



European  
Project



Integral system  
for the development of  
CSR in the agrofood  
ecological industry  
in the EU

**Competitiveness** competitividad  
konkurencyjność konkurrenceevne  
competitività **Sustainability**  
sostenibilidad zrównoważony rozwój  
bæredygtighed sostenibilità **Social**  
social społeczny social sociale  
**Responsibility** responsabilidad  
odpowiedzialność ansvar responsabilità  
**Production** producción produkcja  
produktion produzione **Consumers**  
consumidor konsumenci forbrugere  
consumatori **Business** empresa biznes  
azienda virksomhed **Transparency**  
transparencia przejrzystość  
gennemsigtighed trasparenza  
**Ethics** etica etyka etik etica  
**Clients** clientes Klienti kunder clienti

[www.csr-agrofood.eu](http://www.csr-agrofood.eu)

*With support from the European Union*

# Best practices Guide



This Best Practices Guide is the heart of the European project “INTEGRAL SYSTEM FOR THE DEVELOPMENT OF CSR IN THE AGROFOOD-ORGANIC INDUSTRY IN THE EU” , that has been led by the Regional Development Agency from the Region of Murcia (**Instituto de Fomento Región de Murcia, Spain**) during 2009- 2010, and developed in cooperation with the **Murcia Regional Confederation of Business Organisations** (CROEM) and the following international partners: **Alintec Scarl** (Italy), **Agro Business Park A/S** (Denmark) and the **Foundation for the Promotion of Entrepreneurship** (Łódź, Poland).

The analysis and measurement of **CSR** in 80 companies in the agrofood organic sector in these 4 countries, plus the selection of Best Practices and Excellent Companies, has been possible thanks the co-financing of the European Commission, through the PROGRESS programme.

**Our sincere gratitude to the 80 companies that participated (20 in each country).** They have selflessly helped make this Project and Guide possible. And also to the consultants who provided the benefit of their knowledge and experience in **CSR**.



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**OIL**  
**WINE AND OTHER DRINKS**  
**BISCUITS AND SWEETS**  
**PRESERVES AND JUICES**  
**SPICES AND TEAS**  
**CEREAL BASED PRODUCTS**  
**DAIRY PRODUCTS**  
**MEAT**  
**FISH**  
**FRESH FRUIT AND VEGETABLES**

OIL	WINE & OTHER DRINKS	BISCUITS & SWEETS	PRESERVES & JUICES	SPICES & TEAS
CEREAL BASED PRODUCTS	DAIRY PRODUCTS	MEAT	FISH	FRESH FRUIT & VEGETABLES



## 1. INTRODUCTION

### 1.1 Definition of CSR and Best Practices

**Corporate Social Responsibility** is defined by the **European Commission** as "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."

In practice, this covers the implementation of specific **CSR** measures in the company's management system and culture, thus actively contributing to social, economic and environmental improvement. The series of actions related to **CSR** carried out by companies, favour sustainable growth and increase their competitiveness.

**CSR Best Practices are specific**, measurable actions which companies implement as part of their business strategy, generating value and contributing to the company's sustainable development.

**They define the best manner for executing processes in the company's value chain, in accordance with the principles of CSR.**



"Wherever you see a successful business, someone once made a courageous decision"  
**Peter Drucker (1909-2005)**, considered to be the Godfather of Management



## 1.2 Objectives of the “BEST PRACTICES GUIDE”

The elaboration and publication of this Best Practices Guide, has the following fundamental objectives:

- Publicise the final results of the application of the methodology proposed in the European Project “**Integral system for the development of CSR in the sector of agrofood-organic industry in the EU**”, jointly financed by the PROGRESS programme.  
The main focus of this project has been the elaboration of diagnostics relating to the implementation of **CSR** policies in the sector in question. This has been achieved via the individual analysis of Spanish, Danish, Italian and Polish companies (in order to obtain different business scenarios).
- To provide private companies or public institutions related to the organic or agrofood sector (or any other economic sector) and in any country in the EU, with a series of best practices which may be implemented to increase the sustainable development of their activities.
- To divulge information and raise awareness about the different elements which form part of Corporate Social Responsibility throughout the value chain, such as: social actions, responsible innovation, dialogue with interest groups, responsible management of human resources, labour integration, and environmental conservation.
- To offer and make available a simple, practical document which may be used to promote **CSR** in different communication media: the project's portal; sector events which are held in each member state; Internet; seminars; etc.

## 2. BEST PRACTICES IDENTIFIED PER SUBSECTOR

### 2.1 Companies in accordance with range of products analysed

The Best Practices listed in this guide reflect the experiences and main strengths identified in **CSR** in the 80 participating companies in the agrofood organic sector. There were 20 companies from this sector from each of the participating European regions/countries.

Given the diversity of activities/products included in the agrofood sector, the analysis has been divided into **10 subsectors**. This provides a total diagnosis, which measures Best Practices whilst considering different European areas where the same business activity is performed, and the individual characteristics particular to each subsector.

This is the number of companies per country that participated in the analysis and those which provide Best Practices, per subsector (product range) considered.

	SPAIN	DENMARK	ITALY	POLAND
OIL	2	0	3	0
WINE & OTHER DRINKS	6	1	1	2
BISCUITS & SWEETS	0	1	4	0
PRESERVES & JUICES	9	3	6	2
SPICES & TEAS	1	0	0	1
CEREAL BASED PRODUCTS	0	1	3	10
DAIRY PRODUCTS	0	6	3	0
MEAT	0	5	0	1
FISH	0	1	0	0
FRESH FRUIT AND VEGETABLES	2	2	0	4
<b>TOTAL COMPANIES</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>



## 2.2 GENERAL BEST PRACTICES PER AGROFOOD PRODUCT

### BUSINESS CULTURE

#### ■ Commitment to CSR

- ♦ Culture orientated towards quality and respect for the environment  
*Example: collecting of olives at the optimal maturing time, taking care with materials which come into contact with the product, ensuring total cleanliness.*

#### ■ Forming part of groups committed to CSR

*Example: Affiliation to the Agriculture Organic Production Council of the Region of Murcia (CAERM), a public body responsible for transferring knowledge and providing advice in questions related to organic production, and applying the Control System established in EC Regulation 834/2007 and EC Regulation 889/2008.*

#### ■ System evaluation

- ♦ Officially authorised control bodies.- Certifying that products included in organic agriculture and integrated agriculture are obtained in accordance with European Regulations, and observe the protocols of large European distribution companies (GLOBALGAP).

### SOCIAL

#### Work quality

#### ■ Professional development and promotion

- ♦ The awarding of annual prizes and recognition for “the best suggestion for staff improvement”, “quality improvement” and “excellence” in employee careers.

#### ■ Equal opportunities, diversity and integration

- ♦ Existence of a protocol to detect/control sexual harassment.
- ♦ Hiring of immigrants to improve diversity and integration.
- ♦ Keeping manual execution for some functions which could be mechanised, thus offering work opportunities and development. potential for disabled staff, whilst minimising environmental impact.
- ♦ Hiring of young people that have come through rehabilitation processes.



### ■ Job satisfaction

- ♦ Work atmosphere questionnaires
- ♦ Leisure and social activities for staff in order to strengthen bonds  
*Example: theatre workshops, weekend trips, sporting activities.*

### Customers

- Choosing customers based on their commitment to a series of ethical practices.  
*Example: Formalising this commitment via the joint drafting of an “ethical agreement”.*

### Providers

#### ■ Product safety

- ♦ Purchase of products bearing organic certificates.
- Selection criteria based on ethical principles.
  - ♦ Checks made “in situ” and periodical meetings.
  - ♦ Purchasing policy that favours providers with socio-environmental certifications.

#### ■ Support for local suppliers

- ♦ Preferential contracting to favour the development of the geographical area, facilitate a short distribution chain, and also strengthen learning and cooperation with farmers and cooperatives in the same area.

### Community impact

- Collaboration with organisations or entities which support disadvantaged groups. (disabled individuals, immigrants)
- Co-operation with environmental education centres, transferring knowledge and experience in biodynamic agriculture and sustainable environment.

## ENVIRONMENT

### ■ Organic production

- Cold, first press extraction process on the same day as the harvest, thus ensuring best health properties and maximum respect for the environment.
- Absence of phyto-sanitary elements, Chemicals fertilisers, and other components which may be harmful to health.

### ■ Care for the environment

- Location in an area where specific rules for the conservation of the environment are established.

### ■ Responsible use of natural resources

- Conversion of a high percentage of the farming surface area to sustainable agriculture, thus resulting in a reduction in CO2 emissions

*Examples: "Marc" is only extracted by companies which are authorised for the extraction of oil. Olive stones are reused for the olive press heating system and to heat water used for cleaning and toilets in the facilities.*



## BUSINESS CULTURE

### ■ Best practice code

### ■ CSR certificates: SA 8000, and the ISO 9001 and ISO 14001 standards

### ■ Commitment to CSR

*Examples: SUSTAINABLE ARCHITECTURE, with the following initiatives:*

- Designs without architectonic barriers, thus ensuring that disabled people can use ramps and lifts to access the entire winery.
- Underground winery cellar, with windows to allow natural light to enter.
- Natural ventilation of the winery via IT controlled conduits.

### ■ System evaluation

- ♦ Audit carried out by third parties concerning the economic-financial situation of the activity.

### ■ Forming part of groups committed to CSR

*Examples:*

- Affiliation to the Agriculture Organic Production Council of the Region of Murcia (CAERM), a public body responsible for transferring knowledge and providing advice in questions related to organic production, and applying the Control System established in EC Regulation 834/2007 and EC Regulation 889/2008.
- “Danish Fair Food Group” ([www.fairfoodgroup.com](http://www.fairfoodgroup.com)). A non-profit making organisation consisting of 5 Danish manufacturers of organic products.

## SOCIAL

### Work quality

#### ■ Equal opportunities

- ♦ Gender equality for working positions.

#### ■ Integration of disabled personnel

*Example: creation of a “Fuori dalla mischia” (“Out From the Crowd”) production laboratory to promote the integration of people with disabilities. Kiln adapted for disabled people.*

#### ■ Reconciliation measures

- ♦ Possibility of requesting a reduced or intensive working day, or working hours which allow children to be taken to school.
- ♦ Working time from 8:00-14:00 and 15:30-18:00, reducing lunchtime to end the working day sooner. Friday to 15:00; and 4 months of intensive working days in the year (summer time)

■ **Social benefits**

- ♦ Staff's own pension Plan.

*Example: A trip organized once a year for all the staff and their companions*

■ **Internal promotion**

- ♦ Incentive policy for middle management, based on commitment and the reaching of annual objectives, economic, days off, and in-kind payment.
- ♦ Awards for seniority.
- ♦ Professional career plans for staff promotion.

■ **Communication**

- ♦ Communication to personnel of the ethical code

*Example: Continuous flow of staff-company management information via the creation of a Coordinator position per department, organizing weekly meetings.*

■ **Fair, balanced remuneration**

- ♦ Wage policy higher than the sector's collective bargaining agreement, covered in the company's own CBA.

**Customers**

■ **Selection and Recruitment**

- ♦ Special attention to GPO customers and organic shops, thus requiring high quality parameters and transparency in the activity.

■ **Customer Satisfaction**

- ♦ Periodic customer satisfaction questionnaires, and the existence of a suggestions and complaints inbox.

■ **Use of electronic invoices**

**Providers**

■ **Support for local providers**

- ♦ Environmental training for workers and wine producers.

■ **Communications with suppliers**

- ♦ To facilitate dialogue and establish mechanisms which encourage close relationships and continuous collaboration to improve the work conditions.

*Example: Organization of dinners and events with suppliers where the principles of CSR are reinforced.*

## Community impact

### ■ Social integration

- ♦ To promote the integration of the disabled in production, creating specific programmes with local health agencies which allow the presence of supervisors who teach and oversee disabled people during their activities in the company, developing specific tools for this group.

*Example: Production of a wine called "AUTISTA", where 10% of the sales are dedicated to the NGO's "ASTRADE" (regional autistic association).*

### ■ Education

- ♦ *Example: Public recognition as an "occupational farm" where students make specific visits and follow a given programme.*

### ■ Activities which support the community

- ♦ Sponsorship of sporting events, local painting contest.
- ♦ Collaboration with NGOs and the donation of food to charities.
- ♦ Corporate volunteers (giving blood).
- ♦ Collaboration with universities (work experience and research projects).
- ♦ Creation of a Foundation, the objective of which is to promote stable jobs for individuals with disabilities and deficiencies.

## ENVIRONMENT

### ■ Taking care of the environment

- ♦ The local drainage system does not reach the winery. Existence of a purification plant that uses a more expensive and sophisticated recycling system than normal purification plants, copied from German technology.
- ♦ Use of Organic products in the different phases of the process.
- ♦ Organic products used on glass bottles and labels in recycled paper.  
*Example: The bottles' necks are covered by wax (a natural product which does not leave residues in the cork or the wine).*

### ■ Reduction of production environmental impact

- ♦ Minimization of the use of paper, consisting in the re-use of paper written only on one side.  
*Example: The winery has a cold room (not usual in this sector) and the grapes are cut and placed in this room to prevent them from fermenting.*

### ■ Suitable management of waste

- ♦ Re-use of waste from the running of the winery.  
*Example: The tin caps used when uncorking bottles; caps which are crushed in the production line; defective caps, etc. are removed by the supplier for recycling.*

### ■ Eco-innovation

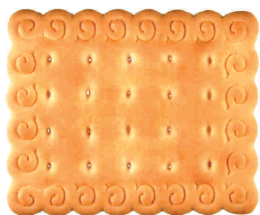
- ♦ Innovation in the design of the wine vats.  
*Example: An adjustable air atmosphere for aerobic fermentation.*

### ■ Evaluation

- ♦ Quarterly review of legal obligations relating to the environment.  
Control of phyto-sanitary treatments applied to vineyards by suppliers.

### ■ Responsible use of natural resources

- ♦ Processes to reduce the consumption of water.
- ♦ Actions to reduce consumption of electricity.  
*Examples: Installation of higher performance generators; fitting of fluorescent tubes and low consumption light bulb;. Wide windows which allow more sunlight to enter; zone light switches; posters designed to raise staff awareness about saving energy.*





## CULTURA EMPRESARIAL

### ■ Best practice code

### ■ System evaluation

- ♦ Information about the economic-financial situation of the activities, externally audited.

### ■ SA8000 certification.

*Example: annual review with new objectives with hard control of results.*

### ■ Internal Code

- ♦ Issuing of a document which establishes objectives and quality and environmental policies .

*Example: A Manager is responsible for the promotion, monitoring and improvement of the integrated "quality/environmental" system (Environmental Quality Manager).*

## SOCIAL

### Work quality

#### ■ Job satisfaction

- ♦ Studies concerning the work environment in the company.

#### ■ Training

- ♦ Periodical training courses on health and safety at workplace, during working hours allowing all workers to attend.

#### ■ Equal opportunities

- ♦ Promoting the role of women, exemplifying this in the company's byelaws.

### Customers

#### ■ Selection of customers and relationships with them

- ♦ Well-defined distribution policy, only using specialised organic shops and purchasing centres (GPOs) to sell products.
- ♦ Suppliers have a double link with the company: as the main customer and also because they supply valuable aid and collaboration.

#### ■ Customer satisfaction

- ♦ Control mechanisms to meet customer requirements.

## **Providers**

### ■ **Selection - Considerations such as the capacity to**

- ♦ Meet all SA8000 requirements.
- ♦ Participate in monitoring activities.
- ♦ Appropriately identify and implement corrective actions when faced with non-compliance.
- ♦ Favour contracting with local suppliers, thus facilitating direct relationships and excellent collaboration with these suppliers.

### ■ **Evaluation**

- ♦ Visits to check crops and offer training. This initiative considerably improves the quality of products and reinforces relationships with suppliers.

## **Community impact**

### ■ **Supporting community welfare**

- ♦ Contributing via the sponsorship of events to provide value and promote the local community.

*Example: co-operation with projects for disabled people, financing the build of sports facilities, and contribution in the construction of a school in Madagascar and offering education to more than 200 children.*

## **ENVIRONMENT**

### ■ **Managing Resources**

- ♦ Actions to control and save consumption of water, electricity, raw materials and auxiliary materials .



## BUSINESS CULTURE

- **Ethical conduct code and communication of this code to STAKEHOLDERS.**
  - ◊ Existence of a business culture manual available for all workers, annually updated, and including the company's philosophy and action procedures.
- **Best Practices Code**
- **ISO 9001:2000 and HACCP certificates**
- **Commitment to CSR**
  - ◊ Firm commitment to sustainable development, considering organic production as a fundamental element of business strategy.
- **Forming part of groups committed to CSR**
  - ◊ Commitment to the Environmental Social Pact, voluntary commitment to protect the environment and avoid pollution.

*Examples:*

  - *Affiliate to the Agriculture Organic Production Council of the Region of Murcia (CAERM), a public body responsible for transferring knowledge and providing advice in questions related to organic production, and applying the Control System established in EC Regulation 834/2007 and EC Regulation 889/2008.*
  - *"Danish Fair Food Group" ([www.fairfoodgroup.com](http://www.fairfoodgroup.com)). A non-profit Danish making organisation consisting of 5 Danish manufacturers of organic products.*

## SOCIAL

### Quality in the workplace

- **Internal promotion**
- **Equal opportunities and management of diversity**
  - ◊ Implementation of an Equal Opportunities Plan
  - ◊ Equality in positions of responsibility in the company
  - ◊ Possibility of working from home (telework) for managers and salespersons.
  - ◊ Staff diversity
  - ◊ Employment for women from the area and nearby population centres

*Example: Hiring disabled staff through 'ASSIDO' (a regional NGO for the support and training of people with Downs' Syndrome and intellectual disabilities).*

■ **Job satisfaction**

- ♦ Work climate study.
- ♦ Existence of a “Company manual” to orientate the daily tasks of workers, informing them about best practices in food hygiene and the Prevention of Occupational Risks in the company.

*Example: annual staff Christmas meal, designed to strengthen corporate identity and increase team spirit.*

■ **Safety**

- ♦ Frequent health and safety inspections.

*Example: AENOR certificate for the Occupational Health and Safety Management system with OSHAS 18001:2007 requirements.*

■ **Reconciliation measures**

- ♦ Possibility of reducing working hours to care for children.
- ♦ Days off for overtime in the offices.
- ♦ Possibility of extending the maternal and paternal leave periods established by law.
- ♦ For the birth of each child the company gives employees 1365€ (gross sum).
- ♦ For birth or 1st degree illness, right to 3 days leave from work.
- ♦ Nursery subsidy for employees with infants in the 0-3 years age range.
- ♦ Provision of baby food for children up to 18 months of age (applicable to all staff - including temporary workers and those with contracts which expire after a determined period).

**Customers**

■ **Customer care and relations system**

- ♦ Periodical customer satisfaction questionnaires.
- ♦ 24 hour suggestion and care inbox.
- ♦ Customer supervision.

■ **Safety, traceability and quality of the product**

- ♦ Adoption of the 'Quality Assurance Model' established by the UNE-EN-ISO 9001 international standard. This model covers the design, development and manufacture phases and the customer care service.
- ♦ BRC certification, IFS and ISO 22000 certification.
- ♦ The company has its own laboratories to assure product quality, which may be visited by customers.

- ♦ "Production identity card" labels, which ensure that customers know the origin of products, guaranteed by a certified traceability system, showing the producer's name, the place of production, and the amount produced.

### ■ Communication

- ♦ A website allowing interaction with customers, thus reinforcing relations and demonstrating the company's firm commitment to meeting customer requirements.

*Example: A company website which contains a section on "recipes and well-being", with a wide-ranging collection of recipes and useful information for a healthy diet.*

## Providers

### ■ Fair price

*Example: Definition of a yearly plan which establishes the amount of production required. Signature of an agreement which establishes the price before the harvest, thus avoiding risks for farmers and that guarantees that they will be paid for a fair price for their work. Farmers also, agreed to provide and use the seeds established under the agreement.*

### ■ Evaluation

- ♦ Auditing of suppliers to assure compliance with: hygiene, treatment of the product, transport, cold chain, etc.

### ■ Purchasing Policy

- ♦ Preferential treatment for suppliers with socio-environmental certification (such as SA8000, ISO 14000, etc.)
- ♦ Buying of raw materials from small areas protected from mechanical elements.

### ■ Collaboration

- ♦ Long-term agreements with farmers.
- ♦ Technical assistance to improve activities.
- ♦ Specific training for farmers.

*Example: Consultancy for producers on how to improve their freezing and storage processes, thus obtaining a more competitive product.*

## **Community impact**

### **■ Cooperation with the local community**

- Supporting the local area, preferably working with local employees and suppliers.
- Supporting and encouraging adherence to CSR principles, whilst offering advice on their implementation.
- Cooperation with students and NGOs.
- Sponsorship of local events.
- Donations of cash and foodstuffs to charity organisations.
- Collaboration with universities, offering work experience for students and participation in R&DT.
- Sponsorship of the following types of activities: road safety, meetings between students and company personnel, guided tours for students showing production, modern canning methods, business management techniques, etc.

## **ENVIRONMENT**

### **■ Purchase Policy**

- Buying green. - dietetic and ecological agriculture raw materials; as such, the purchasing system is based on the reduction of negative impact on human health and environmental degradation.
- Purchase of steam generated by a neighbouring company for use in the company: cleaning, scalding, etc. (cogeneration process)
- Prevalence of pure organic products as opposed to mixed products (conventional/organic).

### **■ Safety**

- Safety assured via a “clean areas” protocol.

### **■ Care for the environment**

*Examples:*

- *The production plant is located in a pollution-free area at the foot of the Alps and the company takes special care to protect the area. The factory is designed to optimise productive processes and assure maximum energy efficiency.*
- *Commitment to plant 4 trees for every tree cut down.*
- *“Old seeds” is the name of an initiative with several different research centres, to recover seed cultivation without hand manipulation. These seeds are needed to avoid problems of food intolerance.*

**■ Reduction of production environmental impact**

- ♦ Commitment to a reduction of greenhouse gases, avoiding work in peak hours and working at night, to reduce energy consumption.
- ♦ Supply boilers with natural gas, CIP cleaning system.
- ♦ Installation of a system which allows water from the cooling tower to be separated from the internal cooling circuit.
- ♦ Savings in water consumption: CIP cleaning system, fitting of electronic systems to maintain water levels; reduction of water use when cleaning the winery's tanks; fitting of a regulating valve in the final phase of the cooler; saving of water in the purification plant's cooling system.
- ♦ Improved discharge parameters: Construction and operation of a waste water purification plant.
- ♦ Reduce the volume of water to be treated in the cooling tower.
- ♦ Reduction in the consumption of biocides, anti-incrustation and anti-corrosive products.
- ♦ Recycled water system to reduce water consumption by 80%.

**■ Waste management**

- ♦ Separation of wastes at point of origin, delivered to authorised waste managers.
- ♦ Minimisation of hazardous waste: reduction of generated oil; reduction of batteries; reduction of empty laboratory containers; reduction of empty aerosol cans.
- ♦ Use of chlorine-free recycled paper only.
- ♦ Use of potato starch bags only, avoiding the use of plastic bags.
- ♦ Biomass project: Produce pellets for the heating systems, using waste.





## BUSINESS CULTURE

### ■ System evaluation

- ♦ The information about the economic-financial situation of the company's activities is edited by third-parties.

### ■ Commitment to CSR

#### ■ Forming part of groups committed to CSR

*Example: Affiliation to the Agriculture Organic Production Council of the Region of Murcia (CAERM), a public body responsible for transferring knowledge and providing advice in questions related to organic production, and applying the Control System established in EC Regulation 834/2007 and EC Regulation 889/2008.*

#### ■ Procedures compliant with the ISO 9001 and BRC standards

## SOCIAL

### Quality in the workplace

#### ■ Internal Communication

- ♦ Internal suggestions inbox available for staff.

#### ■ Reconciliation measures, such as

- ♦ Reduced working day during summer.
- ♦ Work day ends at 14:00 on Fridays.
- ♦ Telework for sales positions.

#### ■ Social benefits

- ♦ Advantageous agreements with private insurance and travel agents.

#### ■ Job satisfaction

- ♦ Performance of work climate studies.

#### ■ Occupational safety

- ♦ Certified, subcontracted prevention system.

#### ■ Integration and diversity

- ♦ Contracting of disabled staff (beyond the requirements established by law).

### Customers

#### ■ Cooperation

*Example: Develop a specially chosen recipe to create a product with a good price available to consumers.*

■ **Customer service**

- ♦ Simple, readily available complaints forms.
- ♦ High degree of customer loyalty via satisfaction questionnaires.

■ **Communication**

- ♦ Information given to customers about the origin of materials.

**Providers**

■ **Evaluation**

*Example: Visits to the main providers' factories once a year.*

**Community impact**

- ♦ Anonymous aid for the local community.

**ENVIRONMENT**

■ **Management of Resources**

- ♦ Savings in water consumption via dry cleaning systems.
- ♦ Control of consumption of electricity, raw materials and auxiliary materials.

■ **Waste management**

- ♦ Produced waste (plastic, cardboard, raffia, etc.) is selectively separated, compacted and sold to authorised waste managers.
- ♦ Valorisation of waste.

*Example: Organic waste is used for compost to be sold as organic fertilizer.*

■ **Reduction of production environmental impact**

- ♦ Reduction of atmospheric pollutants.
- ♦ Reduction of the amount of containers on the market: products sold in large volume containers.
- ♦ Change the use of diesel as the fuel for boilers with natural gas.
- ♦ Dust capture filters to avoid emissions into the atmosphere.
- ♦ Non-emission of pollutants.
- ♦ Raising of awareness about environmental protection.

■ **Safety**

- ♦ Safety and Health Prevention policy.



## BUSINESS CULTURE

### ■ Ethical code

- ♦ Existence of a code of ethics which includes principles of social responsibility, communicated to interest groups.
- ♦ Development of a structured policy for CSR questions, led by the company's owners and top management.

### ■ Forming part of groups committed to CSR

*Example: "Danish Fair Food Group" ([www.fairfoodgroup.com](http://www.fairfoodgroup.com)). A non-profit making organisation consisting of 5 Danish manufacturers of organic products.*

### ■ SA8000 certification

### ■ Promulgation of CSR

*Example: Publication of eco-innovation measures on the company website.*

## SOCIAL

### Quality in the workplace

#### ■ Equal opportunities, diversity and integration

- ♦ Existence of an Equal Opportunities Plan.
- ♦ Gender equality: Equal number of male and female staff.

#### ■ Internal Communication

- ♦ Frequent contact with shareholders and staff to jointly strive towards improving work conditions.

#### ■ Job satisfaction

- ♦ Work environment questionnaires.
- ♦ Conciliation measures.
- ♦ Incentives.
- ♦ Assistance for workers' families.

### Customers

#### ■ Customer satisfaction

- ♦ Existence of clear, readily available documents to support an efficient, transparent customer care service.

■ **Fair price**

- ♦ Reduction of links in the distribution chain, thus promoting a closer relationship with the end customer, offering competitive prices.

■ **Product safety**

- ♦ "Production identity card" labels, which ensure that customers know the origin of products and the processes used.
- ♦ Specific products for diabetics.
- ♦ Handmade 100% natural products.

■ **Use of electronic invoices: reducing the use of paper**

**Providers**

■ **Fair price**

- ♦ Annual commitment to establishing a price with farmers.

■ **Selection**

- ♦ Application of ethical criteria.  
*Examples: Request organic certificates and establish transparent, collaborative relationships; use of natural fertilisers; protective measures for harvesting and natural grazing for livestock.*

■ **Collaboration**

- ♦ Systems which maximise the percentage of waste which is recycled.
- ♦ Protocol for transferring CSR principles to providers.

■ **Evaluation**

- ♦ Supervision of the work conditions of the employees of the most important providers with a given frequency.

**Community impact**

■ **Collaboration**

- ♦ Organisation of workshops and trade fairs to promote organic products and exchange production experiences.

■ **Contributions to community welfare**

- ♦ Donations to schools and nurseries.
- ♦ Creation of a local consortium of organic farms to promote development in disadvantaged areas and local, sustainable employment.

## ENVIRONMENT

### ■ Reduction of production environmental impact

- ♦ Heating of water by solar energy.
- ♦ Actions to control and save consumption of water, electricity, raw materials and auxiliary materials.
- ♦ Use of waste and recyclable materials for the heating system, covering a high percentage of requirements using biomass.
- ♦ Non-emission of pollutants.
- ♦ Electrical energy generated by the company's own hydro-electric power plants.

### ■ Eco-innovation

*Example: Research designed to recuperate the use of seeds which are not manually handled and which help address the problem of intolerance to certain foodstuffs.*

### ■ Care for the environment

- ♦ Plans for the evaluation and prevention of environmental risks.





## BUSINESS CULTURE

### ■ Organic production

- ♦ Clear work strategy based on the use of organic raw materials, and the promotion of products which respect the environment.

### ■ Quality standards SA8000, ISO14001 certificates

### ■ Relationship with interest groups

- ♦ Meetings with external interest groups to evaluate the perceived image of the company, the balancing of commitment and activities, and the level of consent achieved for the sustainable policies which are implemented.

## SOCIAL

### Quality in the workplace

#### ■ Job satisfaction

- ♦ Study concerning the working environment and the detection of intangible assets, to measure and evaluate adaptation to the company's value system, work methods, and the relationships between workers - and to detect and measure intangible results caused by the company (team spirit, loyalty, etc.).

### Customers

#### ■ Customer Satisfaction

- ♦ Audit of customer satisfaction to measure their level of satisfaction and, especially, differences with respect to the previous year and their main competitors, possible actions for improvement and types of initiative.

### Providers

#### ■ Selection and Recruitment

- ♦ Selection of providers, not just based on product traceability, but with special attention to ethical questions .

### ■ **Cooperation**

- ♦ Very close relation with impact on the local community, establishing a solid base of local providers, performing local actions jointly to support community impact, and reinforcing market access.

### ■ **CSR communication channel**

- ♦ Sending of questionnaires to determine their posture in relation to CSR, whilst also informing them about the terms and conditions of supply contracts, and the SA8000 certification.

*Examples: Regular meetings between the Quality Management System Manager and providers (1-2 times per year), to inform them about social responsibility and promote its principles, and to verify the terms and conditions under which they are operating.*

## **Community impact**

### ■ **Improving welfare**

*Example: Promotion of clean drinking water campaigns and support for a Danish organisation for Cancer Research.*

### ■ **Community Support**

*Example: Financing of grants for university students for the design of a container for a new product line.*

## **ENVIRONMENT**

### ■ **Care for the environment:**

- ♦ Biodegradable packaging

*Example: The company was founded almost 100 years ago when cheese was bought from mountain shepherds and matured in a cave on the foothills of a mountain. Over the last few years, the company has grown and introduced innovative technology for production. It has also maintained a link with traditions: the old cave and its surroundings have been ethnographically restored and are used as an area where customers may sample products.*

### ■ **Environmental Management System Certificates**

EPD (Environmental Product Declaration) for specific products.



## BUSINESS CULTURE

- **Ethical code**
  - ♦ Internal document including social responsibility principles.
- **Identification and communication with interest groups**

## SOCIAL

### Quality in the workplace

- **Reconciliation measures**
- **Improvements in the working environment**
  - Example: creation of a coffee corner for staff.*

### Customers

- **Customer Satisfaction**
  - ♦ Simple, readily-available complaints forms.

### Providers

- **Provisioning**
  - ♦ 100% organic raw materials.
- **Cooperation and fair, sustainable trade with providers**

### Community impact

- **Support for religious entities**
- **Organisation of events for children**

## ENVIRONMENT

- **Reduction of production environmental impact**
  - ♦ Strive to ensure that all of the production processes are free from CO2 emissions.
    - Examples Electricity in the production facilities obtained from solar energy.*
- **Defence of eco-efficiency and eco-innovation**



## BUSINESS CULTURE

- **Ethical Code of Conduct including social responsibility principles.**
- **Communications with all interest groups**
- **Forming part of groups committed to CSR**
  - ♦ Commitment to the Environmental Social Pact, voluntary commitment to protect the environment and avoid contamination.
  - Examples: Compliance with the Decalogue of Best Food Practices of the Confederation of Danish Industries (DI) - this is a toolbox which translates 10 principles into specific actions, developed by General Directors of companies that belong to DI and represents the industry's code of conduct. This initiative has been inspired by the principles of Corporate Governance and CSR.*
- **System evaluation**
  - ♦ Backing of national and international agreements and standards relating to human rights, workers' rights, the environment and corruption.

## SOCIAL

### Quality in the workplace

- **Job satisfaction**
  - ♦ Periodical studies.
- **Internal Communication**
  - ♦ Periodic meetings with staff to ensure a safe and healthy work environment.

### Customers

- **Communication**
  - ♦ Open attitude and frequent relations with customers, consumers and other interested parties.
- **Customer care**
  - ♦ Meet customer requirements with clear, relevant information about products.
  - ♦ Focus care on customer demands and wishes for the development of new products.

## Providers

### ■ Evaluation

- Analyse provider risks, and based on this analysis determine whether they require auditing.

## Community impact

### ■ Collaborations

- Activities for Community Impact: sponsorship of local events, group activities, collaborations with universities, etc.

## ENVIRONMENT

### ■ Care for the environment

- Maintain a responsible attitude towards the environment and direct efforts to reducing the company's emissions.





## BUSINESS CULTURE

### ■ Best practice code

#### ■ Forming part of groups committed to CSR

*Examples:*

- Affiliation to the Agriculture Organic Production Council of the Region of Murcia (CAERM), a public body responsible for transferring knowledge and providing advice in questions related to organic production, and applying the Control System established in EC Regulation 834/2007 and EC Regulation 889/2008.

- “Danish Fair Food Group” ([www.fairfoodgroup.com](http://www.fairfoodgroup.com)). A non-profit making organisation consisting of 5 Danish manufacturers of organic products.

#### ■ Commitment to CSR

- ♦ Business philosophy based on quality and environmental protection, formalised with different prizes and awards.

*Example: Obtaining the regional Food Quality award called “Golden Melon”.*

#### ■ System evaluation

- ♦ Audit carried out by third parties concerning the economic-financial situation of the activity.

## SOCIAL

### Internal

#### ■ Integration and diversity

*Example: “Welcome Guide”, given to each worker joining the company (translated to the worker's mother tongue) that contains: a map of the facilities; emergency systems; responsible person in case of accident; legal obligations; quality; food hygiene; Prevention of Occupational Risks, etc.*

#### ■ Staff training

#### ■ Job satisfaction

- ♦ Good working conditions.
- ♦ Biannual psycho-social studies of the workforce.

#### ■ Equal opportunities

- ♦ Male/female equilibrium for management posts and/or middle management.
- ♦ Protocol for the avoidance of sexual harassment.

■ **Internal promotion**

*Example: The awarding of annual prizes and recognition for “the best suggestion for staff improvement”, “quality improvement” and “excellence” in employee careers.*

■ **Reconciliation measures**

*Examples: Intensive working hours in summer (without breaks, but workers leave workplace earlier). Early retirement at 62*

**Customers**

■ **Electronic invoices**

■ **Cooperation with providers and customers**

*Example: design of a compensation system if discrepancies exist with the terms of the contract.*

**Providers**

■ **Purchasing Policy**

*Example: Provide a basic questionnaire to be completed by providers, assuring the manufacture of safe, legal, quality products.*

**Community impact**

■ **Cooperation with the local community**

*Examples: sponsorship of local sports, collaboration with universities, etc.*

■ **Collaboration with NGOs, provision of foodstuffs**

**ENVIRONMENT**

■ **Product recycling**

■ **Environmental Management System Certificate: ISO 14001 and EMAS**



[www.csr-agrofood.eu](http://www.csr-agrofood.eu)

## CSR USEFUL WEBSITES

**European Commission. DG.Employment**

<http://ec.europa.eu/social/main.jsp?catId=331&langId=en>

**European Commission. DG.Enterprise**

[http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm)

**European Commission. Organic Farming**

[http://ec.europa.eu/agriculture/organic/home\\_en](http://ec.europa.eu/agriculture/organic/home_en)

**United Nations. Global Compact**

<http://www.unglobalcompact.org/>



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