

COMMUNICATION ON ENGAGEMENT (COE)



Statement from the President of the Board

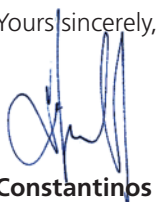
Dear Mr. Secretary – General,

I am writing to pledge Hellenic Management Association's (EEDE) support for the ten principles of the UN Global Compact (UNGC) with respect to human rights, labor standards, the environment and anti-corruption. With this Commitment, we express our continuous enthusiasm and intent to promote these principles within our sphere of influence and will make a clear statement of this commitment to our members, stakeholders and the public.

EEDE, being one of the five largest Management Associations worldwide in terms of Membership and Activities, with 54 years of activity, is dedicated to carry forward improvements in responsible and ethical business practices in the Greek business environment and recognizes the vital role that the UNGC plays in promoting sustainable development across the global business community. We share these aims, and we are seeking to develop corporate responsibility and good governance in the country. EEDE participates since, its creation in May 2008, in the Greek Global Compact Network and is committed to respect the ten principles in its every day actions and promote them to the wider business public. Besides the fact that EEDE is a not-for-profit organisation and fulfills the purpose of its statutes, EEDE also, develops activities that are related to Corporate Responsibility and Sustainable Development. Its activities aim to improve corporate efficiency and effectiveness and to contribute to the personal development of managers, with a final impact on the wider society.

EEDE's Communication on Engagement (COE) achievements in the years 2012-15 follows.

Yours sincerely,



Constantinos Lambrinopoulos
President of the Board of Directors



The Hellenic Management Association (EEDE) was established in 1962. It is a not-for-profit organisation with a mission to contribute to the promotion, dissemination and promulgation of modern management principles, methods and practices. EEDE has members, both corporate - enterprises and organisations of the private and public sector - and individuals - medium and top-level executives, entrepreneurs, professors and students.



The Hellenic Management Association incorporates five Institutes, specialising in a particular function of management and four Sectors that deal with general business issues: Hellenic Institute of Marketing, Hellenic Institute of Financial Management, Hellenic Institute of Production and Operations Management, Hellenic Institute of Information and Communications Management, Hellenic Institute of Human Resources Management, Sector of Women Managers and Entrepreneurs, Public Administration and Local Authorities Management Sector, Leadership Sector and Corporate Affairs Sector.



Today EEDE rates among the five largest Management Associations worldwide in terms of Membership and Activities. In 54 years of activity more than 500.000 executives have been trained and more than 800.000 teaching hours have been offered through 17.500 training programs, while EEDE's Post-Graduate Program is effectuated in 26 cities around Greece and counts more than 4.200 alumni.

HMA's Strategy and Actions are developed around seven main pillars:



Education: Postgraduate Programs, Certified Training Programs, Executive Programs, Open Training, In-Company Training and Vocational Training.



Knowledge and Information: Events of Institutes & Sectors, annual events (CEO Summit, Aristoteles Conference, Marketing Matters, Banking Forum, E-Business Innovation Forum, Risk Management Forum etc.), Awards (Manager of the Year, Quality Leader of the Year, Marketing Excellence Awards, HR Excellence Awards, Corporate Affairs Excellence Awards) and the largest Management Portal «Management-Direct».

Networking: Memoranda of Collaboration: American Farm School-Perrotis College, American-Hellenic Chamber of Commerce, Association of Greek Tourism Enterprises, Association of Information Technology Companies of Northern Greece, Association of Thessalian Industries & Enterprises, British-Hellenic Chamber of Commerce, Chamber of Hotels, Chambers in Aitolokarnania, Cyclades, the Dodecanese, Drama, Evoia, Irakleion, Kavala, Kozani, Korinth, Messinia, Rodopi and Viotia, Chambers of Commerce & Industry in Athens, Fthiotida, Fokida and Piraeus, CSR Hellas Network, Eu-

ropean Business Ethics Greek Chapter, Exporters Association of Northern Greece, Exporters Association of Crete, Federation of Industries of Northern Greece, Future Leaders, German-Hellenic Chamber of Industry & Commerce, Greek-Turkish Chamber of Commerce, Hellenic Cosmetics, Toiletry and Perfumery Association, Hellenic Factors Association, Hellenic Retail Business Association, Hellenic-Swedish Chamber of Commerce, Institute for Vocational Guidance & Career Counselling, Italian-Hellenic Chamber of Commerce, Ministry of Foreign Affairs, Panhellenic Exporters Association, Quality Net Foundation, SBC TV, Traders Associations in Athens, Livadia and Larissa, Transparency International Greece and University of the Aegean.

International Relations: European Management Association, European Marketing Confederation, European Foundation for Quality Management, European Organization for Quality, European Foundation for Management Development, Chartered Management Institute, The Chartered Institute of Marketing, The Institute of Sales & Marketing Management, Global Compact, CEC European Managers, the global research association The Conference Board, International Association of Innovation Professionals IAOP and Association of Montenegrin Managers.

Business tools: Certification (Greek Certification of Business Excellence «Aien Aristevain», EFQM Levels of Excellence, Investors in People) and Research.

Communication:

«Manager» magazine, «Paths to Development» TV programme, Books on management & entrepreneurship, e-Newsletters and specialised publications, distributed free of charge to EEDE members.



European Union Programs: Erasmus+, EuropeAid, Interreg IV-V, Industrial Relations, LLP (Leonardo da Vinci, Grundtvig), Esprit, Employment Community Initiative (Now, Horizon), Adapt, Info-DC, Tacis, Phare, Equal Rounds I-II, Article-6 και Asia-Invest II. EEDE also operates as an Intermediate Management Body for Managing European Union Programs.

Acting as **final beneficiary** that undertakes to implement programme measures and actions in view of the management and concretisation of co-funded projects, a field of activity in which EEDE presents significant experience.

The Hellenic Management Association's activities cover all administrative regions in Greece. More specifically, EEDE operates through Regional Departments in Macedonia (based in **Thessaloniki**), in the Peloponnese and Western Greece (based in **Patras**) and in Crete (based in **Heraklion**). Beyond Greece, EEDE also operates in Cyprus through the **Cyprus Management Association** (CMA), which was founded in collabora-

tion with the Employers and Industrialists Federation of Cyprus. The Athens Laboratory of Business Administration (**ALBA**) and the **Entrepreneurship Club** were founded and now operate in Greece upon EEDE's initiative.

The ultimate purpose of the Hellenic Management Association is to improve the competitiveness, effectiveness and sustainability of Greek enterprises, through the development of human resources, as well as to offer such enterprises modern qualitative and specialised services that correspond to the challenges of the current economic environment, in particular accentuating the training activities and the growth of leadership competences.

To this end, the Hellenic Management Association, in recent years, in consistency with its course in more than 50 years, presents position papers and takes several actions on confronting the financial crisis and sustainable developing the Greek economy, either on its own initiative or in collaboration with other institutional bodies.



The Hellenic Management Association supports the ten principles of the UN Global Compact (UNGC) with respect to human rights, labour standards, the environment and anti-corruption through its every day actions. HMA's main activities that promote UN Global Compact's Principles for years 2012-2015 are described in details below.

ACTIVITIES RELATED TO THE UN GLOBAL COMPACT PRINCIPLES FOR THE YEARS 2012-15

Training
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Certificate in Managing Corporate Responsibility

The program is offered by Hellenic Management Association and focuses on making participants understand what really Corporate Responsibility & Sustainability is, what are the trends, what are the benefits for the company, how to manage the matter within the company in a systematic way, how executives can apply the changes necessary for successful implementation and how they can learn to communicate on CSR matters within and outside a company.

The participants learn how to handle the Corporate Responsibility & Sustainability as a management tool and not as a fixed set of independent programs or PR activity.

They are trained in Management techniques so as to be able to manage the necessary internal changes to promote Corporate Responsibility and Sustainability and to manage effectively their organization.

They have access and use electronic on-line tools that are used by organizations abroad, such as:

- Tool for Evaluating the level of Corporate Responsibility of the company
- Tool for the Collection and Evaluation of quantitative data

They participate in a series of exercises and role play, in order to assimilate the management techniques that are taught and to receive feedback on their performance.

A series of presentations by leading organizations in Greece and abroad will take place during the course.

Content of the Course

Module 1 INTRODUCTION & CONCEPTS

1. Concept and definitions of Corporate Responsibility
2. Factors leading to the development of Corporate Responsibility
3. Global trends in the field
4. Management Systems (eg AA1000, GRI, DJSI, ISO26000, EFQM)
5. EXERCISE: ONLINE EDUCATION
6. Benefits for an enterprise
7. Measurable surveys of the area (Europe-Greece)

Module 2 DEVELOPMENT & MANAGEMENT

8. Change Management
9. Development of a Corporate Responsibility Strategy
10. Integrating Corporate Responsibility
11. Stakeholder Expectations
12. Management Framework of Corporate Responsibility
13. EXERCISE: SETTING AND DESIGN of BUSINESS PLAN
14. EXERCISE: quantitative evaluation of an organisation
15. Internal Organization of Corporate Responsibility
16. Risk Assessment
17. EXERCISE: RISK ASSESSMENT
18. Annual Development Plan
19. Measuring and monitoring
20. Exercises: PROGRAM DESIGN
21. Trends - Management
22. Examples - Management

- 23. Trends - Environment
- 24. Examples - Environment
- 25. Trends - Workplace
- 26. Examples - Workplace
- 27. EXERCISE: FACE TO FACE CONTACT

Module 3 COMMUNICATION & REPORTING

- 28. Trends - Society
- 29. Examples - Society
- 30. Connect the Corporate Responsibility and Reputation
- 31. Data collection
- 32. EXERCISE: DATA COLLECTION
- 33. Compilation Report - Examples of leading companies
- 34. Exercises: STRUCTURE AND REPORTING PRINCIPLES
- 35. Trends - Society
- 36. Examples - Society
- 37. Plan of Internal and External Communication
- 38. Cause Related, Societal & Responsible Marketing - Examples of communication
- 39. Exercises: COMMUNICATION AND PROMOTION

Module 4 PRACTICE

- 40. EXERCISE: LEVEL ASSESSMENT AND PLANNING PROGRAM

Training Methods

The course will use a combination of techniques, such as presentations, global studies, visual displays-video, case studies, studies from leading organizations (such as InterfaceFLOR, VODAFONE, UNILEVER, BT, DANFOSS, Grundfoss, The Cooperative), exchange of experiences with participants, role play, on-line tools. In addition, the course will be enhanced with individual exercises and group workshops, so that participants can consolidate management techniques taught and receive guidance and feedback on their performance. They will be exposed to speakers from Greece and abroad that have successfully integrated Corporate Responsibility and Sustainable Development in the organization.

Targeted Audience of the course are:

Managers and Executives:

- Corporate Social Responsibility
- Environment, Sustainable Development
- Corporate Affairs, Corporate Communications, Press Office
- Public Relations & Public Affairs
- Human Resources, Health and Safety
- Strategic Planning & Marketing
- Corporate Governance and Risk Management

Diploma in Environmental Management

Hellenic Management Association, recognizing the crucial role of Environmental Management Systems in the daily operation of enterprises and their contribution to improving competitiveness, has designed and offers a unique integrated Certified Program in Environmental Management.



Purpose

The program gives participants the opportunity to recognize and improve the environmental impact of business activities in which they work and to create the appropriate control system and improvement of the business environment in the sector. Through the program, participants are given the possibility of creating an Environmental Management System adapted to the needs of the company based on ISO 14001: 2000 and EMAS, taking into consideration the legal obligations arising from national and European law.

Targeted Audience

- Ms or MA holders in related disciplines with professional experience
- Young managers, degree and higher education graduates
- Executives working in the field of Corporate Social Responsibility, Environmental Management, Quality, or Corporate Communication

- Business executives interested in gaining Environmental Management Systems against ISO 14001: 2000 or EMAS

After completion of the course participants are able to effectively implement the “Plan - Do - Check - Act” on Environmental Indicators of the enterprise and to continuously improve and promote environmental issues in a cost effective manner. They will also be able to carry out environmental inspections.

Brief program

- ✓ Delineation Environmental Goals
- ✓ Impact Analysis and Legal Requirements
- ✓ Environmental Systems' Design
- ✓ Community and National Legislation
- ✓ Environmental Management in ISO 14001: 2004
- ✓ Introduction to EMAS
- ✓ Accreditation
- ✓ Technical Inspection for Environmental Management Systems
- ✓ System Design Emergency
- ✓ Benefits
- ✓ Improving environmental performance
- ✓ Cost savings

- ✓ Strengthening compliance
- ✓ Attracting customers
- ✓ Increase efficiency / cost reduction
- ✓ Enhancing employee morale
- ✓ Image Enhancement, improving relations with the public, customers
- ✓ Awakening workers and public clients
- ✓ Advantages - Training Methods
- ✓ The courses offer theoretical knowledge, technical information while practicing.
- ✓ The teaching methods include training sessions and lectures, case studies and site visits.

Exams

Participants must successfully complete exercises and group exercises and succeed in the written tests.

At the end of the program, participants are examined through written examinations in all material.

The Selection Board shall consist of four members: the Coordinator and three Professors of the Program.

The certificate is delivered by the Hellenic Management Association only to those who successfully graduate.

EFQM CERTIFICATION



EFQM is a not for profit, membership Foundation, which has served for more than 20 years as the focal point for the encounter among internationally oriented enterprises and organisations, irrespective of size and sector, that pursue excellence. **EFQM** has designed the **EFQM Excellence Model** and the **EFQM Excellence Award**.

EFQM has a National Partner Organization (NPO) in each European country. For Greece and Cyprus this official role is played by Hellenic Management Association since 1999 which delivers all levels of the EFQM Excellence Awards.

EFQM

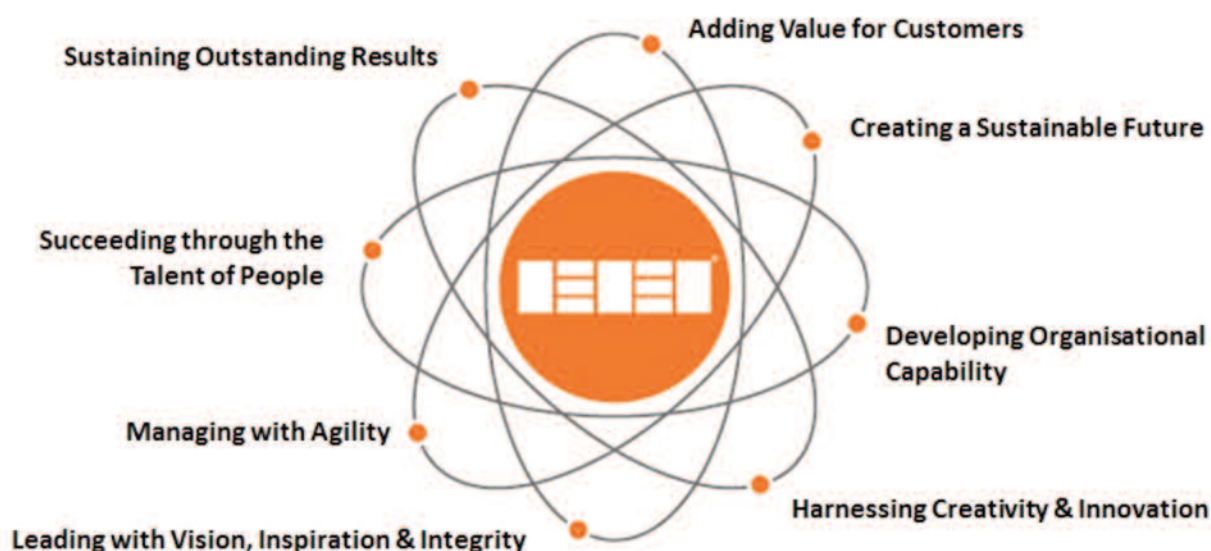
EFQM Excellence Model Fundamental Concepts of Excellence

On of the key elements of the EFQM model is the pillar “Creating a Sustainable Future”

Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

In practice, excellent organisations:

- Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Mission, values, ethics and corporate behaviour.
- Understand their key competencies and how they can generate shared value to benefit wider society.



- Integrate the concepts of sustainability within their core strategy, value chain and process design and allocate the resources required to deliver these goals.
- Consider “People, Planet and Profit” as a reference when balancing the sometimes conflicting imperatives that they face.
- Encourage their stakeholders to participate in activities that contribute to wider society.
- Allocate resources to provide for long-range needs rather than just short-term gain and, where relevant, become and remain competitive.
- Design their product and service portfolio and actively manage the full product lifecycle in a responsible way.
- Are able to demonstrate that they measure and optimise the impact of their operations, product lifecycle and services on public health, safety and the environment.
- Actively advance the economic, environmental and social standards within their sector.

EUROPEAN PROGRAMS



In Hellenic Management Association there is a special department for European Union Programmes, aiming at the exploitation of such programmes, within the framework of EEDE’s general objective to promote management in Greece and support Greek enterprises through events of an educational and informative character. Among other EU funded programs, the below mentioned programs are engaging their participants in action efforts in alignment with Global Compact issues.



Green Business Innovation

The Green Business Innovation project aims to identify opportunities in small manufacturing / trade / service application areas and to strengthen business cooperation and technology transfer in the cross-border area of Italy and Greece.

Actions

In its 2 years life span, Green Business Innovation had the following concrete objectives:

- Identify and raise green innovation opportunities.
- Develop and implement green innovation practices.
- Reduce business risks and address economic crisis challenges, using toolkits to help develop and implement a green innovation action plan.

Actions

Proper preparation of the beneficiaries for the (re) integration into the labor market at the same time, required a holistic approach and an integrated set of interventions (actions).

In particular:

- Study surveying the local market (at the time of the project) for the diagnosis of needs and opportunities and documentation for the target - and the area of intervention
- Implementation of information and awareness of the local population, the group - the target of both employers and professionals throughout the intervention area (Municipality of Alimos). Organization of workshops for awareness raising, production of brochures and posters, establishment and operation of info - desk and mobile unit, actions viewing the results, conference, etc.
- Networking developed at two levels, namely, networking among the partners of the DP (Throughout the duration of the project) and between the DP and local actors (social and productive partners). Networking actions led to the signing of cooperation agreements and included (without limitation): Seminars networking, networking with large employers who implement programs SCR and development of innovative digital tools usable by the population served
- Actions for advisory support and guidance to beneficiaries and employers, for: The pre-assessment and final selection of beneficiaries and employers, diagnosis for the needs of beneficiaries and employers, and development of individual action plans, tax consulting - legal counselling and guidance for beneficiaries to start up a business, preparation for (re) integration into the labor market or to start a business (consultancy, entrepreneurship and employability), drafting of business plans, monitoring and support during the 1st quarter (at least) after the (re) integration into the labor market
- Training and Education. The training objects are separated horizontally (all beneficiaries) on the labor market prospects and vertically, depending on the needs of the beneficiaries and their aspirations, as they were reflected in the individual action plans
- Actions Coordination and Business Plan by the Lead Partner

Deliverables

The implementation of this project has resulted in the following deliverables (products):

Studies: Survey on Local Labour Market

Public Awareness: An Action Plan Information & Publicity / function of infodesk / site of DP. / Production & text entry at local electronic media / information day for awareness among businesses - the beneficiaries / Conference for the Presentation of the project etc.

Networking: Operation platform e-marketplace / Workshops, Networking with social partners / Forum on Social Entrepreneurship / workshops on technology transfer

Information & Consulting: Creating the Individual Action Plan / Individual sessions providing business Mentoring (coaching) / Manual on Social Entrepreneurship for young entrepreneurs / Training business plans / CEI / Implementation of Individual & Group Meetings with employers and beneficiaries / participants list / group session support and monitoring for employees / data reporting advisory services to businesses that will employ beneficiaries etc.

Training: Designing Training Programs / Study Outcomes Assessment & evaluation of training programs / Evidence of implementation of training programs / attendance from learners.



Development Partnership Solidarity Network



The project “Mission For The Social Integration and Employment of Vulnerable Groups” was implemented under the Operational Programme “Human Resources Development” by the Development Partnership (DP) Solidarity Network, had a 21 months duration and the intervention area was the Municipality of Moschato-Taurus.

The main object of the project was to create new jobs by promoting both employment on the one hand and on the other through social entrepreneurship by establishing Social Cooperative Enterprises (Koin.S.Ep.) for eighty (80) people with a goal to improve the living standards of the inhabitants and the economic development of the area.

The project also included the realization of targeted training sessions for the beneficiaries and an extensive information campaign to raise awareness and networking with social organizations and businesses.

The aims of the project were:

- Upgrading social services to meet social care needs.
- Improvement of existing and creation of new structures for the Third Age (Home Care, Elderly, etc.).

- Upgrading the services provided to the elderly (KAPI) & Optimization and promotion of the program “Help at Home”.
- Ensuring social integration of groups experiencing social exclusion.
- Development of Local Action Plan for Employment in an integrated system for the monitoring and evaluation of its implementation.
- Networking of municipal structures to the socio-economic partners located in the borough and coordination of joint operations and actions aimed at reducing the unemployment rate of the economically active population of the municipality.
- Creating a Structure for Advisory and Training for workers in social enterprises.
- Pilot function of Social Enterprises in the field of social care and services that are consistent with other activities at local level.
- Program Promotion and Publicity on the multiple benefits and impact of the work of the Social Economy in Sustainable Local Development and creation of quality jobs.

AWARDS



The Corporate Affairs Sector of ΕΕΔΕ, is offering since 2012 The **“Corporate Affairs Excellence Awards (CAEA)”**. The ceremony has taken place two times already and this year the 3rd organization is in process.

One of the categories that is awarded in the CAEA is:

CSR Program/CSR Action

The award refers to actions/programs that are part of the general strategy of Corporate Responsibility (or CSR) and are inextricably linked to the materiality that the company has recognized (ie the correlation of the importance of this issue both for the company’s needs - core business - and the expectations of the different stakeholder groups affected). With this award, The Corporate Affairs Sector wishes to recognize as CSR programs, those who have a real and measurable benefit to the company’s viability.



OTHER EVENTS ORGANIZED BY HMA, RELEVANT TO UN GLOBAL COMPACT'S PRINCIPLES:

- **"Environmentally Sustainable Production and Consumption"**
organized by the Hellenic Institute of Production and Operations Management of EEDE
- **"Giving the New Way of Thinking"**
organized by the Sector of Women Managers and Entrepreneurs of EEDE
- **"Recycling and Waste Management"**
organized by the Hellenic Institute of Production and Operations Management of EEDE
- **"Safety and Health at the Workplace"**
organized by the Hellenic Institute of Production and Operations Management of EEDE
- **"The Employee in Focus - Good Mental Health as a Condition for Business Prosperity"**
organized by the Hellenic Institute of Production and Operations Management of EEDE
- **"Sustainable Production and Green Business Conference"**
organized by the Hellenic Institute of Human Resources Management of EEDE
- **"Building Awareness on Voluntary Commitment"**
a special Networking Event organized by the Corporate Affairs Sector of EEDE
- **"From Perception to Co-perception_Best Practices"**
a special Networking Event organized by the Corporate Affairs Sector of EEDE



hellenic management association

200 Ionias Ave. & 61 Iakovaton Str.
111 44 Athens, Greece
Tel.: +30 210 2112000, Fax: +30 210 2112020
e-mail: eede@eede.gr
www.eede.gr

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