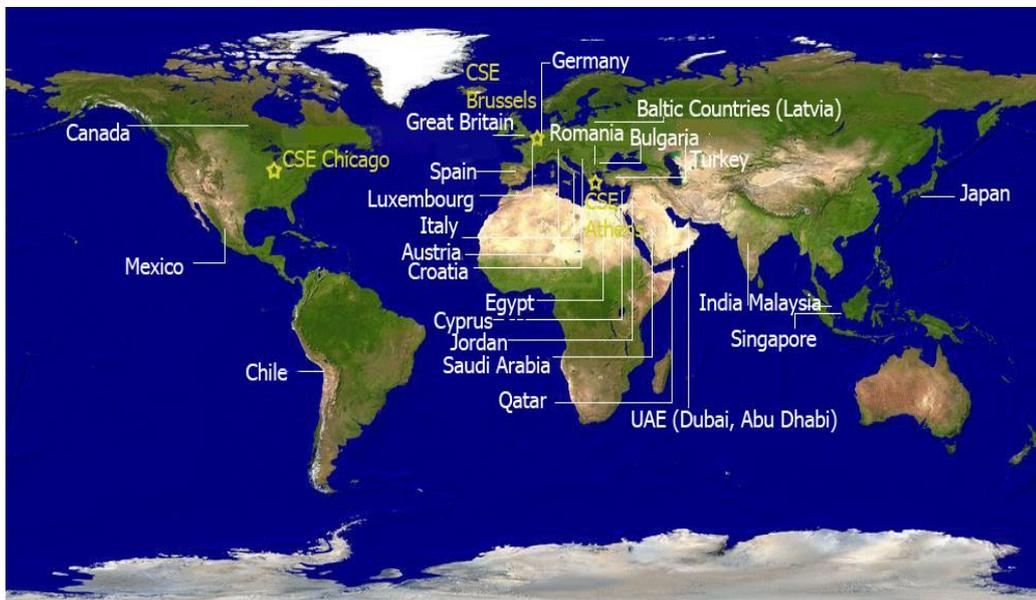
- CSE is a AA1000 Licensed Assurance Provider
- CSE is a CDP Silver Education and Training Partner (USA)



AA1000  
Licensed Assurance Provider  
000-142

### 2.1.1 CSE Worldwide Activities

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



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

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



### 2.1.2 CSE products and services



### 2.2 Policy Review – Vision – Mission

#### POLICY REVIEW

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

The Stakeholder Code of Conduct includes the commitments of our organisation and our employees in reference to **human rights, working conditions and labour standards**, the **environment** and to **anti-corruption**. Since 2006, CSE has implemented a **Green Office Policy** that aims to reduce waste generation through the implementation of **office recycling initiatives**, to **reduce levels of direct and indirect CO2 emissions** through energy saving reduction practices, and to offset those emissions.

#### VISION

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



## MISSION

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

### *2.3 Supply chain*

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

### *2.4 Mapping of stakeholders*

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

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

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



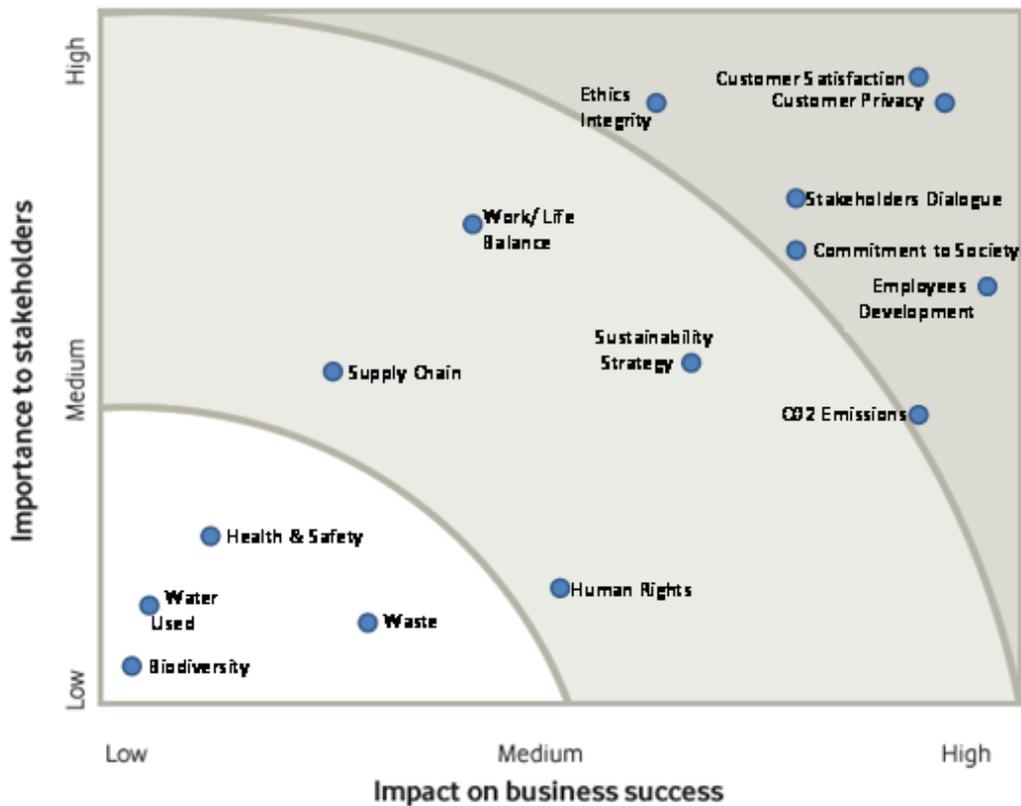
Figure 1: CSE Stakeholders' Mapping

### 2.5 Materiality Methodology

In order to identify areas that could represent opportunities or risks for our business now or in the future, we analyze issues in terms of their relevance for society and for us. For CSE, a topic is of material interest if it is considered relevant from both our stakeholders' as well as our own perspective.

We went through the following process:

- Reviewed best practice approaches to materiality and the approaches of our peers
- Consulted a cross-section of stakeholders from across our business to define a list of material issues and prioritize these into high, medium and low importance
- Presented a draft materiality matrix
- Reframed and repositioned some issues to reflect the Internal Executive Meeting's feedback and produce a finalized version of the matrix
- This year there was formal input from external stakeholders (clients, Employees) to our materiality assessment process.



*Figure 2: Materiality Assessment*

This sustainability report has been prepared in accordance with the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). All the previous sustainability reports that have been conducted are available on our website page under the tab of “Our Sustainability Policy”. This year we have sought to focus to market, social and economic topics which are material to our organization and our stakeholders.

We have undertaken a materiality assessment which is presented to figure 2 in order to identify which are the topics of priority for the organization and external stakeholders.

Based on this assessment we consider our material topics to be:

- **Ethics integrity**
- **Customer satisfaction**
- **Customer’s privacy**
- **Employees’ Development**
- **Stakeholders dialogue**
- **Commitment to society**
- **GHG Emissions**



## 2.6 Corporate governance

### ➤ CSE Board of Advisors

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

- *Nikos Avlonas, Founder & President CSE*
- *Louis Christopher, Chief of Marketing & Development for CSE North America*
- *Demetria Giannisis, Strategic Sustainability Advisor for CSE*
- *Nick Andrews, member of the advisory board of CSE North American*
- *George P. Nassos, member of the advisory board of CSE North America*

### ➤ Our Corporate Partners

- *Global Reporting Initiative*
- *The Global Compact*
- *Institute of Environmental Management and Assessment*
- *World Council for Corporate governance*
- *myclimate*
- *Water Footprint Network*
- *Business in the Community*
- *Corporate Responsibility Index*
- *Climatop*
- *CSR Wire*
- *Ethical Market*
- *We Institute*
- *American Center for Life Cycle Assessment (ACLCA)*
- *Chicago land Chamber of Commerce*
- *CSR Hub*

## 2.7 Contribution to globalized sustainability

CSE gives the opportunity to 6 students per year, from different countries and with different specializations, to learn about sustainability by working with our executive staff.

Also CSE organizes globally 3 roundtables per year in different continents with Sustainability Leaders in order to provide awareness in the most important trends of Sustainability Also other activities that contribute to Sustainability are listed below :

- [The Centre for Sustainability & Excellence \(CSE\) announces the Global Sustainability \(CSR\) Practitioner Challenge winners! 15 March, 2012](#)

The Centre for Sustainability & Excellence (CSE), recognized as a leader in implementing Corporate Social Responsibility (CSR) initiatives while challenging existing corporate management models, has recently concluded an international competition among Certified Sustainability (CSR) Practitioners known as the Global Sustainability (CSR) Practitioner Challenge.



The Global Sustainability (CSR) Practitioner Challenge gives recognition to some of the best practices and initiatives achieved by Certified CSR Executives, and aims to support the emergence of active pioneers in the field of CSR.

Over 50 Certified CSR Executives from a diverse range of industries and backgrounds took part in the 2012 Challenge. Each applicant presented a CSR initiative in which they had initiated and/or participated within their organization. The submissions were evaluated against specific objective criteria with 9 winners selected (3 from each region: Europe, Middle East/North Africa, North America) and recognized as Awarded Sustainability (CSR) Practitioners.

The 2012 Awarded Certified Sustainability (CSR) Practitioners are:

### EUROPE

**Dora Kostopoulou** – Athenian Brewery  
**Johana Stakeberg** – Lansforsakringar Halland  
**Oumhany SY** – ArcelorMittal

### MENA (Middle East / North Africa)

**Saeed Al Zaabi** – Adgas  
**Faten Al-Yafi** – Savola  
**Rehan Uddin** – Dubai Customs

### NORTH AMERICA (USA & Canada)

**Roy Conn** – Huntsman  
**Pete Pearson & Shaun Kochivar** – Supervalu  
**James Temple** – PricewaterhouseCoopers Canada

All awarded CSR Practitioner Winners were announced globally through CSE communication channels for their efforts of adding a piece to Sustainable Development's puzzle. Additionally, winners earned a complementary seat to attend any of our Certified Trainings, with most choosing to benefit from the Certified Carbon Strategy Practitioner Training (IEMA approved). We also welcomed them as guest speakers at our trainings and events.

At present, over 500 CSR Practitioners including General Managers, Directors and Senior Executives from prestigious organizations such as World Business for Sustainable Development, Bank Muscat, Oracle, Coca Cola, CYTA, Dubai Customs, Shell, Mercedes, Zain, Sara Lee Corporation, Alpha Bank, BSH Home Appliances, ING, Piraeus Bank, Ernst & Young, Baker Hughes, Dubai Electricity & Water Authority, The North Face, Parsons and Aldar Properties have gained advanced knowledge and career progression through CSE's workshops. Since 2005, CSE has trained over 5,000 professionals across 18 countries and 5 continents, as we are committed to coaching and training the global business community for a more sustainable economic, social and environmental future.

- The President of CSE speaker at the New York, 2012 Wall Street Green Summit

Nikos Avlonas Founder and President of CSE in his keynote speech at Wall Street Summit in NY on March 20th about *"How GRI and CDP Reporting criteria Facilitate Investment Decisions"* for mainstream investors, underlined the need for more corporate transparency through Sustainability Reporting and also the growing trend of investors to take under considerations ESG risks.

Mr. Avlonas emphasized that non-financial performance indicators (ie those related to ESG risks) are regarded as important by senior executives, investors and Sustainability (CSR) Managers while Companies are slow in integrating non-financial performance measurements in the mainstream business strategy internally and communicating these externally. At the same time, now, investors are



incorporating non-financial indicators into valuation models more than they did in the past. Sustainable and Socially Responsible Investments (SRI) in the United States continue to grow at a faster pace than the broader universe of conventional investment assets under professional management. In an effort to highlight the professional asset management strategies based on SRI, Mr. Avlonas noted that in 2010 these strategies stood at \$3.07 trillion, representing a rise of more than 380 percent from \$639 billion in 1995. Finally, referring to Sustainability Reporting, he highlighted the importance of adhering to international reporting standards such as GRI, UN Global Compact and CDP.

The Wall Street Green Summit is the longest running and most comprehensive environmental market event in the industry, launched in 2002 in New York.

- Sustainability Roundtable Gives Strong Outlook for the Future of Municipalities, Corporations, and Government

On the evening of January 25th, 2012, the Centre for Sustainability and Excellence (CSE), in partnership with CSR wire and the Illinois Chamber of Commerce, hosted a Sustainability Roundtable Discussion and reception at the Hotel Monaco in Chicago. An engaged audience featuring some of Chicago land's largest and most sustainable companies and organizations, including Allstate Insurance, Illinois Tool Works, and R.R. Donnelley, came out for a discussion on the topic "Using Sustainability to Mitigate Risk During Economic Turbulence."

The evening's first presenter was **Karen Weigert**, Chief Sustainability Officer for the City of Chicago. Ms. Weigert communicated to the audience the City's push for more efficient systems of transportation, waste reduction, and natural resource protection & restoration. She also reinforced the position of Mayor Emanuel's administration to adhere to the Chicago Climate Action Plan.

Following Ms. Weigert was **Doug Widener**, Executive Director of the U.S. Green Building Council – Illinois Chapter who articulated the fiscal and environmental advantages of implementing the suite of rating systems known as Leadership in Energy and Environmental Design (LEED) for the design, construction, and operation of high performance green buildings, homes, and neighborhoods. Mr. Widener also noted that Chicago had more LEED certified buildings than any other city on the planet with 47.

**Herbert Lust**, Director of Strategy, Global Corporate Citizenship at Boeing provided examples to dispel the myth of any conflict between environmental stewardship and economic growth. Mr. Lust touted Boeing's use of biofuels as an alternative to petroleum-based jet fuels, and the company's mentality of engineering products and systems (75% of R&D goes toward benefitting and addressing environmental performance).

The evening's final presenter, **Menno Enters**, Director of Energy and Sustainability, began with personal anecdotes from his childhood that gave rise to his enthusiasm for sustainability today. Mr. Enters touched on many of Walgreens' initiatives including the use of geothermal energy, solar panels, and internal training and education on sustainability.

"We are at a critical juncture where integrating sustainability into the corporate and governmental strategy and framework must be addressed as priorities," stated **Nikos Avlonas**, President of CSE and moderator for the Roundtable. "We facilitate events such as tonight's Roundtable not to pat ourselves on the back for the work we've done, but to engage with our peers in sharing best practices, addressing challenges, and pushing the sustainability movement forward."



- Sustainability 4th Roundtable in Atlanta, 20 December, 2011

On the evening of December 6th, the Centre for Sustainability and Excellence (CSE), in partnership with the City of Atlanta Mayor’s Office of Sustainability, hosted a Sustainability Roundtable Discussion and reception at the Emory Conference Center Hotel in Atlanta. An engaged audience featuring some of Atlanta’s largest and most sustainable companies and organizations (e.g., Coca-Cola, UPS, Atlanta Regional Commission) came out for a discussion on “Communicating Sustainability Successfully.”

The evening’s first presenter, Natalie Pawelski, VP of Cater Communications, featured media clips on how climate change and sustainability are communicated to the public. CSE’s own Nikos Avlonas followed, discussing the importance of “green marketing” and best/worst practices. Mike Wallace, Focal Point USA Director of the Global Reporting Initiative, helped shed light on the importance of sustainability reporting with current trends and compelling facts. Suzanne Burnes, Executive Director of Sustainable Atlanta, concluded the evening with a look at Atlanta’s own sustainability initiatives and stakeholder involvement. The discussion was moderated by Aaron Bastian, Communications and Project Manager at the Mayor’s Office of Sustainability.

During the days of December 6th and 7th, CSE conducted its 2-day Certified Sustainability (CSR) Practitioner Workshop for a diverse group of sustainability professionals at Emory. Executives, managers, and coordinators from various sectors, corporate, government, and not-for-profit alike, participated.

Jenni Williams, Director of Global and Social Responsibility at Reserveage Organics “...really enjoyed the breakout sessions and brainstorming, as well as the case studies and videos which helped facilitate thought and discussion.”



### 3. CSE Future Objectives –Materiality

#### 3.1 CSE in the Market

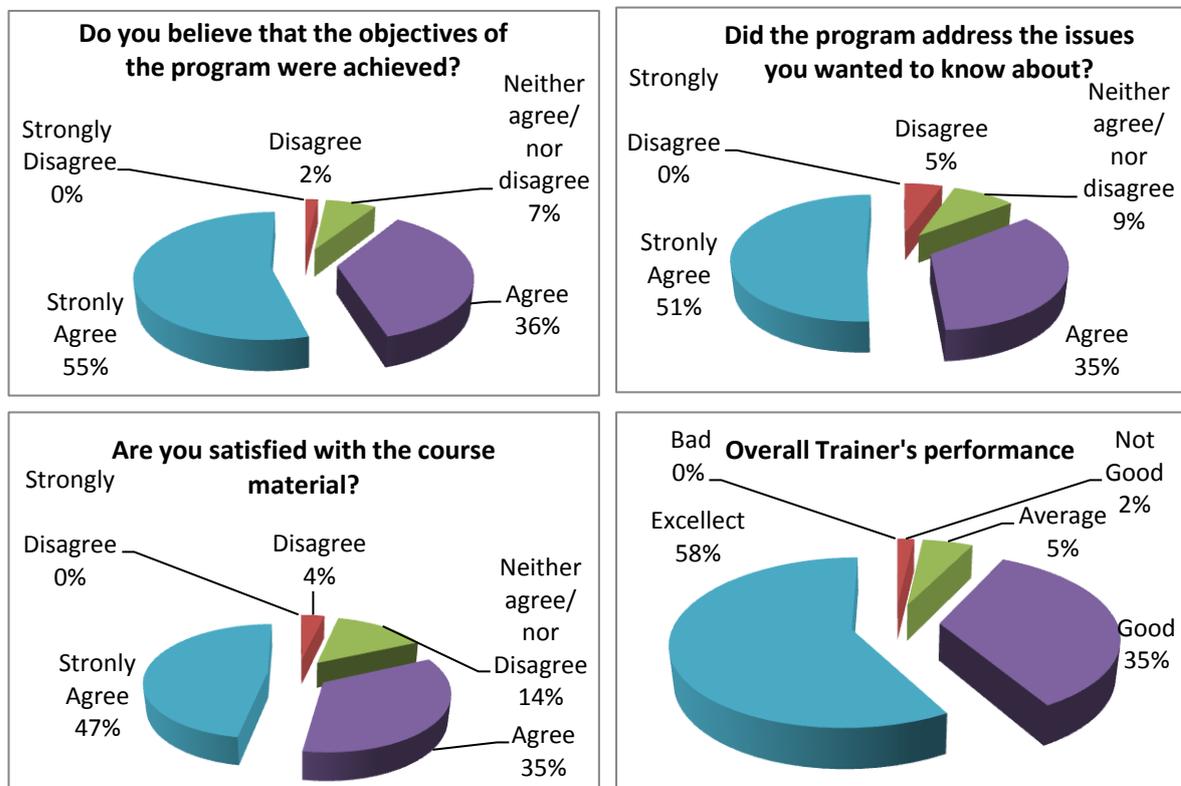
##### 3.1.1. Market Presence

CSE offices in Athens, Brussels and Chicago, have engaged a workforce for period 2011-2013 from the local community of these suburbs in a large percentage of approximately 80%. Staff was working in significant areas of business such as Corporate Social Responsibility Section, Life Cycle Assessment & Carbon Footprint, Sales and Business Consulting & Growth. Main purpose of our organization was and continues to be the promotion of youth entrepreneurship of the local community, in order to fight the increasing rate of youth unemployment

##### 3.1.2. Customer Satisfaction

Customer Satisfaction continues to be one of the highest priorities of CSE. A Customer Satisfaction survey was completed from CSE in 2011 and 2012. The Customer Satisfaction Survey is an integral part of establishing customer loyalty and actively address customer concerns.

Additionally in all trainings there is training evaluation form. At our annual strategy meeting we review all results and take improving actions. On the diagrams that follow, we have included the answers to some of our feedback questions, from all our trainings (open, in house, Europe, USA, MENA) for the reporting years.





### 3.1.3 Procurement Practices

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

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

CSE’s Code of Conduct is a set of principles and guidelines that each CSE member agrees to adopt. Our Code of Conduct defines the values and standards by which CSE conducts business. It is designed to provide partners and employees with a clear understanding of the standards of conduct that pertain to our respective roles in the organization. Our Code of Conduct is intended to be a road map to help guide our actions and behaviors. Every year, employees and partners of our organization are required to affirm their agreement to comply with the Code of Conduct.

### 3.1.4 Customer Privacy

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

## 3.2 Environment

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

According to our Green Office Policy, which is in effect since 2006 and updated every two years, CSE priority is to reduce waste and direct and indirect CO2 emissions. This is achieved through the implementation of office recycling initiatives and complemented by the offsetting of emissions that cannot be avoided.



More specifically, we:

- Initiate efforts towards reporting environmental standards of our organization and encourage all our stakeholders to do the same.
- Consult with stakeholders regarding the development of common environmental activities.
- Are educators in matters regarding conservation and recycling, and communicate the aim of our efforts to stakeholders, clients and suppliers.
- Manage our remaining CO2 emissions through involvement in carbon reduction and neutralizing activities.
- Exercise more environmental consciousness when making purchases.
- Work to minimize our use of energy
- Ensure all employees are aware of this policy so that it is implemented effectively
- Promote environmentally friendly technologies to our clients, aiming to minimize their energy use.
- Develop our products and services in a more environmentally friendly manner.
- Promote the environmental conscious lifestyle to employees both at office and at home

### 3.2.1 Energy and emissions

CSE organization totally consumed 35.277 kWh during the period 2011-2013.

Period	Consumption (kWh)	CO2 emissions (tonnes)
2009	10274	11.76
2010	11322,5	12.96
2011	10123.7	11.58
2012	9852,4	11.27
2013	9784.3	11.19

### 3.2.2 Effluents and Waste

Our organization uses 100% recycled paper. In particular, for the years 2011-2013 have printed 45.846 sheets recycled paper. As recycling is one of our main concerns, our company continues to recycle plastic and paper in a percentage of 40%



Period	Water (m <sup>3</sup> )
2009	159
2010	136
2011	127
2012	132
2013	129

### 3.2.3 Transport

	2009	2010	2011	2012	2013
<b>Commercial Air Travel</b> (km)	55.336	45.581	62.542	56.218	54.963
<b>Automobile – petrol</b> (km)	9680	5224	5423	6217	5697
<b>Public Transport</b> (km)	43560	46000	45800	43200	42300

## 3.3 Commitment to society

### 3.3.1 Labor/ Management Relations

#### Open door policy

An open door policy is a communication policy in which the manager leaves their office door "open" in order to encourage openness and transparency with the employees of that company. As the term implies, employees are encouraged to stop by whenever they feel the need to meet and ask questions, discuss suggestions, and address problems or concerns with management. An open door policy serves to foster an environment of collaboration, high performance, and mutual respect between upper management and employees.

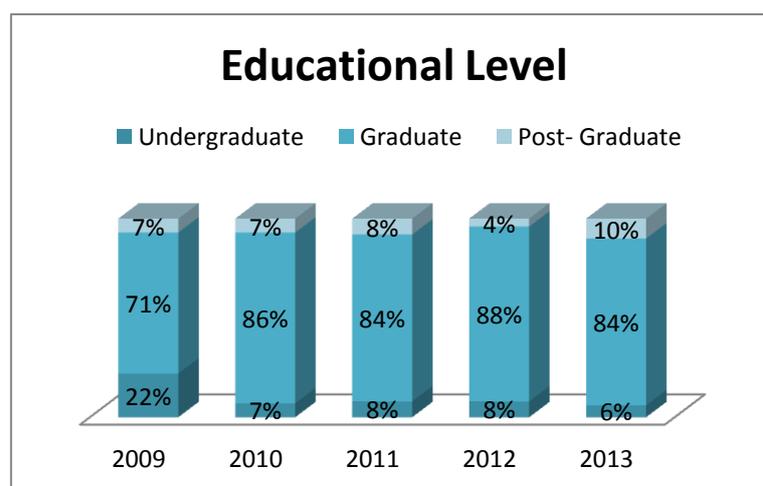
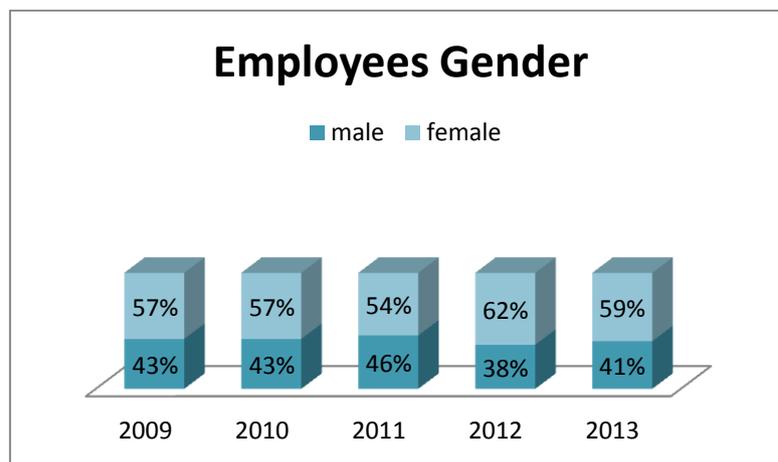
### 3.3.2 Training and Education- Employees Development

Average time of training hours per employee 28 hours annually in 2011, 30 hours in 2012 & 2013.



### 3.3.3 Diversity and Equal Opportunity

During the last 3 years, 10 different nationalities have been worked and partners for CSE ( American, UAE, Jordan, British , Spanish, Romanian, Japanese, Italian, Greek, Swiss )





#### *4. Our Targets for the Future - The way forward*

<b>Continue to seek out environmental initiatives to help reduce our carbon footprint from a corporate firm level and as individuals</b>
<b>Increase our employees volunteering hours by 10%</b>
<b>Increase our social contribution by hosting more roundtables on sustainability issues</b>
<b>Raising awareness internally and externally</b>
<b>It's our ambition to send zero waste to landfill by 2015</b>
<b>Improve transportation efficiencies</b>



## 5. Independent Assurance Statement

I was requested to provide an external independent assurance as to whether the material data and disclosures contained within the report were appropriately reported:

- General Standard Disclosures and Specific Standard Disclosures including Environmental and Social Objectives, CSE Profile, Stakeholder Engagement and Interests and Material Aspect and Boundaries

CSE's Sustainability Report for the period 2011-2013 has been prepared by CSE itself, which is responsible for the collection and presentation of the information it contains. My responsibility, in accordance with management's instructions, is to carry out the following assurance activities:

- Reliability of selected performance data based on GRI 4.0. on UN Global Compact Principles.
- Completeness and accuracy of selected reported performance data.
- Reports focus, mechanical soundness, clarity of structure, content synthesis and soundness.

This work included an independent assessment performed as necessary, through interviews, review of selected relevant internal documents and the output of stakeholder engagement activities, and review of data and information used in the report.

My review was limited to the information contained in the Sustainability Report. The assurance scope excluded data and statements relating to financial information. I believe that this assessment provides an appropriate and sound basis for my general conclusions mentioned below:

- CSE focuses on global advisory and training services that apart from integrity and high levels of performance, demonstrate its commitment to the principles of sustainability.
- Good practices have been demonstrated in a number of specific internal and external initiatives.
- CSE's commitment to the principles and ideals of sustainability is evident and of the highest standard.
- CSE has shown a long term commitment in initiatives related to the identification and reduction of energy consumption and GHG emissions.
- CSE has shown a long term commitment in initiatives related to recycling and waste reduction.
- CSE is encouraged to continue focusing on putting processes in place for the implementation of its sustainability practices and achievements of goals, specifically in



key areas of impact related to Ethics integrity, Customer Satisfaction and Privacy, Stakeholder Dialogue, Employees Commitment, Society, and GHG Emissions.

- CSE is encouraged to continue to promote the principles and standards of sustainability both internally and externally (markets, clients, partners, suppliers).

George Markezinis

External Assurance Expert



## 6. GRI Index

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Chapter	External Assurance
<b>STRATEGY &amp; ANALYSIS</b>		
G4-1	1	✓
<b>ORGANIZATIONAL PROFILE</b>		
G4-3	2.1	✓
G4-4	2.1, 2.1.2	✓
G4-5	2.1	✓
G4-6	2.1.1	✓
G4-7	Limited (LTD)	✓
G4-8	2.1.2, 3.1.2	✓
G4-9	2.7	✓
G4-10	2.7, Appendix C	✓
G4-11	CSE mainly works with individuals and free lancers, so there is no collective aggrement for this kind of working relations	✓
G4-12	2.3	✓
G4-13	1.2	✓
G4-14	3.1.3	✓
G4-15	1.1, 2.1	✓
G4-16	2.6	✓
<b>IDENTIFIED MATERIAL ASPECTS &amp; BOUNDARIES</b>		
G4-17		
G4-18	1.1, 2.5	✓
G4-19	2.5, Appendix A	✓
G4-20	2.5, Appendix A	✓
G4-21	2.5 Appendix A	
G4-22	1.2	✓
G4-23	1.2	✓
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	2.4	✓
G4-25	Appendix A	✓
G4-26	Appendix B	✓
G4-27	Appendix B	
<b>REPORT PROFILE</b>		
G4-28	1.2	
G4-29	1.2	
G4-30	1.2	
G4-31	5	
G4-32	4	



G4-33		
<b>GOVERNANCE</b>		
G4-34	2.6	✓
<b>ETHICS &amp; INTEGRITY</b>		
G4-56	1.1	

<b>SPECIFIC STANDARD DISCLOSURES</b>				
Material Aspects	DMA and Indicators	Chapter	Omissions	External Assurance
<b>CATEGORY ECONOMIC</b>				
Market Presence	G4-EC6	3.1.1		
Procurement Practices	G4-EC9	3.1.2		
<b>CATEGORY: ENVIRONMENTAL</b>				
Energy	G4-EN3	3.2.1		✓
Emissions	G4-EN15	3.2.2		✓
Effluents and Waste	G4-EN23	3.2.3		✓
Transport	G4-EN30	3.2.4		✓
<b>CATEGORY: SOCIAL. SUB CATEGORY : LABOR PRACTICES AND DECENT WORK</b>				
Labor/ Management Relations	G4-LA4	3.3.1		
Training and Education	G4-LA9	3.3.2		✓
Diversity and Equal Opportunity	G4-LA12	3.3.3		
<b>CATEGORY: SOCIAL. SUB CATEGORY : SOCIETY</b>				
Local Communities	G4-SO1	Appendix B		✓
<b>CATEGORY: SOCIAL. SUB CATEGORY : PRODUCT RESPONSIBILITY</b>				
Customer Privacy	G4-PR8	3.1.4		✓



## Appendix A: Material Aspects and Boundaries

G4-19, G4-20, G4-21

MATERIAL ASPECTS AND BOUNDARIES		
Material Aspects	Boundary inside CSE	Boundary Outside CSE
<b>Ethics integrity</b>	Relevant to CSE as a whole. Potential for employee impact where ethics and integrity issues rise within the working environment.	Shareholders could be affected in cases where issues related with ethics and integrity has impacts on the share price. The environment and society could also be affected.
<b>Customer satisfaction</b>	Relevant to CSE in terms of financial performance and reputation.	Shareholders could be affected in cases where there are changes in the share price or the product/service is of lower quality.
<b>Customer's privacy</b>	Relevant to CSE in terms of financial performance and reputation.	Impact in terms of satisfaction
<b>Employees' commitment</b>	Relevant to CSE in terms of reputation and the ability to attract new customers.	Impact in terms of satisfaction
<b>Stakeholders dialogue</b>	Relevant to CSE as a whole. Employees are encouraged to ask questions, discuss suggestions, and address problems or concerns with management. An open door policy serves to foster an environment of collaboration, high performance, and mutual respect between upper management and employees.	Impact in terms of the company's reputation.
<b>Commitment to society</b>	Relevant to CSE in terms of financial performance and reputation.	Impact in terms of satisfaction



## Appendix B: Stakeholder engagement and interests

G4-24, G4-26, G4-27

Stakeholder group	Methods and frequency of engagement	Interests	How we have responded to this in our reporting
<p><b>Employees</b></p> <p>Our employees are the source of our success and ability to continue to deliver sustainable solutions. We engage our employees in developing sustainable solutions through strong internal communications programs, business updates, community volunteering, and informal conversations at all levels. Key issues raised by employees are job security, fair compensation and benefits, and opportunities to develop.</p>	<ul style="list-style-type: none"> <li>Open door policy</li> <li>Stakeholder Code of Conduct</li> <li>Diversity and equal opportunity</li> <li>Promotion of youth entrepreneurship of the local community</li> </ul>	<ul style="list-style-type: none"> <li>Encourage openness and transparency with the employees of that company</li> <li>Are encouraged to stop by whenever they feel the need to meet and ask questions, discuss suggestions, and address problems or concerns with management</li> <li>Serves to foster an environment of collaboration, high performance, and mutual respect between upper management and employees</li> <li>Ensure the policies reflect both company and individuals</li> <li>Ensure that principles such human rights, working conditions and labour standards, the environment and to anti-corruption are protected</li> <li>Fight the increasing rate of youth unemployment especially in Athens.</li> </ul>	<p>Sections on the Labor/ Management relations as well as obligations and rights of the employees are discussed in this plus the previous reports that are upload on our website available to public.</p>
<p><b>Affiliates</b></p>	<ul style="list-style-type: none"> <li>Stakeholder Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the policies reflect both company and individuals</li> <li>Ensure that principles such human rights, working conditions and labour standards, the environment and to anti-corruption are protected</li> </ul>	
<p><b>Customers</b></p> <p>Our customers drive our business strategy. We engage with customers to discuss business developments, product specifications and sustainable performance.</p>	<ul style="list-style-type: none"> <li>Stakeholder Code of Conduct</li> <li>Competitive prices</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the policies reflect both company and individuals</li> <li>Ensure that principles such human rights, working conditions and labour standards, the environment and to anti-corruption are protected</li> <li>Make sure that are products/ services are of high quality and financial</li> </ul>	<p>Customers' satisfaction and privacy are two of our material issues and are discussed in the section of materiality assessment</p>



		performance in order to ensure the firm's good reputation	
<b>Suppliers</b>  We maintain long-term partnership relationships with key suppliers who are critical to our ability to deliver sustainable bandwidth for our customers.	<ul style="list-style-type: none"> <li>We ensure that our suppliers based in countries of the European Union and USA comply with the same laws</li> </ul>	<ul style="list-style-type: none"> <li>We assure that all relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organization with respect to human rights</li> <li>Make sure that our suppliers are local in support the local market</li> </ul>	A sub-section concerning the suppliers of the offices is created for this purpose in this year's report.
<b>Partner Organizations</b>	<ul style="list-style-type: none"> <li>Stakeholder Code of Conduct</li> <li>Competitive prices</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the policies reflect both company and individuals</li> </ul>	
<b>Other organizations with similar activities</b>	<ul style="list-style-type: none"> <li>Competition</li> <li>Competitive prices</li> </ul>		
<b>Community</b>  We recognize that we have a responsibility to make a difference in the local communities in which we operate through supporting local social and environmental causes and enabling and encouraging our employees to volunteer	<ul style="list-style-type: none"> <li>CSE announces the Global Sustainability (CSR) Practitioner Challenge winners! 15 March, 2012</li> <li>The President of CSE speaker at the New York, 2012 Wall Street Green Summit</li> <li>Sustainability Roundtable Gives Strong Outlook for the Future of Municipalities, Corporations, and Government</li> <li>Sustainability 4th Roundtable in Atlanta, 20 December, 2011</li> <li>Green Office Policy</li> <li>Promotion of youth entrepreneurship of the local community</li> <li>Ongoing efforts of our company to contribute to sustainable development of local communities, our primary pursuit is the selection of suppliers with good reputation, transparency and excellent products or services in the local market.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce waste generation and to reduce levels of direct and indirect CO2 emissions</li> </ul>	



## Appendix C: UN Global Compact Table

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



		<p>between January 2010 and December 2010, we have printed 18.153 pages using this software and we achieved to reduce our CO2 emissions by 90 kg.</p> <p>CSE proceeds with environmentally friendly printing that uses sustainable paper stock and no harmful solvents. The corporate brochures are printed on 100% recycled paper.</p> <p>CSE uses compost bins in its offices, in order to reduce the amount of waste sent to landfills and produce a nutrient-rich food product for the garden. The Compost bin helps improve soil structure, maintain moisture levels, and keep the soil's PH balance in check while helping to suppress plant disease.</p> <p>Where possible, CSE has agreed to purchase more environmentally friendly office supplies as opposed to their nocuous counterparts. In order to track its most energy-consuming sources of its headquarters, CSE has installed an energy-consumption tracking system. This system enables CSE to cut its operational cost and hence reduce its carbon footprint.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ANTI-CORRUPTION</p>	<p><i>Businesses should work against corruption in all its forms, including extortion and bribery</i></p>	<p>We introduced the new CSE Stakeholder Code of Conduct. Part of this code refers to <b>anticorruption</b> in general and more specifically, to the commitments of all our stakeholders towards eliminating corruption and supporting transparency.</p> <p>Every 6 months we undertake an Internal Audit, which is implemented by an independent third party. Via this process we assure that all members of the CSE Team abide and operate in line with <b>the formulated procedures, policies and processes</b>.</p> <p>We support <b>transparency and integrity</b> in any possible way, through our projects, which operate in an international level As such; we have worked with many governments, like Executive Dubai Council, to create a Transparency and Integrity Model.</p>



## 7. Evaluation form of our Sustainability Report 2011-2013

We invite you to fill in the following questionnaire in order to continuously improve our Sustainability practices and strategy and thus achieve maximum commitment to our stakeholders. All the data collected from the evaluation form will be used solely for internal purposes by our managing group of Sustainability Strategy.

Which of the following stakeholder categories do you belong to?

- Affiliate/Staff
- Local community
- Society
- Shareholder
- NGO
- Media
- Other category

How do you rate the following sections of our Sustainability Report?

Excellent/ Satisfactory/ Sufficient/ Bad

1. CSE and Sustainability (CSR)
2. Concern for Human Resources
3. Concern for Society
4. Concern for Environment
5. Future objectives and Planning

How would you evaluate our main methodology for the production of our Sustainability Report?

Are there any other areas that you would suggest to be added or to be elaborated in our next Sustainability Report?

Please feel free to comment or make suggestions.

Send the completed evaluation form. We greatly value your thoughts and comments on our report. Should you require any additional information, please contact via email at [development2@cse-net.org](mailto:development2@cse-net.org)