

United Nations Global Compact: Communication on Progress

2021

The Nature of the Business

The Center for Sustainability and Excellence is a leading boutique firm, operating globally, that specializes in maximizing social, economic, and environmental impact. For more than a decade, CSE has been helping professionals advance their careers through its certified on-site, online and group training services globally and supporting FORTUNE 500 companies and other organizations to grow and excel their sustainability strategies and reporting, through its specialized consulting services.

CSE is accredited by the Chartered Management Institute (CMI), Green America and AA1000 to provide training to Sustainability and Corporate Responsibility professionals, globally. At the same time CSE is also a GRI Certified training provider and stakeholder. Over the years we have trained and coached over 6,000 professionals from 5 continents through on-site, online and group training services on certified corporate social responsibility, carbon footprint analysis, life cycle analysis and climate change leadership.

CSE's services and web tools are designed to assist businesses and organizational leaders to understand and meet continuously evolving international standards and frameworks, namely the UN Sustainable Development Goals, the Global Reporting Initiative (GRI), the Carbon Disclosure Project (CDP), the Green House Gas Protocol (GHG), the Task Force on Climate-Related Financial Disclosures (TCFD), the Corporate Sustainability Assessment (CSA), ISO 26000 guidelines and other local and international guidelines.

Our clients represent companies such as General Motors, Resolute FP, T-Mobile, ABM, Oracle, Walmart, World Bank, Lloyds Banking Group, Portillo's, Mercedes Benz, EFG, Shell, Baker Hughes, ZAIN, Whole Food, Buckman, all of which are now actively customizing their business ethics, organizational culture and priorities in alignment with Sustainable Development.

Our international specialists and consultants provide clients with unique and advanced services to achieve stakeholder value across operational and organizational frameworks. Contributing to the formation of Sustainability trends worldwide, CSE assists organizations and institutions produce positive impacts and value through a vast array of services.

CSE Consulting Services

CSE is a trusted partner of companies and organizations globally and has the largest database of Sustainability professionals. Our services are designed to assist clients to improve their business performance while having an impact, build brand loyalty and innovate through the continuous integration of sustainability principles into their strategy, culture, operations and products and/or services.

ESG Consulting Services

Integration of environmental, social and corporate governance (ESG) criteria into the corporate sustainability strategy is becoming important for all types of companies and can also lead to better returns. It becomes more and more evident that taking ESG factors into account produces higher returns and lower risks for corporate investors.

- **ESG Ratings and Sustainability Reporting Services:**
 - Sustainability Reporting Compliance based on GRI, SASB, TCFD, 17 SDGs guidelines: *We help organizations create a comprehensive sustainability and ESG report in compliance with industry standards and best sector practices.*
 - Materiality Assessment & Stakeholder Engagement: *We help clients organize and undertake materiality surveys with key stakeholder groups to identify top priority topics to be included in the overall Sustainability Strategy and Sustainability (ESG) Reporting.*
 - ESG Ratings improvement: *We offer organizations the tools (ISS tool) to integrate and identify risks, improving their overall ESG performance in important ESG Ratings such as CDP, MSCI, SASB, DJSI, Sustainalytics.*
 - ESG Ratings Benchmarking & Risk Assessment: *We provide benchmarking services using leading ESG ratings (Sustainalytics, MSCI, CDP and others) covering the organization, the sector and including peer analysis.*
 - External Assurance: *As an AA1000 assurance provider we offer independent assurance compliance services for Sustainability Reporting and GHG emissions.*
- **Certification & External Assurance**
 - Sustainability Reporting External Assurance based on AA 1000: *As AA1000 assurance providers we offer independent assurance services to clients to achieve compliance with important standards (GRI, SASB, TCFD) for sustainability reporting and GHG emissions reporting.*
 - Carbon Reduction Verification: *We provide carbon footprint reports undertaking carbon measurements of clients' operations, buildings and products.*

- LCA Assurance: *We offer assurance services for clients on Life Cycle Assessments measuring environmental impact.*
- Assurance on GRI & SASB guidelines: *We provide reporting compliance with the GRI and SASB standards.*
- Carbon Neutral certification: *We offer carbon neutral certifications for your operations, buildings and products.*
- **Impact Assessment Services**
 - Socio – economic impact Assessment: *Using carefully selected performance indicators we assess and effectively communicate the social-economic impact of an organization to the relevant stakeholders.*
 - Employee engagement: *We offer a range of specialized services including 360 survey and volunteering tools to measure and increase employee engagement to assist in achieving sustainability mission.*
 - SROI: *We help clients measure the impact of your social initiatives by applying Social Return on Investment (SROI) models. We guide clients towards more impactful social contributions.*
- **Corporate Sustainability Strategic Planning**
 - We have developed several strategic frameworks and tools to guide organizations to successfully implement their sustainability plans and positive impact ambitions:
 - Clearly define sustainability goals to achieve brand enhancement
 - Gap Analysis Assessment to assess client's sustainability performance depending on strategic goals and key standard requirements
 - Strategic guidance to achieve targets
 - Setting Scorecards, KPIs and metrics to measure ESG progress
 - Supply Chain Mapping and Assessment via unique apps and tools (e.g. Transparent Chains).
- **Circular Economy & Climate Risk Services**
 - LCA (Life Cycle Assessments) & EPD: *Client life cycle assessments to certify operations and products including environmental product declarations (EPD).*
 - Circular Economy & Zero Waste: *Developing comprehensive circular economy strategies for operations and products to help clients achieve zero waste goals.*
 - Climate neutrality Certification & Carbon Labelling: *We offer carbon neutral*

certifications and labelling for specific operations and products as per clients needs (using third party partners).

- Carbon Reporting based on CDP, TCFD, Science Based Targets and other

guidelines: We help companies set targets and report on their environmental performance using global climate reporting frameworks and climate risk scenario analysis.

- **Sector Specific Group Trainings for Organizations**

- We educate on sustainability providing a common company view through advanced executive group trainings with sector specific know how, focus and best practice case studies.
 - SECTORS: Energy, Finance, Food & Beverage, Retail, Pharmaceutical & Healthcare, Governmental Organizations & NGOs, Mining, Telecoms, Logistics & Shipping.

Strategies with an impact

Organizations now implement Sustainability as a form of corporate strategy to ensure they achieve engagement with all stakeholder groups, while at the same time are able to monitor their strategy, measure and assess their results and identify areas for improvement.

- Return on Sustainability Scorecard. Key performance indicators and goals for each Sustainability pillar.
- Sectoral Benchmarking. Assessment and ranking of a company's Sustainability performance. Comparison with competitors.
- Supply Chain Sustainability. Ensuring sustainability in the supply chain.
- Community Volunteering Framework for higher employee motivation. Design and support volunteer activities to engage employees.
- SROI and Stakeholder Engagement Programs. Calculation of social value and impact for Sustainability programs and improvement of stakeholder dialogue.

Carbon Reduction and Product LCA

In a world that is rapidly warming up, and as a response to legal and social pressures, businesses need to develop innovative and cost-effective ways to limit their negative impact on the environment. Consequently, organizations need to increase stakeholder engagement and implement innovative sustainability programs that provide added value.

- Carbon Reduction programs. We design and support programs to reduce carbon emissions.
- Product Life Cycle Assessment. Identification of the most energy consuming stages on the lifecycle of products.

External Verification and Assurance

With rising pressure from stakeholders and increasingly strict global regulations on Sustainability reporting validity, accuracy, and transparency issues, CSE is offering premium services to provide external verification and assurance.

To increase the credibility of Sustainability Reporting and the value of an organization's initiatives, whether these involve the Global Reporting Initiative (GRI), CDP, Greenhouse Gas (GHG) Protocol or ISO26000, CSE provides external verification based on international best practices and in-depth expertise.

Sector Specific Sustainability

To achieve an effective and comprehensive Sustainability strategy, companies and organizations need to be aware of the unique characteristics that apply to their specific sector.

CSE provides guidance for companies in the following sectors:

- Energy
- Finance
- Food & Beverage
- Retail
- Pharmaceutical & Healthcare
- Mining
- Telecoms
- Logistics & Shipping

CSE Training Services

- **Certified Professional Development programs**

Advanced certified education on Sustainability and Corporate Responsibility, Sustainable Development and Circular Economy for professionals who want to maximize their company's impact and become qualified with the latest knowledge in the field.

More than 90% of FORTUNE 500 senior managers and VPs have attended our programs and joined over 1500 Certified Sustainability Practitioners from over 50 countries all over the world.

- **Certified on-line courses**

The Sustainability Academy is CSE's new global initiative and offers affordable specialized online education and coaching in the field of Sustainability and Corporate Responsibility.

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

Online Courses:

- **Certified Sustainability (ESG) Practitioner Program:** A challenging three-day digital sustainability ESG practitioner program offered by CSE in partnership with the Western Washington University that offers the latest practical tools and resources required to implement or upscale corporate sustainability and improve ESG ratings to generate value and create successful ESG and Sustainability strategies.
- **Certified ISO50001 Lead Auditor (PECB):** A course designed to help participants acquire or enhance their audit competency in terms of assessing energy management systems. It is focused on auditing techniques applied to an energy management system.
- **Online Certificate on SASB & TCFD Reporting:** A course designed to help participants understand the requirements of the SASB Standards and the TCFD recommendations.
- **Online Certificate on ESG Performance for Professionals and Investors:** A certified online course for Sustainability professionals who want to acquire the necessary practical skills to report to Investors.
- **Online Certificate on Sustainability (CSR) Reporting:** A certified online course for Sustainability professionals who want to acquire the necessary practical skills for Sustainability Reporting
- **Online Diploma on Social Entrepreneurship:** A certified online course for professionals who want to acquire the necessary theoretical and practical knowledge on social entrepreneurship, benefit corporations and the B-Lab Certification.
- **Online Certificate on Carbon Reduction Strategy:** The course provides information on International standards relating to Carbon Reduction Strategies and Reporting including WRI GHG Protocol, CDP, ISO 50001, GRI.
- **Introduction to Social Impact Assessment and SROI:** A certified online course for Sustainability professionals who want to acquire the necessary practical skills for Social Impact Assessment

and Social Return on Investment

- **GRI Certified Standards Training Course:** This highly interactive three-day digital GRI Professional Certification Program offered by CSE teaches a crystal-clear approach on how to effectively manage a Sustainability ESG report in accordance with the NEW GRI Universal Standards, align the report with various reporting frameworks, identify the most important impacts to be dealt with, improve stakeholder engagement, develop high quality reporting content, and communicate with the investor's.

CSE Team: Executives & Advisors

- Nikos Avlonas, Founder and President
- Marina Alonistioti, Head of Circular Economy and Climate Neutral Services
- George Markezinis, Head of Sustainability (ESG) Reporting, Ratings and External Assurance Services
- Chara Avgoustatou, Sustainability Consultant
- Myrto Sapouna, Junior Sustainability Consultant
- Marovita Nikolaidou, Marketing Manager - Coordinator
- Corina Kathrepta, Marketing Coordinator
- Lena Mamidaki, Strategic Development
- Zeta Chatziantoniou, Corporate Communication
- Marilena Efolidou, Business development
- Katerina Minadaki, Corporate Communication

CSE Worldwide Activities

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

With main offices in North America and Europe, CSE has worldwide activities in countries such as Canada, USA, Mexico, Chile, Great Britain, Luxemburg, Austria, Greece, Cyprus, Romania, Latvia, Turkey, Jordan, Saudi Arabia, Qatar, UAE, Malaysia, Singapore, Japan, Dominican Republic, China.

Since 2007, CSE has been raising sustainability awareness among business communities by hosting roundtable discussions. CSE is proud to bring together thought leaders in the field, distinguished speakers from Public and Private Sectors as well as Academia to discuss fundamental and key Sustainability topics, acting as a melting pot for innovation. So far, CSE has hosted round tables in New York, Atlanta, Washington, Brussels, Athens, Dubai, London, Istanbul, Kuala Lumpur and Singapore.

ACTIVITIES IN 30 COUNTRIES



Policy Review

To ensure quality company services and products, CSE has adopted a Stakeholder Code of Conduct. All stakeholders, internal and external, are committed to signing the code and engage to follow the policies it represents.

The Stakeholder Code of Conduct includes the commitment of CSE and its employees in reference to human rights, working conditions and labor standards, the environment and to anti-corruption. As early as 2006, CSE has implemented a Green Office Policy that includes waste generation reduction, recycling initiatives, direct and indirect CO₂ emissions reductions, through energy saving practices, and offsetting.

Vision

An advisory network comprised of specialists with international experience, CSE provides a meeting platform and an advisory panel, acting as a key Promoter and Coach with the objective of increasing Sustainability and Excellence within Organizations, Society and Governments. The overall objective of CSE is to create a 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.

Supply chain

Due to the nature of our business, we only use external suppliers for office material, IT support, Conference Venue and Marketing. Additionally, we use external partners for our global activities and we expect from them to commit to our stakeholder code of conduct.

CSE Stakeholders

CSE provides services globally and so our network of stakeholders is global.

The Primary Stakeholders of CSE are:

- Employees
- Affiliates
- Clients
- Suppliers
- Partner organizations
- Media: They affect the company's sustainability via the promotion of the brand. Most importantly, they are the primary tool of showcasing CSE competencies and best practices
- Other organizations with similar Activities Community:
 - Local Community (Location of CSE Premises)
 - International Community: Countries in which CSE carry on activities



FIGURE 1: STAKEHOLDER DIAGRAM

Strategic memberships and partnerships

We are proud of our global network of memberships and event partners.



CSE Sustainability Stories with significant impact

CSE has extensive and comprehensive experience in the design, implementation and promotion of Sustainability as part of organizational strategy (SCR). We have several client cases studies that demonstrate best practice.

ASM ESG Rating Improvement

Sector: Semiconductor industry



THE CLIENT

ASM International is a leading supplier of semiconductor process equipment for wafer processing. Based in 14 countries, ASM International is a Dutch headquartered multinational corporation that specializes in design, manufacturing, sales and service of semiconductor wafer processing equipment for the fabrication of semiconductor devices. ASM's products are used by semiconductor manufacturers in front-end wafer processing in their semiconductor fabrication plants. ASM's technologies include atomic layer deposition, epitaxy, chemical vapor deposition and diffusion.

THE CHALLENGE

ASM International needed to improve their score in the Global Corporate Sustainability Assessment (CSA). CSA is an annual evaluation of companies' sustainability practices. It covers over 10,000 companies from around the world. The CSA focuses on sustainability criteria that are both industry-specific and financially material and has been doing so since 1999.

THE SOLUTION

CSE help ASM to complete and improve the quality of information disclosed in the CSA questionnaire in order to improve its ratings.

THE BENEFITS

- Improve CSA Ratings
- Improve Investors view on ASM Environmental Performance

National FFA Organization ESG Strategy



THE CLIENT

FFA is a dynamic youth organization that changes lives and prepares members for premier leadership, personal growth and career success through agricultural education. FFA develops members' potential and helps them discover their talent through hands-on experiences, which give members the tools to achieve real-world success. Members are future chemists, veterinarians, government officials, entrepreneurs, bankers, international business leaders, teachers and premier professionals in many career fields.

THE CHALLENGE

National FFA Organization needed to systematically integrate ESG into Policy & Strategy.

THE SOLUTION

CSE supported the company in compare with other companies in its sector and creating an advanced ESG Strategy Plan.

THE BENEFITS

- Suggested initiatives and goals for maximizing stakeholder value and compliance with international sustainability standards
- Have a scorecard with KPIs for measure their future progress on ESG
- Plan future actions on ESG

ABM
Science Based Targets

Sector: Facility Management



THE CLIENT

ABM Industries Inc. is a facility management provider in the United States. ABM delivers facility solutions with an innovation mindset and dedicated, technology-enabled employees. ABM's team of more than 140,000 skilled and hardworking people takes care of clients across Aviation, Banking, Life Sciences, Commercial Office Buildings and Real Estate, Education, Food and Beverage, Government, Healthcare, Manufacturing, Nuclear Power, Parking, Retail, Sports, Technology, Warehousing, and more.

THE CHALLENGE

Find a clearly defined path to reduce emissions in line with the Paris Agreement goals.

THE SOLUTION

CSE assists ABM to set specific targets regarding emissions thorough Science Based Targets initiative (SBTi). Science Based Targets provide a clearly defined pathway for companies to reduce greenhouse gas (GHG) emissions, helping prevent the worst impacts of climate change and future-proof business growth.

THE BENEFITS

- Boost Company's competitive advantage in the transition to a low-carbon economy
- Ensuring that the Company is not exposed to regulatory pressures of carbon prices which are expected to rise over time.
- Create transparency and external credibility to internal ESG/sustainability goals.

Sector: Financial- Bank

National Bank of Greece SASB



NATIONAL BANK
OF GREECE

THE CLIENT

National Bank of Greece (NBG) was established in 1841 and was the first bank to be set up in the Modern Greek State, going on to play a key role in the economy of Greece throughout its 179-year history. Today NBG heads one of the largest financial groups in Greece, playing a key role in the efforts to support the Greek economy and the economic and social transformation of the country. NBG offers a wide range of financial products and services that meet the ever evolving needs of private and business customers.

THE CHALLENGE

National Bank of Greece needed to have ESG targets and KPI's that would be important for investors.

THE SOLUTION

CSE implemented SASB Standards that aim to the development and publication of important, useful for the decision-making process, information to investors.

THE BENEFITS

- Identification of the most relative, to the organization's activity, SASB Standards.
- Understanding the qualitative and quantitative information and data that are required for covering the requirements of the SASB Standards.
- Incorporation of the SASB Standards in the Sustainability (ESG) report, linkage with GRI Standards, and provision of a verification statement of the proper use and application of the SASB Standards.

Danaos Shipping ESG Report

Sector: Logistics & Shipping



THE CLIENT

Danaos Corporation is one of the largest independent owners of modern, large-size containerships. Danaos charter its containerships on long-term contracts at fixed rates to many of the world's largest liner companies listed in NYSE.

THE CHALLENGE

The principles of sustainability are an inextricable part of DANAOS culture on board and ashore. It believes that shipping and sustainability can shape a better future and they are committed to actively contribute towards the achievement of the UN Sustainable Development Goals by 2030, especially those related to the prosperity and safety of people, to the protection of the environment. Danaos was looking to create a comprehensive report on its ongoing initiatives and performance in ESG.

THE SOLUTION

CSE assisted Danaos Shipping in creating their ESG Report based on GRI Standards and UN Sustainable Development Goals.

THE BENEFITS

- Creation of the company's forth ESG/ sustainability report development
- Identification of opportunities for Sustainability Risk reduction
- Guidelines for monitoring and improving Sustainability Performance

Attikes Diadromes S.A. Carbon Footprint Verification



ATTIKES DIADROMES S.A.

THE CLIENT

Attikes Diadromes SA, also known as Attica Tollway Operations Authority, is the Operating and Maintenance Company of the Attiki Odos Motorway (Attica Tollway) in Athens, Greece. The Tollway is a 70 km-long urban Motorway, fully access-controlled through 39 toll barriers (4 mainline barriers at the extremities plus 35 entry ramps). The Company's main tasks are contractually assigned on a back-to-back basis with the Concession Agreement, signed between the Attiki Odos SA (the Concessionaire) and the Greek State.

THE CHALLENGE

Attikes Diadromes needed to verify their methodology and results from their Carbon Footprint measurements from their operations.

THE SOLUTION

CSE proceeded to the measurement and verification of all the emissions resulting from Attikes Diadromes operations in main offices, tools and roads throughout 2020.

THE BENEFITS

- Provide third party assurance and credibility to the data published in the Sustainability Report regarding GHG emissions
- Identification of opportunities for Sustainability Risk reduction and gaps identification
- Contribution to the achievement of the 17 Sustainable Development Goals (Goal 13 Climate)

**HOPE genesis -
SROI****THE CLIENT**

Founded in 2015, HOPEgenesis is a Greek non-profit company operating in the health and social welfare sector, which aspires to reverse the trend of declining birth rates in Greece. Its aim is to reveal, analyze and study the causes behind the issue of low birth rates to develop actions and movements that will reverse the negative birth-death ratio. The organization is working and focusing on solutions to reverse the birth deficit, both on the level of local communities – so as to provide the necessary security to women who are or wish to become pregnant – and on the level of the wider social fabric, through information, awareness raising and in-depth study of the issue.

THE CHALLENGE

After 6 years of working on reducing the low birth rate in different areas in Greece, HOPEgenesis needed to measure its impact in the society.

THE SOLUTION

Social return on investment (SROI) is a principles-based method for measuring extra-financial value relative to resources invested. It can be used by any entity to evaluate impact on stakeholders, identify ways to improve performance, and enhance the performance of investments. SROI methodology was used to calculate the Social Return on Investment for HOPEgenesis.

THE BENEFITS

- Understanding the impact of the HOPE genesis program for the stakeholders
- More Effective Decision-making for improving impact
- Improved Communication between stakeholders
- Better Focus on what's Important for the continuation of the program

Hellenic Petroleum Waste Carbon Footprint



THE CLIENT

A dynamic Group with solid foundations, holding a leading position in the Greek energy sector as well as in the greater area of Southeast Europe.

THE CHALLENGE

The bank needed to take the first steps towards measuring its environmental impact from its waste production and disposal.

THE SOLUTION

CSE measured the greenhouse gas emissions from waste production and disposal from the main offices and refineries of the organization for 2021.

THE BENEFITS

- Better focus on environmental impacts and ways to minimize them
- Increased Brand Image reputation
- Contribution to the achievement of the 17 Sustainable Development Goals (Goal 13)

EYDAP S.A.
ESG Rating Improvement**THE CLIENT**

Athens Water Supply and Sewerage Company (EYDAP S.A.) is the largest company of its kind in Greece and serves approximately 4,400,000 customers (2,160,000 water meters) while the length of water pipelines is 14,000 km. The sewerage sector serves 3,500,000 residents with sewers spreading at almost 9,500 km. In January 2000, EYDAP S.A. was listed on the Main Market of the Athens Stock Exchange. The Company's object is: to provide water supply and sewerage services, to design, construct, install, operate, manage, maintain, expand and upgrade water supply and sewerage systems, to pump, desalinate, process, transfer, store and distribute all kinds of water as a means of serving EYDAP's object and to manage and dispose the wastewater treatment products.

THE CHALLENGE

As a Company that supplies and manages the most important natural resource - water- EYDAP has embraced and effectively implemented the principles of Corporate Social Responsibility across its operations, actively demonstrating its utmost concern for the environment, the society and the individual. EYDAP is pledged to greater progress in the further implementation and incorporation of new initiatives and actions aimed at the greatest possible contribution to society. EYDPA needed to improve its ratings on ESG.

THE SOLUTION

CSE help EYDAP to complete and improve the quality of information disclosed in the Sustainalytics ratings and included SASB Standards for the first time in their Sustainability Report 2020.

THE BENEFITS

- Improve ESG Ratings
- Improve Investors view on EYDAP's Sustainability Performance

Resolute Forest Products Integrated ESG Ratings



THE CLIENT

Resolute Forest Products is a global leader in the forest products industry with a diverse range of products, including market pulp, tissue, wood products and papers, which are marketed in close to 70 countries. The company owns or operates some 40 facilities, as well as power generation assets, in the United States and Canada.

THE CHALLENGE

As part of its growing commitment to being a leader in sustainable Forestry practises Resolute FP has been supported by CSE in a number of different consulting projects with the common aim to enhance its strategic planning and reporting.

THE SOLUTION

CSE help Resolute to complete and improve the quality of information disclosed in the CSE, MSEI and Sustainalytics ratings.

THE BENEFITS

- More efficient and effective Strategic Planning focus on issues that matters
- Improve ESG Ratings
- Improve Investors view on Resolut's Sustainability Performance

Collins Aerospace Materiality Assessment

Sector: Aerospace



THE CLIENT

Collins Aerospace, a Raytheon Technologies subsidiary, is one of the world's largest suppliers of aerospace and defense products, headquartered in Charlotte, North Carolina, United States. Collins Aerospace is engaged in designing, manufacturing and servicing systems and components for commercial aviation, business aviation, military and defense, helicopters, space, airports, and other industries.

THE CHALLENGE

Collins Aerospace needed a way to communicate with its stakeholders regarding what is important for them in the area of Sustainability through undertaking a Materiality Assessment to identify what is a priority for them to set future strategic goals.

THE SOLUTION

CSE is performing a Materiality Assessment and Stakeholder Mapping based on GRI STANDARDS guidelines and identified gaps and opportunities for Collins Aerospace Sustainability Reporting.

THE BENEFITS

- Identification of Sustainability Risks
- Identification of key material impact areas and determination of relative Key Performance Indicators
- Opportunities for stakeholder involvement and engagement
- Determination of content of sustainability report

Response to COVID-19

Our culture of shared success extends to all our stakeholders. The ongoing COVID-19 pandemic has shown that swift action can make a difference—so we continue to step up to support those most affected by the pandemic.

Making a positive impact with our clients

Managing the impact of COVID-19 continues to challenge industries, business and governments. We have focused on making a difference through policy and collaboration. Our efforts have concentrated on evolving and transitioning business strategies to meet the greatest needs, supporting preventative health and safety measures.

Our commitment to the United Nations Sustainable Development Goals – our work

For more than 10 years, CSE has partnered with public and private sector clients to promote sustainable development and improve the well-being of people in emerging markets. Fundamentally, every aspect of our work aligns with and supports progress towards the 17 United Nations Sustainable Development Goals (SDGs) and the vision to achieve a better and more sustainable future for all.



The achievement of some SDGs will be an even greater challenge in the years to come.

In this context, we present a sample of our projects that reflect **our work** across all 17 of the SDGs:

	<ul style="list-style-type: none"> • Ensure women's full and effective participation and equal opportunities for leadership at all levels. • Enhance the use of enabling technology, in particular information and communications technology, to promote women empowerment.
	<ul style="list-style-type: none"> • Achieve higher levels of economic productivity through diversification, technological upgrading and innovation. • Achieve full and productive employment and decent work for all, including young people and persons with disabilities, and equal pay for all on work of equal value. • Protect labour rights and promote safe and secure working environments for all workers.
	<ul style="list-style-type: none"> • Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
	<ul style="list-style-type: none"> • Achieve the sustainable management and efficient use of natural resources. • Substantially reduce waste generation through prevention, reduction, recycling and reuse.
	<ul style="list-style-type: none"> • Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries. • Incorporate measures to fight climate change into planning, strategies and policies.
	<ul style="list-style-type: none"> • Substantially reduce corruption and bribery in all their forms. • Develop effective, accountable and transparent institutions at all levels.
	<ul style="list-style-type: none"> • Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals.

Human Rights Principles

UN Global Compact Principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

Our commitment / policy

CSE's purpose is to contribute to society, building confidence and trust, upholding integrity, and supporting the community. CSE recognizes that it has a responsibility to uphold human rights both in the workplace and more broadly within its sphere of influence. We place tremendous value in supporting and respecting human rights and have formally outlined the responsible business principles we believe in.

More specifically,

- The United Nations Universal Declaration of Human Rights.
- The Fundamental Conventions of the International Labor Organisation (ILO).
- The Principles of the UN Global Compact.
- The Global Sustainable Development Goals (2030 Agenda).
- The UN Guiding Principles on Business and Human Rights.
- The Organisation for Economic Cooperation and Development (OECD) Guidelines.
- The United Nations Convention on the Elimination of All Forms of Discrimination against Women (Article 11 - scope of employment).

Furthermore, we have a strong stand on ensuring that our organization, including its employees, suppliers and customers as well as all our stakeholders are not complicit in human rights abuses. We are committed to treating people with respect, courtesy, honesty and fairness and respecting different values, beliefs, cultures and religions. It is of great importance to us that employees and affiliates work in a safe and healthy environment, adhere to strict compliance, and will continue to do so, with all relevant Greek laws and the laws of all the countries in which we operate, including those relating to human rights.

Description of our processes or systems

To practice our commitments, we established and follow processes and systems defined by the Stakeholder Code of Conduct.

Firstly, we ensure that our employees are aware of their own rights and are not complicit in human rights abuses, while at the same time promoting their role to help the protection of other people's human rights. As an advisory organization, CSE additionally advises and assists its clients to manage their own responsibilities in this area.

CSE is an international organization, operating in countries of different cultures and different laws. Therefore, we are committed to respect and operate according to the laws of each country, while at the same time ensuring that the operations of our clients are respectful of global ethical standards.

Our Actions to implement these Principles

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.

In reference to our engagement with suppliers and partners, who originate and operate in countries outside the European Union, we make sure that all relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organization with respect to human rights.

We conduct regular (annual) assessments, analyzing various areas relevant to our suppliers and partners policy vis-à-vis with their employees, their community and the environment in which they operate. More specifically, we request suppliers to meeting Sustainability standards (CSR) or international guidelines (e.g. UN Global Compact, GRI, AA1000).

Labor Principles

UN Global Compact Principles

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour

Principle 5: the effective abolition of child labor

Principle 6: the elimination of discrimination in respect of employment and occupation

Our commitment / policy

Our commitment to labor rights is embedded in our policies and procedures which are reviewed and updated regularly to ensure accuracy and relevance with international best practice. All employees and suppliers must read and acknowledge a commitment to these policies and procedures, and this commitment is complemented with mandatory training covering labor-related issues. Key policies and procedures are listed below.

CSE strives to be an equal opportunity employer. We apply this commitment to our operations, within our field of influence and through our work with our customers and all stakeholders. Furthermore, we seek to make partnerships with like-minded organizations.

Description of our processes or systems

To turn our commitment into practice, we operate processes or systems to inform, guide and enact this commitment by ensuring that CSE supports the elimination of discrimination and investing in its employees through training and workshops.

Our processes include:

- Commitment of CSE towards its employees and affiliates (Stakeholder Code of Conduct)
- Commitment of CSE towards assuring the optimum performance of employees by clearly communicating all relevant company information and procedures (Induction Manual)
- Sustainability Policy

Our Actions to implement these Principles

We support a multicultural environment and make no discrimination in terms of gender, religion and nationalities. CSE also operates with the assistance of affiliates, who originate from diverse educational, racial, and religious backgrounds. Depending upon CSE's needs for advisory services, we collaborate with an international network of experts from around the world.

CSE welcomes interns in its workplace. Our interns come from different educational, racial, and religious backgrounds. A guide has been developed that outlines any key information interns need (induction manual). On-going weekly coach-mentoring sessions are run by the responsible line manager.

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, CSE takes an active role in enriching employees' knowledge 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.

During 2021, CSE offered MBA educational training to one of its employees and is planning to offer one Masters Course to one employee each year.

Environment Principles

UN Global Compact Principles

Principle 7: Business should support a precautionary approach to environmental challenges

Principle 8: Business should undertake initiatives to promote greater environmental responsibility

Principle 9: Business should encourage the development and diffusion of environmentally friendly technologies

Our commitment / policy

CSE is a member of the UN Global Compact, a fact that underlines our precautionary approach, our environmental initiatives and the use of environmentally friendly technologies. We are extremely committed to continually improving our environmental performance, preventing pollution and acting beyond compliance of all applicable laws and regulations.

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

We are deeply committed to operating sustainably and building a culture that respects, protects and enhances the social and physical environment. The focus on environmental sustainability is becoming increasingly urgent as our world faces a growing climate emergency, with climate-related natural disasters disproportionately impacting populations in emerging markets. CSE provides a complete portfolio of services designed to establish sustainable climate change adaptation, mitigation, and integration measures. We deliver sustainable infrastructure, development and transportation projects that prioritise resilience to climate change.

More specifically, we:

- Initiate efforts towards reporting on applicable environmental standards and encourage stakeholders to do the same.
- Consult with stakeholders on the development of common environmental activities.
- Are educators on conservation and recycling issues, and communicate our efforts to stakeholders, clients and suppliers.
- Manage our remaining CO₂ emissions through involvement in carbon reduction and neutralizing activities.
- Exercise 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, 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.

Description of our processes or systems

CSE operates processes or systems to inform, guide and enact its environmental commitment

Our processes include:

- Stakeholder Code of Conduct
- Sustainability Policy
- Keeping records of energy, water and paper consumption
- Following methods to reduce our energy consumption and CO₂ outputs
- Offsetting our CO₂ emissions
- Producing a Sustainability Report

Our Actions to implement these Principles

CSE keeps records of energy, water and paper consumption, business travels and ways of transport to measure our CO₂ emissions. In parallel to our offsetting activities, we are dedicated to an environmental management strategy with the goal to minimizing our environmental footprint and continuing to offset our emissions in order to maintain our status as a climate neutral organization.

According to our Sustainability Policy and our Stakeholder code of conduct, CSE takes actions such as:

- CSE has implemented an office recycling scheme in which signatories of CSE Stakeholder Code of Conduct dispose 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 the relevant refuse bins placed by the Municipality in the neighborhood where our offices are located.
- CSE proceeds with environmentally friendly printing that uses sustainable paper stock and no harmful solvents. The corporate brochures are printed in 100% recycled paper.
- Where possible, CSE has agreed to purchase more environmentally friendly office supplies.
- To track the most energy-consuming activities, CSE has installed an energy-consumption tracking system. This system enables CSE to cut its operational cost and hence reduce its carbon footprint.

The scope of CSE environmental policy not only takes actions to reduce its impact in the environment, but also informs and sets an example both stakeholders and the communities in which we operate. For that reason, we publish our actions, KPIs, and results, through the production of a regular annual sustainability report.

Due to the nature of our service provision, we promote sustainable business practices via the dissemination of environmentally and socially conscious products and services. Our overall objective seeks to inject sustainability into our clients' corporate culture and help them achieve sustainable operations via the provision of cutting-edge products, which reduce cost and ameliorate the organization's environmental and social footprint.

Anti-corruption

UN Global Compact Principles

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Our commitment / policy

CSE is an organisation that promotes social responsibility and is committed towards all its stakeholders to working transparently. We have a zero-tolerance policy towards corruption in all its forms and do not condone illegal activities such as bribery, fraud or theft. Our commitments are described in CSE Stakeholder Code of Conduct.

In particular employees or associates:

- Are against any illegal acts such as bribery, fraud, theft, money laundering or stolen property.
- Report any fraud or corruption that they become aware of

In addition, we apply this commitment to our own operations, within our field of influence, our clients in any country we operate in and to the activities of all our stakeholders that are connected to ours.

Description of our processes or systems

Our operational processes to inform, guide and enact the commitment above are described in our transparency policy and include:

- External Audit
- External Advisory Board

Our Actions to implement these Principles

We introduced the new CSE Stakeholder Code of Conduct. Part of this code refers to anticorruption in general and more specifically, to the commitments of all our stakeholders towards eliminating corruption and supporting transparency.

We support transparency and integrity in any possible way, through our projects, which operate in an international level.

CSE has formally outlined the responsible business principles we believe in and the commitments CSE has made via our Code of Conduct. This statement serves to align decision-making and activities across CSE and addresses a number of areas, including anti-corruption.

We actively support multiple efforts to eradicate corruption throughout the world. CSE was an early signatory to the United National Global Compact (UNGC).

CSE Future Objectives

CSE aims to meet its goal for delivering consistent and outstanding services to its clients. CSE aspires to contribute to the global discussion on redesigning Business models and moving therefore from the shareholder to stakeholder perspective.

In a challenging and dynamic environment CSE is setting the standards for ethical behavior that is responsible and measurable yet outstanding.

CSE is adopting and utilizing new Strategic Tools and mechanism to continue Walking the Talk in the global arena.

New technological advancements are now becoming powerful tools for communicating achievements and best practice to the organizations that want to lead with their Sustainability Initiatives. CSE is not only using those tools but is creating the tools that will meet future needs in a proactive manner.

During the next reporting period, we will continue to focus on and advance our progress relating to human rights, labor, environment and anti- corruption and linked to the UN SDGs.

Background Information

CSE North America	111 W Jackson Str., Suite 1700 Chicago, IL 60604, USA
CSE Athens Office	23 Zirini Str., Kifissia, 14562, Athens, Greece
Contact Name	Nikos Avlonas
Contact Position	Founder and President
Contact Tel. no	+30 210 80 85 565 +1 312-214-6464
Submission Date	31/6/2022
Membership Date	28 May 2008
Number of Employees	Twelve employees (12) employees
Sector	Consulting Services and Training

Making this CoP available to all stakeholders

Our CoP (Communication on Progress) will be made available: To all CSE employees through our intranet.

To other stakeholders including members of the public and customers through:

- CSE website
- The UN Global Compact Website

Scope of the Annual Report

The report covers the period January 2021 - December 2021.

Communicate Directly with Our Team

We greatly value your thoughts and comments on our report. Should you require any additional information, please contact Marina Alonistioti via email at development2@cse-net.org