

Attachment 1 – Regional initiatives on CSR

The present attachment collects the most significant CSR initiatives presented by the Regions.

Altogether 55 initiatives of diverse nature (specific projects, programme documents or operational legislation) are reported. Almost all have been realized in the last 5 years. Some are active in this moment and some are in the preparation phase.

The initiatives refer to the following 11 Regions:

1. Emilia-Romagna
2. Friuli-Venezia Giulia
3. Liguria
4. Lombardia
5. Marche
6. Piemonte
7. Puglia
8. Sardegna
9. Toscana
10. Umbria
11. Veneto

It is also worth noting that 10 out of 11 Regions presenting here the CSR initiatives participate to the realisation of the inter-regional project “Creation of a network for the diffusion of corporate social responsibility”; see at the end of the attachment.

Regional initiatives on CSR

Region	Title and description	Duration	Financial resources	Link and contacts
EMILIA ROMAGNA	1) Triennial programme for productive activities Measure 2.1 Action A of the Triennial programme: support, jointly with the measures for the adoption of enterprise’ instruments for quality; application of the social standard SA8000 as guarantee of the respect of fundamental ethical values inside the whole production processes and of the EU EMAS rule as the environmental management system (enterprises certified EU EMAS are 182; ISO 140001 – 1284; ECOLABEL – 32; and by international standard SA8000 – 52). The Region has also promoted the regional environmental action plan 2008-2010 for which 148,7 million Euro were budgeted.	2003-2005	Region	Direzione Generale Attività produttive, Commercio, Turismo e-mail attprod@regione.emilia-romagna.it Directorate General for Productive Activities, Trade, Tourism
EMILIA ROMAGNA	2) Regional Law 6/2006 The Region has promoted signing deals with regional associations representing the cooperative movement for the presentation of integrated programs for the cooperative development and promotion. In this context an act of agreement was signed on 18 October 2007 between the Region, Legacoop, Confcooperative, Agci (three most representative cooperative associations) and Unci. It provides the framework for the development of interventions through projects worth altogether 1 million Euro. As far as the promotion of the aforementioned agreements is concerned, let us cite as relevant the project named: “The ethical code: the other face of the social responsibility”. It is a tool for an equitable and efficacious management of transactions and of human relations. It sustains the reputation of the enterprise while building trust in	2007-2009	Region	Direzione Generale Attività produttive, Commercio, Turismo e-mail attprod@regione.emilia-romagna.it Directorate General for Productive Activities, Trade, Tourism

	relation to the outside world.			
EMILIA ROMAGNA	<p>3) Memorandum of intents between the Region Emilia-Romagna and the state Ministry for Economic development – OECD Guidelines</p> <p>The Protocol, approved by the Region Emilia-Romagna with the formal act n.979/08, promotes a training project targeted to Sportelli Unici per le Attività Produttive (one-stop help-desks for productive activities) and to municipality officials with which the enterprises usually interact. The aim is to offer competent and professional support to Italian and foreign enterprises wishing to start an activity in Italy. Activities related to sustainable growth and competitiveness are valorised. In particular, projects finalised to the valorisation of OECD Guidelines were realised. Also, enterprises were targeted for promotion and awareness raising.</p>	2008	Region - Central Government - EU	<p>– Direzione Generale Attività produttive, Commercio, Turismo</p> <p>- e-mail attprod@regione.emilia-romagna.it</p> <p>Directorate General for Productive Activities, Trade, Tourism</p>
EMILIA ROMAGNA	<p>4) Memorandum of intents between the Region Emilia-Romagna and the State Ministry for Economic development to promote the growth and the sustainable competitiveness of SME and the territories</p> <p>The Protocol, approved by the Region Emilia-Romagna with formal acts n.1487/2011 and n.1848/2011, aims to disseminate and further promote social responsibility issues to small and medium enterprises. The aim is to boost sustainable growth and competitiveness. Sportelli Unici per le Attività Produttive (one-stop help-desks for productive activities) were involved. They were important for the promotion of the opportunities spotted, because they are already active in supporting the dissemination of CSR. The objectives are: raising awareness of the enterprises regarding OECD Guidelines; giving information on themes, opportunities and financial support mechanisms in the field of CSR; informing about initiatives, best practices and projects realised on a local level.</p>	2011	Region - Central Government	<p>- info: Regione Emilia Romagna - Direzione Generale Attività produttive, Commercio, Turismo</p> <p>e-mail attprod@regione.emilia-romagna.it</p> <p>Directorate General for Productive Activities, Trade, Tourism</p>
EMILIA ROMAGNA	<p>5) Initiatives within the Regional Operating Programme of the Regional Development Fund 2007-2013</p> <p>The Operating Programme of the Regional Development Fund 2007-2013 supports the dissemination of the principles and values of CSR through:</p> <p>Innovative development of enterprises, in particular through</p> <ul style="list-style-type: none"> • introduction of new tools of governance in SME (activities II.1.1 and II.1.2 – Organisational innovation, introduction of ICT systems and tools in enterprises: 547 enterprises admitted to funding; 86 million Euro of funding; 30 million of regional contribution); • prevision of criteria for attributing extra credits for valorising CSR within the public calls for proposal (female entrepreneurship, innovation in environmental sector, reduction of work place connected risks, work life balance, youth entrepreneurship, positive impact on employability); • development of norms and regulations in Aree produttive ecologicamente attrezzate (Ecologically equipped productive areas) (63 million Euro of regional contribution); • projects of energetic-environmental qualification in SME (15 million Euro of regional contribution). 	2007-2013	Region - EU	<p>- Direzione Generale Attività produttive, Commercio, Turismo</p> <p>e-mail attprod@regione.emilia-romagna.it</p> <p>Directorate General for Productive Activities, Trade, Tourism</p>
EMILIA ROMAGNA	<p>6) Pact for intelligent, sustainable, inclusive growth</p> <p>Region, institutions and social and economic forces have undersigned the “Regional Pact for smart, sustainable and inclusive growth”. Its objective is to share general strategic choices aiming to sustain the development of regional society. The priorities of the Pact are: promotion of legality and of healthy economy; fight against all forms of illegal economic activities, from criminal infiltrations to tax elusion; support to new productive forms of industrial relations; investments in knowledge and competences, especially of youth; incentives to youth with regard to employability; actions targeted to enhancing female occupation and favour work life balance.</p>	2012	Region	<p>Direzione Generale Attività produttive, Commercio, Turismo</p> <p>e-mail attprod@regione.emilia-romagna.it</p> <p>http://www.regione.emilia-romagna.it/bilancio-2012/03_Patto_per_la_crescita.pdf</p> <p>Directorate General for Productive Activities, Trade, Tourism</p>
EMILIA ROMAGNA	<p>7) Regional programme for productive activities</p> <p>The new programme for productive activities places CSR as a tool for territorial and entrepreneurial competitiveness, transversal to strategies of enterprises and territories. The Region promotes CSR towards the territory, its own institutional proceedings and relationships with suppliers. This boosts the quality of relations in a context respectful of legality and oriented to transparency.</p> <p>All public calls for proposals activated within single operational programmes, include selection criteria</p>	2012	Region - Central Government - EU	<p>- info: Regione Emilia Romagna - Direzione Generale Attività produttive, Commercio, Turismo</p> <p>e-mail attprod@regione.emilia-romagna.it</p> <p>HTTP://IMPRESE.REGIONE.EMILIA-ROMAGNA.IT/PROGRAMMA-ATTIVITA-PRODUTTIVE/PRAP.PDF</p>

	<p>and/or the attribution of extra credits to the benefit of female- and youth-managed enterprises. Favourable criteria are envisaged also for enterprises who, also following the engagement in partnership, adopt CSR actions and/or social accountability systems.</p> <p>The Operating Programme 2 concentrates on the adoption and dissemination of ICT. The Region intends to promote and support processes of innovation, qualification and CSR, also through support of start-ups and new innovative enterprises.</p> <p>Activity 2.5 supports and realises actions with regard to social partnerships and related to other organisms at regional, national and EU level. It disseminates practices and methods related to CSR and to intangible capital, and to promotion of entrepreneurship, in particular gender related (dissemination of new standards, experimenting and replicating best practices, networking, attention to new fields of sustainability such as business reporting).</p> <p>Various initiatives aiming to disseminate CSR practices are being put in place. These refer also to regional norms on labour and security: Regional Law L.R. 17/2005 – Patto per la crescita (Pact for growth); Regional Law L.R.11/2010 – Disposizioni per la promozione della legalità e della semplificazione nel settore edile e delle costruzioni a committenza pubblica e privata – Norms for the promotion of legality and for the simplification for public and private investment in the building and constructions sector).</p> <p>These are organised in collaboration with the territories that in the last years have promoted and organised various CSR initiatives in collaboration with Corporate Associations, Professional Bodies and Not for profit associations.</p>			Directorate General for Productive Activities, Trade, Tourism
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Region	Title and description	Duration	Financial resources	Link and contacts
FRIULI VENEZIA GIULIA	<p>1) Concession of economic incentives to SME for the promotion of the dissemination of the CSR principles</p> <p>Concession by the Regional offices of a financial one-off incentive to SME and micro-enterprises located in the Region, when the enterprise adopts, for the first time:</p> <p>a) the social accountability report;</p> <p>b) social responsibility management system according to the SA 8000 protocol.</p> <p>The incentive consists in the regional co-financing, that covers the following typology of costs:</p> <ul style="list-style-type: none"> - in the a) hypothesis (adoption of the social accountability report), costs for consultancy or training of personnel finalised to the first-time adoption of the social accountability report, sustained following the presentation of the request for contribution, up to 80% and in any case not superior to Euro 7,000; - in the b) hypothesis (adoption of the SA 8000), costs for consultancy, training of personnel, ICT programmes or certification released by an organism accredited by SAI – Social Accountability International, finalised to the first-time adoption of the certification of conformity of the management system according to the SA 8000 norm; the incentives are <i>de minimis</i> aid, can co-finance up to 80% of costs, up to a maximum of Euro 10,000. 	From February 2008 – on-going – No closing date envisaged ; the initiative is financed on an annual basis	Region	<p>- Biserka Novak - biserka.novak@regione.fvg.it; Luca Sanson luca.sanson@regione.fvg.it</p> <p>info: http://www.regione.fvg.it/rafv/cms/RAFVG/AT16/ARG6/FOGLIA8/</p>
FRIULI VENEZIA GIULIA	<p>2) Awareness raising initiative based on an obligatory training module on CSR</p> <p>An obligatory training module of 2 hours on Europe 2020 and on CSR is inserted in training courses (lasting more than 24 hours) financed by the funds of the Regional Law L.236/93 during the year 2011. The specific call for proposals finances training courses implemented within the enterprise for the continuous training of workers. A questionnaire on CSR themes was distributed to workers participating to these courses; the results are now being elaborated.</p>	November 2011 - December 2012	Central Government – Ministry of Labour and Social Policy - Law 236/93	<p>- Alessandro Castenetto - alessandro.castenetto@regione.fvg.it</p> <p>- http://bandiformazione.regione.fvg.it/fop2011/Bandi/Dettaglio.aspx?Id=1527</p>

LIGURIA	<p>1) Experimental laboratory on social accountability of public administration in Liguria: participation and management tools for a responsible public administration</p> <p>The initiative, realised in collaboration with Formez (services, assistance, studies and training centre for the modernization of PA), has allowed to start an information and awareness raising process, aiming to disseminate across public administration offices a culture oriented to transparency and awareness that the adoption of socially responsible practices produces positive effects on the quality of the external environment and on the relationships with all interested parties, including relationships with employees and collaborators. In particular, seminars and territorial workshops were organised, centred on awareness raising, experimentations and exchange of knowledge with public administration employees. The objective was to generate new competences and support materials, useful for developing accountability measures by public administration offices of the Liguria Region territory. Four Liguria Region provinces were involved, head municipalities of all provinces, the Port Authority of Genoa and other organisations that have already experimented social accountability tools, or have manifested interest in the theme.</p>	2008	Region	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Sector for Security and Quality of Work, Immigration and Emigration
LIGURIA	<p>2) Regional laboratory on CSR: Guidelines for micro, small and medium enterprises</p> <p>This was an innovative experience, that benefited from the management and coordination performed by Unioncamere (Union of Chambers of Commerce) Liguria and a precious collaboration of various employers' association that have accompanied the development of the process e stimulated the involvement of enterprises. This allowed that Guidelines for developing CSR actions be tested and rendered concretely applicable to micro, small and medium enterprises, which strongly characterise the economic tissue of the region. SME and micro enterprises were thus stimulated to acquire awareness and operational tools on CSR, which renders them more competitive, with view to sustainability and capacity for innovation. Liguria Region intended to provide SME and micro enterprises with an efficient compass, capable to guide and assist them in the CSR world, that has so far given attention to primarily large enterprises.</p>	2008-2009	Region	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Sector for Security and Quality of Work, Immigration and Emigration
LIGURIA	<p>3) Initiatives on regional calls for proposals</p> <p>Since 2009 and still on-going, the Region has published specific calls for proposals, targeted to public administrations and to private enterprises, under the Regional Law L.R. 30/2007 and funds thereof. The objective is to facilitate the investments finalised to the acquisition of ethical codes of conduct, social accountability reports and certificates, or for the adoption of management systems, certificates or codes of conduct. CSR of employers (both private and public) was promoted as instrument to boost the quality of work and to better the competitiveness of the productive system. Following these calls for proposals, some particularly interesting initiatives were realised, such as "Responsible bricks", a CSR evaluation grid specific for enterprises of the building sector.</p>	2009-2012	Region	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Sector for Security and Quality of Work, Immigration and Emigration
LIGURIA	<p>4) Certification "Fiore giusto" ("The fair flower")</p> <p>The certification "Fiore giusto" ("The fair flower") represents the first important step in Italy in the floricultural sector, as regards the respect of workers' rights and of the environment. This certification intends to guarantee the respect of the workers' rights (freedom of association, guaranteed minimum wages, respect of the working hours and refusal to exploit children's work). It also includes norms of good conduct such as workers' security, respect of the environment, reduced used of phytosanitary products and respect of best practices.</p>	2010	Not specified	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Cristiano Calvi: tel. 010.265828 Sector for Security and Quality of Work, Immigration and Emigration
LIGURIA	<p>5) Sustainability report of Liguria Parks</p> <p>The project is to be finalised before December 2012, with scientific and technical support of the Federazione Italiana Parchi e Risorse Naturali – Federparchi (Italian Federation of Parks and Natural Resources). It is a common framework for social accountability of Liguria Parks, as an instrument for:</p> <ul style="list-style-type: none"> - better the relationship with external stakeholders, through innovative forms of 	Starting from December 2012	Region	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Cristina Caprioglio cristina.caprioglio@regione.liguria.it

	involvement and participation; as regards the internal management, integrate the method and the contents of the social accountability process into the different phases of the cycle of the performance management.			Sector for Security and quality of work, immigration and emigration
LIGURIA	<p>6) Registry of socially responsible employers In application of the Regional Law L.R. 30/2007 on the security and the quality of work, the Liguria Region has activated a registry of socially responsible enterprises working in the region. It is a list of employers that pursue initiatives in favour of safety, health, wellbeing of workers and policies for work-life balance. The aim is to incentivise the socially responsible behaviour of enterprises. The project was born in collaboration with the Agenzia Liguria Lavoro (Liguria Agency for Labour) and with the local public administrations. It started in June 2012, with an experimental period of six months. The registry was built as a dynamic self-evaluation process that enterprises and public authorities can undergo to better their strategies and their management, with CSR in view. Interested enterprises will be evaluated according to the following five areas:</p> <ol style="list-style-type: none"> 1. organisational governance, 2. work environment, 3. market, 4. environment, 5. local community. <p>For public administrations, the evaluation procedures regard:</p> <ol style="list-style-type: none"> 1. accountability and transparency, 2. valorisation of human capital, 3. care for environment and sustainable management, 4. relationship with suppliers. <p>Interested enterprises can start the process by accessing the <i>ad hoc</i> constituted portal responsabilitasocialeinliguria.it, through which the candidature can be placed and registration made.</p>	Definitio n and experime ntation 2011- 2012 Operatio al from 2013	Region	Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Sector for Security and Quality of Work, Immigration and Emigration
LOMBARDIA	<p>1) Call for proposals DOTE IMPRESA (Enterprise Dowry) – Health and safety at work-place This call for proposals quotes in the introduction t Environment, energy and networks the Communication COM (2011) 681 “A renewed EU strategy 2011-14 for Corporate Social Responsibility”. Its objective is to support the betterment and the advancement of the levels of knowledge and of competences in the field of health and safety at work-place. It finances specific training courses for staff in charge of safety in the work-place, or for those expected to assume such responsibilities.</p>	18 April 2012 – 31 Decembe r 2012	Central Governme nt – Law 236/93 EU - FSE ob2 - Axis 1	Direzione Generale Occupazione e politiche del lavoro Struttura Occupabilità ed Occupazione Dott. Massimo Vasarotti – massimo_vasarotti@regione.lombardia.it Directorate General for Occupation and Labour Policy – Structure for Employability and Employment
LOMBARDIA	<p>2) Experimental operative programme – “Corporate social responsibility: people, markets and territory” Directorate General for Industry, Artisans, Construction and Cooperation is involved in the dissemination of CSR and has realised numerous initiatives of promotion and awareness raising on this subject. In December 2011 it approved the resolution containing the “Experimental Operative Programme on Corporate Social Responsibility: People, markets and territory”. The aim is to incentivate the voluntary efforts and the work of enterprises in the Lombardia region which pursue the objectives of socially responsible growth and performance. The intention is to implement systemic initiatives and territorial actions, in a logic of development and integration with other regional initiatives in the field. Objectives of the programme:</p> <ul style="list-style-type: none"> • Dissemination of the principles of responsible behaviour for enterprises, through protocols of agreement with: <ol style="list-style-type: none"> 1. Ministry of Economic Development – Directorate General for Production development and competitiveness - OECD National Contact Point for the dissemination of new OECD Guidelines on CSR (undersigned on 28 March 2012); 2. Unioncamere Lombardia for the promotion of CSR (in the process of signature 	2012 – 2014	Region	DG Industria, Artigianato, Edilizia e Cooperazione Ufficio: – Unità Organizzativa - Imprenditorialità Dott. Francesco Bargiggia tel. 02/67657388 fax 02/67658333 francesco_bargiggia@regione.lombardia.it http://www.industria.regione.lombardia.it/cs/Satellite?c=Page&childpagename=DG_Industria%2FDGLayout&cid=1213414938736&p=1213414938736&pagename=DG_INDWrapper Directorate General for Industry, Craft, Construction and Cooperation Office: Organisational Unit – Entrepreneurship

	<p>preparation).</p> <ul style="list-style-type: none"> Promotion of “responsible enterprises” and participation to CSR dissemination and awareness raising events; Dissemination and promotion of the social accountability report; Support to CSR actions of Lombardia region SME and micro-enterprises and to large international enterprises rooted in the territory (Call for proposals). 			
LOMBARDIA	<p>3) Handbook on “Work-life balance: an opportunity for enterprises and public administrations”</p> <p>The choice to develop a handbook, a didactic publication on “Work-life balance: an opportunity for enterprises and public administrations”, matured within a well developed framework of collaboration between the Lombardia Region and the regional Chambers system. It was realised in collaboration with ALTIS - Alta Scuola Impresa e Società (Postgraduate School Business & Society) of the Università Cattolica del Sacro Cuore (Catholic University of Sacred Heart) of Milano. It is an operational guide, whose objective is to link the element of social responsibility with work-life balance. An important impulse can come from CSR to support the development of work-life balance practices. The aim is to build durable results and a culture of responsibility and equality, in the framework of true and genuine social responsibility for the territory.</p>	2009	Region	<p>Direzione Generale: Famiglia Conciliazione Integrazione e Solidarietà sociale Ufficio: Unità Organizzativa Programmazione Directorate General for Family, Work-life Balance, Integration and Social Solidarity Office: Organisation Unit for Programming Manager: Paola Negroni 02.6765.5744 paola_negroni@regione.lombardia.it</p>
LOMBARDIA	<p>4) Family-Work Award</p> <p>It is open award invented and promoted by the Lombardia Region in collaboration with ALTIS – Alta Scuola Impresa e Società (Postgraduate School Business & Society) of the Università Cattolica del Sacro Cuore (Catholic University of Sacred Heart) of Milano. Its objective is to confer public evidence of value to Lombardia region enterprises, public administrations and other organisations of the territory, that provide examples of excellence, having developed and implemented projects for the valorisation of workers and for work-life balance. The award is one part of a larger project, that started in 2008, whose objective is to involve interested enterprises in training processes on these themes and to tutor them in a process of growth. The common aim is to render enterprises more capable to design and implement high quality measures on work-life balance and to incentivise practices and policies as regards work-life balance in Lombardia.</p> <p>Besides the Lombardia Region and ALTIS, a strong network of research centres, institutions and professionals are collaborating to the project. The IV edition of the award took place this year, assuming an international character. 147 organisations participated. One organisation from each continent was awarded, as well as an organisation from Lombardia Region.</p>	Annual	Region	<p>Direzione Generale: Famiglia Conciliazione Integrazione e Solidarietà sociale Ufficio: Unità Organizzativa Programmazione Dirigente: Paola Negroni 02.6765.5744 paola_negroni@regione.lombardia.it Directorate General for Family, Work-life Balance, Integration and Social Solidarity Office: Organisational Unit - Programming</p>
LOMBARDIA	<p>5) Call for proposals DOTE LAVORO (Work Dowry)– Internships for youth</p> <p>This call for proposal recalls in its objectives the strategy Europe 2020 and the CSR principles. Its aim is to promote personalised interventions for first time youth job integration or reintegration into the Lombardia region job market, by means of extracurricular work placements.</p>	28 March 2012 – 31 May 2013	Central Government – National Programme “Welfare To Work” - FSE ob2 - Axis 2	<p>Direzione Generale Occupazione e politiche del lavoro Struttura Occupabilità ed Occupazione Dott. Massimo Vasarotti – massimo_vasarotti@regione.lombardia.it Directorate General for Occupation and Labour Policy – Structure for Employability and Employment</p>
LOMBARDIA	<p>6) Call for proposals “Social responsibility for enterprise competitiveness”</p> <p>The initiative was set up to promote the adoption of responsible conduct by SME and micro-enterprises in the following sectors: Manufacturing, Construction, Tertiary (belonging to identified Ateco/NACE Codes)</p> <p>Actions that can be financed under this fund, amounting to Euro 850,000, must fall under the following headings:</p> <ul style="list-style-type: none"> Project Theme 1: People Care <p>Support and development of complementary welfare actions, in particular as regards tools for “health</p>	2012-2014	Region	<p>DG Industria, Artigianato, Edilizia e Cooperazione Dott. Francesco Bargiggia tel. 02/67657388 fax 02/67658333 francesco_bargiggia@regione.lombardia.it http://www.industria.regione.lombardia.it/cs/Satellite?c=Page&childpagename=DG_Industria%2FDGLayout&cid=1213414938736</p>

	<p>care”, “health presence” projects, actions of sustainable mobility and non-monetary benefits, also in collaboration with services provided by public administrations of the territory.</p> <ul style="list-style-type: none"> • Project Theme 2: Local Suppliers Promotion of the definition and of the implementation of policies and strategies of supply that privilege suppliers from Lombardia region. Involvement in activities connected to CSR favours the development of economic activities on the territory. • Project Theme 3: Solidarity networks between enterprises and territory Development of solidarity project among enterprises operating on the same territory, in situations of crisis or difficulty. The aim is to support the re-employment and retraining of workers within the territorial job market. Particular value will be put on the development of activities, investments and tools shared among various enterprises of the same territory, or between the enterprise and its workers. The objective is to maintain human resources updated and competitive with respect to the market evolutions and possible enterprises’ restructuring schemes. This can reinforce the economic context of the area, so it can generate development and innovation. 			<p>&p=1213414938736&pagename=DG_IND Wrapper Directorate General for Industry, Craft, Construction and Cooperation</p>
LOMBARDIA	<p>7) Memorandum of Intents between the Ministry of Economic Development and the Lombardia Region on OECD Guidelines The protocol is finalised to the dissemination of the OECD Guidelines on CSR through a series of information and training actions, which target all typologies of enterprises. Another aim is to experiment virtuous management of the supply chain in some productive sectors considered priority. No financial investment.</p>	2012-2014	Not envisaged	<p>DG Industria, Artigianato, Edilizia e Cooperazione Dott. Francesco Bargiggia tel. 02/67657388 fax 02/67658333 francesco_bargiggia@regione.lombardia.it Directorate General for Industry, Craft, Construction and Cooperation</p>
LOMBARDIA	<p>8) Memorandum of Intents between the Lombardia Region and Unioncamere Lombardia The protocol intends to promote and disseminate Corporate Social Responsibility and to support the adoption of socially responsible behaviour by a certain number of enterprises of Lombardia region, through the following activities:</p> <ul style="list-style-type: none"> - seminars on CSR on the premises of Chambers of Commerce of the Lombardia region, in order to network competences and practical and replicable examples; - 2012 edition of the Collection of best practices of enterprises engaged in CSR; - update on CSR for enterprises and for dedicated front desk employees, including promoting and communicating the Collection of best practices, in order to give visibility to the network of CSR desks of the Lombardia region; - continuing work-life balance initiatives in collaboration with the Directorate General for Family, work-life balance, integration and social solidarity of the Lombardia Region, for the dissemination of territorial agreements and innovation tools; - digitalisation of the Collection of best practices, including building a dedicated web site for promotion and dissemination. <p>Sectorial and entrepreneurial association are also expected to sign the Memorandum of Intents. There is no financial investment involved.</p>	2012-2014	Not envisaged	<p>DG Industria, Artigianato, Edilizia e Cooperazione Dott. Francesco Bargiggia tel. 02/67657388 fax 02/67658333 francesco_bargiggia@regione.lombardia.it Directorate General for Industry, Craft, Construction and Cooperation</p>
LOMBARDIA	<p>9) Experimental Regional Programme “Work-life balance” The programme is connected to the formal agreement undersigned by the Conferenza Unificata (Unified Conference) on 29 April 2010 between the Government, Regions, Provinces, Autonomous Provinces, ANCI – Associazione Nazionale Comuni Italiani (National Association of Italian Municipalities), UPL-Unione Province Lombarde (Union of Lombard Provinces) and UNCEM - Unione Nazionale Comuni, Comunità, Enti montani (National Union of Mountain Towns and Communities) in order to support work-life balance and as implementation of a dedicated formal agreement undersigned with the Department for Equal opportunities of the Presidency of the Council of Ministers. With further acts concrete measures were defined and 13 territorial networks for work-life</p>	2010 – 2013	Central Government – Department PPOO EU Resources - FSE	<p>Direzione Generale: Famiglia Conciliazione Integrazione e Solidarietà sociale Ufficio: Unità Organizzativa Programmazione Dirigente: Paola Negroni 02.6765.5744 paola_negroni@regione.lombardia.it Directorate General for Family, Work-life Balance, Integration and Social Solidarity Office: Organisational Unit - Programming</p>

	<p>balance were constituted. These are mostly at provincial level. Aziende sanitarie locali (Local health authorities) are the managing institution and coordinators. Every network has adopted an Action Plan, based on the needs of its own territory. Different typologies of intervention are therefore being experimented:</p> <ul style="list-style-type: none"> • enlargement and strengthening of networks; • exchange of services among enterprises; • “work-life balance dowry” for people (childcare voucher for parents) and services to enterprises (one-off bonus to enterprises hiring unemployed mothers), in 6 territorial networks; • consultancy to enterprises for parental leave plans and for enterprise’ flexibility plans. <p>In this case CSR is only one of the elements, within a larger framework of promotion within enterprises of the culture and competences favourable to the needs of the families, embedded in the constitution of entrepreneurial networks oriented to promote welfare services for own employees. The added value is given by the encounter of different subjects, social forces and the economic world, and by direct relation with the local community.</p>			
LOMBARDIA	<p>10) Call for proposals “Company welfare”</p> <p>The initiative targets SME. It supports experimental projects of company and intercompany welfare. The aim is to support the well-being of workers and to develop work-life balance through integrated actions between enterprises and local welfare system. In particular, the projects aim to single out innovative actions for work-life balance, to experiment welfare models within enterprises and those integrated with territorial services. Also, integrative collective bargaining is encouraged. 33 projects were financed. They started at the end of 2011 and will be developed within two years. Selected experiences were presented at the CSR salon “From words to actions”, edition 2012.</p>	2011 – 2013	Region	<p>Direzione Generale: Famiglia Conciliazione Integrazione e Solidarietà sociale Ufficio: Unità Organizzativa Programmazione Dirigente: Paola Negroni 02.6765.5744 paola_negroni@regione.lombardia.it Directorate General for Family, Work-life Balance, Integration and Social Solidarity Office: Organisational Unit - Programming</p>
LOMBARDIA	<p>11) Boosting the figure of the - area and enterprise - MOBILITY MANAGER to contribute to mobility and to environmental issues</p> <p>The figure of the Mobility Manager in public administrations (Area Mobility, as concept) and in private sector enterprises, has been introduced in Italy by the Decree of 27 March 1998 on Sustainable mobility in urban areas, with the aim to:</p> <ul style="list-style-type: none"> • devise alternatives to the use of private transport by employees going to work; • devise alternative road-based transport for goods entering or exiting town. <p>Reaching these objectives implies a specific everyday effort, that will permit to obtain, within the CSR framework:</p> <ul style="list-style-type: none"> • diminishment of environment pollution; • reduction of car accidents and consequences thereof; • savings on petrol; • a contribution to rationalising goods transport; • reduction in delayed arrivals of staff to the work place. <p>The Directorate General for Environment, Energy and Networks promotes this boosting action of the Mobility Manager figure in collaboration with the Automobile Club Milano. Promotion and awareness raising initiatives are planned in order to:</p> <ul style="list-style-type: none"> • organise a census of existent public and private mobility managers, and promote the growth of the phenomenon; • support the exchange of knowledge and grant visibility to most significant experiences; <p>define areas of interest, in order to single out best solutions for further advancement, organising collaborative actions between enterprises, managers of mobility networks and local public administrations.</p>	December 2011 - December 2012	Region - Other resources - Automobile Club Milano	<p>Direzione Generale: Ambiente, Energia e Reti Unità Organizzativa Protezione aria e prevenzione inquinamenti fisici e industriali Dirigente: Gian Luca Gurrieri tel. 02.6765.5461, fax 02.6765.4406 Mail: gian_luca_gurrieri@regione.lombardia.it Directorate General for Environment, Energy and Networks Organisational unit for Air Protection and Prevention from Physical and Industrial Pollution</p>
LOMBARDIA	<p>12) Call for proposals DOTE IMPRESA (Enterprise dowry) – Training of entrepreneurs</p>	May	EU - FSE	Direzione Generale Occupazione e politiche

	This call for proposals, which refers to the Communication COM (2011) 681 “A renewed EU strategy 2011-14 for Corporate Social Responsibility”, has the objective to support the competitive re-positioning of the entrepreneurs from micro- and small enterprises, through personalised training actions.	2012 – May 2013	ob2 - Axis 1 - Adaptability	del lavoro Struttura Occupabilità ed Occupazione Dott. Massimo Vaserotti – massimo_vaserotti@regione.lombardia.it Directorate General for Occupation and Labour Policy – Structure for Employability and Employment
LOMBARDIA	13) “Social enterprise project: innovative tool for subsidiarity in the Lombardia Region” Project, study and research are finalised to the application of the social enterprise as a rescue company tool. Different sectors, enterprise dimensions and different areas are taken into account. The aim is to provide an alternative in the current occupational crisis, by creating new enterprises. The project aims to define sources of financing, requalification pathways for workers involved, use of redundancy payments and benefits, proposals for re-defining the core business, adaptability to new company legal form, financial and business plan. Also the development of CSR plan is included.	May 2012	Region	Direzione Generale Occupazione e politiche del lavoro Struttura Tutela del lavoro ed interventi per il reimpiego Dott.ssa Paola Antonicelli – paola_antonicelli@regione.lombardia.it Directorate General for Occupation and Labour Policy – Structure for Labour Protection and back-to-work Interventions
LOMBARDIA	14) “Promotion and dissemination of social accountability report” The Lombardia Region intends to realise a document highlighting the analysis of social accountability reports of social cooperatives registered in the regional roll, to shed light on the richness of their activities and on the work done by cooperatives.	2012	Region	DG Industria, Artigianato, Edilizia e Cooperazione Dott. Francesco Bargiggia tel. 02/67657388 fax 02/67658333 francesco_bargiggia@regione.lombardia.it Directorate General for Industry, Craft, Construction and Cooperation
PIEMONTE	1) Piemonte CSR Project Since 2009 and still on-going, the project has developed four areas: 1. A first monitoring of socially responsible enterprises in Piemonte was performed. The mapping of experiences, opportunities, case histories and CSR projects, continues. The availability of necessary elements (dati, cases, methods, models) rendered possible the programming of an efficient systematic initiative. 2. The existent scenario analysis based on Piemonte region was completed by models from other socially advanced realities. This permitted to elaborate the contents of a “Piemonte region model”. This includes strategies and case histories. It is open to other regions, to national networks and to European organisations. Its objective is to promote CSR. 3. A dedicated web area was developed. Seminars, workshops, local laboratories, meetings and participation to fairs were organised, in order to disseminate best practices. 4. Communication and training modules were defined, in order to train and raise awareness of people involved and to strengthen the network. As of today, the results are perfectly in line with the initial expectations; • a community/network was built, with more than 200 socially responsible enterprises, with new enterprises joining day by day; • web portal www.CSRPiemonte.it has become a showcase of socially responsible enterprises, putting in evidence best practices, models, food for thought, video materials, international benchmarks, useful information and dissemination materials; • materials for promotion and dissemination were realised, in order to highlight advantages linked to socially responsible action: project folders, research and monitoring reports, didactic guideline publication “10timesCSR”, CSRPIemonte newsletter, publication on enterprise welfare; • focus groups were organised with experts and with virtuous entrepreneurs; • extensive participation to awareness raising events went hand in hand with activating connections	2009-2013	EU – Communication plan POR FSE 2007/2013	Regione Piemonte - Settore Immagine e comunicazione Piazza Castello 165, 10122 Torino Dr. Riccardo Lombardo– tel. 011 4324836 riccardo.lombardo@regione.piemonte.it www.csрпиemonte.it Piemonte Region – Sector for Image and Communication

	<p>with networks engaged in various ways in promoting CSR (CSR Manager Network, <i>Dal Dire al Fare – From Words to Actions</i>, Confindustria, Sodalitas Social Award, inter-regional and transnational projects, Alcotra project of the Euroregion, supply-chains of socially responsible enterprises, etc.).</p> <ul style="list-style-type: none"> • 5 meetings were organised, in collaboration with the local Chambers of Commerce and the local Industrial Unions; • viral communication campaign “ioaderisco” (Iadhere) was launched; • the process of co-designing territorial workshops is in its final phase (exchange of experiences, tutoring, peer education, micro-networks and sustainable supply-chains); • a module of communication/training is under construction, both in e-learning modality and with innovative solutions such as the “brain shops”; • the second phase of monitoring of socially responsible enterprises is about to end, three years after the first monitoring. <p>All material is available at: www.csрпиemonte.it</p>			
PIEMONTE	<p>2) Project “LOIEs - Lessons and options for an integrated European approach to corporate social responsibility”</p> <p>The project is promoted by the Centro estero per l'internazionalizzazione (Foreing Center for internationalisation) of the Unione delle Camere di Commercio (Union of Chambers of Commerce) of the Piemonte Region. Its objective is to realise information and training activities and an exchange of best practices with public administrations from Bulgaria and Spain. Enterprises and non profit organisations are also involved. In this framework, focus groups, study days and on site visits will be organised.</p>	2012-2013	EU – EC Call for proposals	<p>Regione Piemonte - Settore “Promozione e Sviluppo dell’imprenditorialità e della cooperazione”</p> <p>Piemonte Region – Sector for Promotion and Development of Entrepreneurship and Cooperation</p> <p>Manager: d.ssa Silvana Pilocane. Coordinator: dr Giuseppe Fogliati.</p>
PIEMONTE	<p>3) Register/list of the socially responsible enterprises in the Piemonte Region</p> <p>The Piemonte Region intends to modify the Regional Law L.R. n. 34 of 22 December 2008 “Norms for the promotion of occupation, quality, security and regularity of work”. In paragraph IX a new article is to be introduced. It should introduce and define the management of a registry/list that registers all enterprises of the Piemonte region deemed socially responsible, according to a defined set of criteria. This initiative was inspired by the same one promoted by the Region Liguria. Financial support for enterprises thus registered is also envisaged.</p>	Starting from 2013	Region EU – POR FSE Asse I	<p>Regione Piemonte - Settore “Promozione e Sviluppo dell’imprenditorialità e della cooperazione”</p> <p>Piemonte Region – Sector for Promotion and Development of Entrepreneurship and Cooperation</p> <p>Manager: d.ssa Silvana Pilocane. Coordinator: dr. Giuseppe Fogliati.</p>
PUGLIA	<p>1) Concession of financial support to enterprises adopting ethical and social management systems</p> <p>Projects apt to be financially supported under this initiative refer to two lines of action:</p> <ul style="list-style-type: none"> - Action 6.1.2: Integrated support programmes realised by medium enterprises and consortia of SME; - Action 6.10: Financial support to medium enterprises and consortia of SME for integrated investment programmes – PIA – Programmi integrati di Agevolazioni (Integrated Rebate Programmes) Tourism. <p>In particular, with reference to services related to the theme “Social and ethical responsibility”, the adoption <i>ex novo</i> of ethical and social management systems (SA8000) can be financed. As regards investments in consultancy services (art. 6, comma 2), financial support is conceded within the following limits: a. 35% for medium enterprises; b. 45% for small enterprises.</p>	2009-2013	EU – PO FESR	<p>Regione Puglia Area Politiche per lo Sviluppo economico, il Lavoro e l’Innovazione Servizio Competitività Puglia Region – Area for Policies for Economic Development, Labour and Innovation – Service for Competitiveness Corso Sonnino, 177, 70121 BARI For information: Nicola Di Girolamo Web sites: www.regione.puglia.it; www.sistema.puglia.it</p> <p>Intermediary organisation PUGLIA SVILUPPO SPA Area Sviluppo e programmazione regionale</p>

				Area for Regional development and programming Via delle Dalie – 70026 MODUGNO (BA) Tel. 080/5498811 – Dott.ssa Donatella Toni info@pugliasviluppo.it
PUGLIA	<p>2) Additional credits in the validation process of public calls for enterprises adopting ethical and social certification systems</p> <p>Additional credits are recognized in the validation process for the following actions of the Puglia Region:</p> <p>a) Action 1.1.3, public calls for</p> <ul style="list-style-type: none"> • Support to newly constituted small enterprises • Support to innovative already operating small enterprises <p>b) Support for investments in research for SME</p> <p>c) Support for consultancy services for technological innovation for SME</p> <p>d) Partnerships for innovation</p> <p>e) Support to dissemination of information and communication technologies in SME – Call 2010</p> <p>f) Support to dissemination of information and communication technologies in SME – Call 2010</p> <p>In particular, during the evaluation phase of requests for support, it is possible to concede additional credits when the business initiative includes gaining ethical-social certification and/or adoption of an organisational model pursuing work-life balance and equal opportunities for women and people with disabilities.</p>	2008-2013	EU – PO FESR	<p>Regione Puglia Area Politiche per lo Sviluppo economico, il Lavoro e l'Innovazione Servizio Ricerca e Innovazione Puglia Region – Area for Policies for Economic Development, Labour and Innovation Corso Sonnino, 177, 70121 BARI For information: : Francesco Clarizio Tel./Fax 0805405971 E mail: f.clarizio@regione.puglia.it Web sites: www.regione.puglia.it; www.sistema.puglia.it</p> <p>For action a): Intermediary organisation: PUGLIA SVILUPPO SPA Area Autoimprenditorialità ed Autoimpiego Area for Self-entrepreneurship and self-employment Via delle Dalie – 70026 MODUGNO (BA) Tel. 080/5498811 – Dott. Alfredo Lobello info@pugliasviluppo.it</p> <p>For actions b), c), d), e), f): Intermediary organisation: INNOVAPUGLIA SPA Divisione Consulenza e Assistenza Tecnica Division for Consultancy and technical assistance SP. Per Casamassima Km 3 70010 Valenzano (BA) Tel. 080/4670527 Ing. Francesco Surico</p>
PUGLIA	<p>3) Public call for proposals for financial support to associated SMEs for new local units within extra-urban productive areas n. 9/2012</p> <p>This call for proposals, run according to <i>de minimis</i> rule, gathers requests for financial support from associated SMEs that intend to start local units with extra-urban productive areas 9/2012. The financing concentrates on integrated projects localised in productive areas outside cities. These must be linked to obtaining environmental social responsibility certification. 70% of costs are covered.</p>	2012-2013	EU – PO FESR	<p>Regione Puglia Area Politiche per lo Sviluppo economico, il Lavoro e l'Innovazione Servizio Competitività Puglia Region – Area for Policies for Economic Development, Labour and Innovation – Service for Competitiveness Corso Sonnino, 177, 70121 BARI</p>

	<p>4) Programme for the implementation of the Memorandum of Intents with the Ministry for Economic Development for the dissemination of the OECD Guidelines on social responsibility of multinational enterprises</p> <p>The Memorandum of intents was undersigned at the beginning of 2012. Activity programme is being defined at the moment. Its major role is to coordinate initiatives promoted by the regional government and third sector.</p>	2012 (renewable)	Region	<p>Regione Puglia</p> <p>Area Politiche per lo Sviluppo economico, il Lavoro e l'Innovazione</p> <p>Servizio Ricerca Industriale e Innovazione</p> <p>Puglia Region – Area for Policies for Economic Development, Labour and Innovation – Service for Industrial research and innovation</p> <p>Corso Sonnino, 177, 70121 BARI</p> <p>Manager: Dott.ssa Adriana Agrimi, a.agrimi@regione.puglia.it</p>
SARDEGNA	<p>1) Public call for proposals “Focs – Continuous training in Sardegna region”</p> <p>The call for proposals “Focs - Formazione continua in Sardegna” was published by the Sardegna region in June 2011. Its aim is to realise training actions for owners and staff of enterprises based in the Sardegna region. Specific bonus points (max. 5 points out of 100) can be attributed in the course of evaluation to projects that show attention to the dissemination of knowledge on CSR. Around 14 projects including specifically dedicated training modules were presented. Some are of introductory character, others are more directly finalised, for example to obtaining a certification.</p>	November 2011 - December 2012	Region - Central Government – Law 236/93	<p>Ufficio Lavoro, formazione professionale, cooperazione e sicurezza sociale</p> <p>Servizio Governance della formazione professionale</p> <p>Settori Programmazione e Gestione</p> <p>Office for Labour, Professional Training, Cooperation and Social Security – Service for Professional training governance – Sector for Programming and management (Carla Rachele e Maria Girau)</p>
SARDEGNA	<p>2) Call for proposals for continuous training</p> <p>The Sardegna Region intends to activate further actions, by publishing an upcoming call for proposals within the ESF ROP. It is oriented to large and medium enterprises, and to associated enterprises. It will follow the experimentation of FOCS call for proposals. In the evaluation, specific bonus points will be granted to projects that grant attention to the dissemination of knowledge on CSR. Specific bonus points will also be granted to socially responsible enterprises needing further training.</p>	July 2012 - June 2014	EU - POR Sardegna FSE 2007-2013 Axis I	<p>Ufficio Lavoro, formazione professionale, cooperazione e sicurezza sociale</p> <p>Servizio Governance della formazione professionale</p> <p>Office for Labour, Professional Training, Cooperation and Social Security – Service for Professional Training Governance</p>
TOSCANA	<p>1) Incentives and financial support to enterprises for acquiring qualified services</p> <p>It is a measure within CREO - Competitività Regionale e Occupazione (Regional Competitiveness and Employment) ROP (ERDF). It dedicates financial support to SMEs purchasing consultancy services finalised to acquiring instruments for managing and communicating social responsibility. Both certifications and sustainability reports are taken in consideration. Such qualified services concentrate on:</p> <ul style="list-style-type: none"> • certifications (SA8000, ISO 14001, EMAS, Ecolabel); • preparation of sustainability reports; • organisational change, suppliers management, internationalisation. <p>Financial support may be granted also for consultancy connected to organisational change or to the definition of market strategies, pursuing sustainability and CSR, that not necessarily get transformed in formalised tools.</p>	2007-2013	EU – POR CREO - FESR	<p>Direzione Generale – Competitività del Sistema Regionale e Sviluppo delle Competenze</p> <p>Settore Politiche Orizzontali di Sostegno alle Imprese</p> <p>Serena Brogi serena.brogi@regione.toscana.it</p> <p>Directorate General for Competitiveness of the Regional system and Competences Development – Sector for Horizontal Support Policies for Enterprises</p>
TOSCANA	<p>2) Additional credits for enterprises using CSR tools or practices in the evaluation of investment projects/ requests for financial support</p> <p>In the evaluation procedure of the requests for funding presented within CREO ROP (ERDF) calls for proposals, enterprises presenting certifications of social and/or environmental responsibility, or sustainability reports produced according to the official guidelines, obtain additional credits,</p>	2007-2013	EU – POR CREO - FESR	<p>Direzione Generale – Competitività del Sistema Regionale e Sviluppo delle Competenze</p> <p>Settore Politiche Orizzontali di Sostegno alle Imprese</p>

	contributing to the final result. Bonus points are recognised also to enterprises having realised socially responsible actions, also if formal frameworks, such as those mentioned above, are not in place. These may regard equal opportunities and gender equality (flexibility or work-life balance initiatives, for example), reduction of enterprises' environment impact, personnel qualification or other positive actions such as employing the long-term unemployed or similar.			Giuseppina De Lorenzo (giuseppina.delorenzo@ regione.toscana.it) Directorate General for Competitiveness of the regional system and competences development – Sector for Horizontal support policies for enterprises
TOSCANA	3) Call for proposals: regional support to the promotion of CSR The experience matured on CSR showed difficulties and needs emerging from smaller enterprises, as regards the adoption of CSR formal tools. This initiative aims to render CSR accessible to small and, especially, micro-enterprises. These are supported in experimenting a step-by-step adoption of formal tools. The methodology favours collective approaches and territorial groupings. This addresses the significantly cumbersome process, from the point of view of costs and of organisation. Seven projects were financed under this call for proposals, that brought 74 enterprises much closer to CSR.	2010-2011	Region	Direzione Generale – Competitività del Sistema Regionale e Sviluppo delle Competenze Settore Politiche Orizzontali di Sostegno alle Imprese Giuseppina De Lorenzo (giuseppina.delorenzo@ regione.toscana.it)
TOSCANA	4) Regional initiative Fabbrica Ethica Fabrica Ethica is the name of the project of the Regional Government of the Toscana Region for the dissemination and promotion of CSR. Social responsibility is promoted as a strategic line of regional economic development policies. The objectives are: <ul style="list-style-type: none"> • boost the competitiveness of enterprises; • contribute to cohesion and social inclusion; • limit and prevent social costs derived from irresponsible behaviour. All initiatives (such as awareness raising in secondary schools and colleges; contribution to University curricula; participation to and organisation of conferences, seminars, training courses) are summarised in the dedicated web site www.fabricaethica.it . It also includes information on national and international (especially EU) debate, documentation, links, a list of enterprises certified SA8000 etc.	2002-2012 (on-going)	Region	Direzione Generale – Competitività del Sistema Regionale e Sviluppo delle Competenze Settore Politiche Orizzontali di Sostegno alle Imprese Giuseppina De Lorenzo (giuseppina.delorenzo@ regione.toscana.it) Directorate General for Competitiveness of the Regional system and Competences Development – Sector for Horizontal Support Policies for Enterprises
TOSCANA	5) IRAP (regional tax on productive activity) relief for SA8000, ISO14001 certified and EMAS registered enterprises Enterprises with the certification mentioned above can obtain a reduction of the IRAP – regional tax on productive activity according to the following limits; Base State tax-rate: 3,9% Toscana Region tax-rates: <ul style="list-style-type: none"> ■ 3.21% for enterprises certified EMAS ■ 3.53% for enterprises certified ISO14001 ■ 3.44% for enterprises certified SA8000 	2008 – on-going	Region	Direzione generale Organizzazione e risorse Settore Tributi e sanzioni tributi@regione.toscana.it Directorate General for Organisation and resources – Sector for Tributes and Sanctions
TOSCANA	6) Regional guidelines for the sustainability reports of SMEs Approved by the formal act of the regional government of the Toscana Region, Delibera della Giunta Regionale (Resolution of the Regional Government) DGR n. 919 of 2010, the guidelines attempt to bridge the gap between the international language and the local and territorial needs. The aim is to support enterprises in gradually approaching the social and environmental reporting and accountability, in order to become competent in communicating with the stakeholders and in including social responsibility in their management and communication strategy.	2009 - 2010	Region	Direzione Generale – Competitività del Sistema Regionale e Sviluppo delle Competenze Settore Politiche Orizzontali di Sostegno alle Imprese Giuseppina De Lorenzo (giuseppina.delorenzo@ regione.toscana.it) Directorate General for Competitiveness of the Regional system and Competences Development – Sector for Horizontal Support Policies for Enterprises
TOSCANA	7) “Responsible Med” Project	2010 -	EU –	Direzione Generale – Competitività del

	The RESPONSIBLE MED project is co-financed by the MED cooperation programme and coordinated by the Toscana Region. Its objective is to evaluate the connection between CSR and the level of innovation and competitiveness in the Mediterranean area. Nine partners from six EU Member States collaborate by exchanging knowledge and experiences on CSR. Seminars, study visits and stakeholder engagement actions are organised. Their aim is to single out the optimal tools for demonstrating how CSR increments competitiveness. The result of the project is a common methodology for evaluation and monitoring of competitiveness levels of SME involved in CSR. The methodology has been connected to a digital evaluation tool available for consultation on-line. The access is free. It offers orientation and information to enterprises and helps them choose the most adequate CSR strategy, the one offering best results in terms of benefit-costs ratio. This tool also allows to measure the impact of already realised actions for enterprises already involved in CSR. These can test if and how CSR has influenced their competitiveness	2012	MED Programm e	Sistema Regionale e Sviluppo delle Competenze Settore Politiche Orizzontali di Sostegno alle Imprese Giuseppina De Lorenzo (giuseppina.delorenzo@ regione.toscana.it) Directorate General for Competitiveness of the Regional system and Competences Development – Sector for Horizontal Support Policies for Enterprises
UMBRIA	1) Financial support to enterprises for the adoption of certified management systems responding to CSR criteria (Umbria Regional Law L.R. 21/2002) SMEs from Umbria, operating in a variety of sectors (industry, arts and crafts, services, trade, tourism, social economy) have been offered incentives to adopt social responsibility certification following the SA8000 standard. The non refundable grant covers 50% of costs. Such grant refers also to management system certifications regarding environment and quality and their integration is encouraged. Certifications eligible for funding under this law are the following: ISO 9001, ISO 14001, OHSAS 18001 e SA8000.	since 2007	EU – POR FESR	Direzione Programmazione, innovazione e competitività Servizio “Servizi Innovativi alle Imprese e diffusione dell’innovazione” Dr.ssa Sabrina Paolini; e-mail: innovazione@regione.umbria.it
UMBRIA	2) Environmental sustainability inserted among evaluation criteria for accessing financial support for innovation within ERDF ROP 2007-2013 In the framework of calls for proposals aiming at supporting innovation investment by SME, growth of their dimension and strengthening of networks among enterprises, an additional criterion was inserted in evaluation of projects presented by enterprises. It regards environmental sustainability. This is intended as the capacity to maximise in time the quality maintenance and reproducibility of natural resources, to preserve biological diversity and to guarantee the eco-systems’ integrity. This refers also to obtaining or possessing environmental certifications.	from 2007 till now	EU – POR FESR	Direzione Programmazione, innovazione e competitività Servizio “Servizi Innovativi alle Imprese e diffusione dell’innovazione” Dr.ssa Sabrina Paolini; e-mail: innovazione@regione.umbria.it Directorate for Programming, Innovation and Competitiveness – Service for Innovative services to Enterprises and Innovation Diffusion
UMBRIA	3) “Responsible Med” Project The project is coordinated by the Toscana Region and Umbria Region is a partner, together with: Cyprus Technological University (CY), Marseille Chamber of Commerce (F), Terrassa Chamber of Commerce (ES), University of Girona (ES), ADRAL S.A Alentejo Development Agency (PT), University of Economy and Commerce of Athens (GR), Prefecture of Larissa (GR). The aim is to verify the connections between social responsibility and competitiveness. So far the theme of CSR has attracted lots of interest but there are still few enterprises, especially small ones, using social responsibility as market strategy. The project therefore aims to verify what economic benefits SMEs can gain from adopting CSR oriented tools and behaviour. This can also provide decision makers with the necessary elements for programming, implementing and evaluating efficient sustainability policies. During the project, analyses, research and tools experimentations were organised. These will involve directly economic and social stakeholders. Also SMEs will be called upon to try measurement and evaluation tools.	2010 - 2012	EU – MED Programm e	Direzione Programmazione, innovazione e competitività Servizio “Servizi Innovativi alle Imprese e diffusione dell’innovazione” Dr.ssa Sabrina Paolini; e-mail: innovazione@regione.umbria.it Directorate for Programming, Innovation and Competitiveness – Service for Innovative services to Enterprises and Innovation Diffusion
UMBRIA	4) “Responsible SEE” Project At the moment the project is in an advanced phase of evaluation. It is based on cooperation between 7 different countries of South East Europe. The aim is to design, implement and test a methodology and a common tool for evaluating the efficacy of CSR - supporting public policies. It also aims to monitor the link between CSR strategies and levels of innovation and competitiveness of enterprises.	Settembre 2012 – Settembre 2014	EU – SEE Programm e	Direzione Programmazione, innovazione e competitività Servizio “Servizi Innovativi alle Imprese e diffusione dell’innovazione” Dr.ssa Sabrina Paolini; e-mail:

				innovazione@regione.umbria.it Directorate for Programming, Innovation and Competitiveness – Service for Innovative services to Enterprises and Innovation Diffusion
VENETO	<p>1) Establishing the Multi stakeholder Veneto Forum</p> <p>The Multi stakeholder Veneto Forum was established within the 2009/2011 Agreement (prolonged till 30.06.2012) stipulated between the Veneto Region – Directorate for Training and Unioncamere of the Veneto region. It is an open organism, a meeting and debate point dedicated to understanding and voluntary implementation of CSR practices. The aim is to incentivize the dialogue between the entrepreneurial community, the trade unions, the consumers, the civil society and other stakeholders, and to coordinate the activities. The Forum is composed of approximately 50 representatives of the entrepreneurial community, the trade unions, the consumers and civil society. At its basis there is a general assembly, whose task is to identify the themes to be developed, to define the strategic objectives and to evaluate the results. Another element is the Operational Technical Committee, which participates to the development of initiatives and/or projects within the objectives, themes and priorities defined by the general assembly. An additional task is to further disseminate their implementation.</p>	2007-2012	Region	Direzione Regionale FORMAZIONE Ufficio Progetti Speciali D.ssa Lara Lupinc: telefono 041/2795072 – lara.lupinc@regione.veneto.it www.progettoveneto.net Regional Directorate TRAINING – Office for Special projects
VENETO	<p>2) Training for staff and managers</p> <p>During the period between October 2010 and January 2011, a training process on CSR for enterprises was performed. Seven meetings were organised, one in every province of the Veneto region. These were organised on the premises of enterprises representing best practices within their sectorial specificity. A total of 180 people participated (entrepreneurs, human resources managers, staff and managers from health and safety departments, and from administration and senior management).</p>	2007-2011	Region	Direzione Regionale FORMAZIONE Ufficio Progetti Speciali D.ssa Lara Lupinc: telefono 041/2795072 – lara.lupinc@regione.veneto.it www.progettoveneto.net Regional Directorate TRAINING – Office for Special projects
VENETO	<p>3) “Schools&CSR” Project</p> <p>“Schools&CSR” Project targeted students from the fourth grade (Y12) of Istituti Tecnici (Technical Secondary Schools) in the whole Veneto region. The aim is to raise awareness on CSR in schools and engage actively students and schools in laboratories of creative and innovative ideas. The project in numbers: 14 schools involved in 6 provinces of the Veneto region; 10 projects presented; 20 participant forms; 430 students; 17 teachers; 242 hours of workshop for every project.</p>	2007-2010	Region	Direzione Regionale FORMAZIONE Ufficio Progetti Speciali D.ssa Lara Lupinc: telefono 041/2795072 – lara.lupinc@regione.veneto.it www.progettoveneto.net Regional Directorate TRAINING – Office for Special projects
VENETO	<p>4) Criteria for defining socially responsible enterprises</p> <p>In total 9 categories were identified, comprising in total 20 indicators (14 basic and 6 additional):</p> <ol style="list-style-type: none"> 1. involvement of enterprise management: identity card and internal monitoring system; 2. non-discrimination: equal opportunities, disabilities and minorities; 3. work relationships: training and stages, quality of work environment, work-life balance, respect of the right to association and collective contracting; 4. health and safety: accidents and illnesses; 5. environment: environmental management system, sustainability report, prime matters and packaging, energy consumption, materials and emissions; 6. products, clients and suppliers: new products/services, information and labelling on product/service, suppliers; 7. social development: community, ethically/environmentally characterised products/services; 8. transparency: internal and external customer satisfaction, communication and community involvement; 9. credibility/reputation: litigations, sanctions and disciplinary measures, internal rules for respecting the law. <p>The self-evaluation grid is based on the Quality Scoring Framework model. This is divided in 5 phases</p>	2007-2012	Region	Direzione Regionale FORMAZIONE Ufficio Progetti Speciali D.ssa Lara Lupinc: telefono 041/2795072 – lara.lupinc@regione.veneto.it www.progettoveneto.net Regional Directorate TRAINING – Office for Special projects

	that describe the different possible grades of implementation for every indicator. The grid allows every enterprise to evaluate its involvement in CSR. It comprehends 2 classes of indicators (minimum and additional).			
INTERREGIONAL/TRANSNATIONAL PROJECT ON CSR	<p><i>Creation of a network for the dissemination of CSR</i></p> <p>The objective of the project is the creation of an inter-regional and transnational network, sanctioned by a formal memorandum of intents. The aim is to disseminate CSR among enterprises and to trigger a process of exchange and mutual learning on CSR among public administrations. The project was set up in collaboration with the Liguria Region. The Veneto Region was chosen as coordinator in the course of one of the first meetings among delegates of the Regions involved. The aims are:</p> <ul style="list-style-type: none"> - Augmenting the rate of CSR implementation among enterprises, following three principal themes (1. safety and quality of work, 2. energy saving 3. product quality and consumers' protection); - Starting a process of exchange and peer learning among public administrations (on approaches and implementation programmes adopted, on experiences realised, on main problems connected to CSR tools elaborated); - Developing forms of collaboration for the development of common products. <p>The project developed four lines of action:</p> <ol style="list-style-type: none"> 1. Exchange of best practices among regional/provincial public administrations, through thematic meetings and study visits. Such actions can also be realised on an international level, when organisations and public administrations from other countries that have matured significant experiences in CSR, manifest interest to define a joint exchange programme. 2. CSR promotion through the definition of administrative bonuses/premiums/facilitations such as credits/bonuses or additional points for the participation to public calls for proposals, for socially responsible enterprises or public administrations; and dissemination of CSR culture through organisation of training and/or sensibility initiatives. 3. Creation of a national award for the creation of a network among large public enterprises and small private enterprises, with view of creating an integrated system of reciprocal advantages. Among organisers and promoters of the award, the presence of Trade associations, Trade unions, Unions of the Chambers of Commerce and public institutions is envisaged. The participation to the award will be open to all SME nation-wide. 4. Promotion of project experiences and results, on the basis of a specific communication strategy, through publications, seminars and conferences. <p>14 Regions are involved in the project: Abruzzo, Emilia-Romagna, Friuli Venezia Giulia, Lazio, Liguria, Lombardia, Marche, Piemonte, Puglia, Sardegna, Umbria, Toscana, Valle d'Aosta e Veneto. Ministry of Labour and social affairs adhered formally to the project. Also the Ministry of Economic Development has shown interest to participate.</p>	2012 – end program me 2007-2013	The initiative envisages no financial burden for the public administrations involved. For the development of further projects, of shared interest for participants, specific financial resources may be scouted for (Region, State, EU).	<p>Regione Veneto Direzione Regionale FORMAZIONE Ufficio Progetti Speciali Lara Lupinc: telefono 041/2795072 – lara.lupinc@regione.veneto.it Veneto Region - Regional Directorate TRAINING – Office for Special projects</p> <p>Regione Liguria Dipartimento Istruzione, Formazione, Lavoro e Sport Settore Sicurezza e qualità del lavoro, Immigrazione ed emigrazione Giuseppina Vandini giuseppina.vandini@regione.liguria.it Liguria Region – Liguria Region – Department for Education, Training, Work and Sport – Sector for Security and Quality of work, Immigration and Emigration</p>

Attachment 2 – Regional best practices in CSR

The present attachment reports on best practices developed in different contexts, realised by the Regions themselves or by other public or private organisations of the territory (Provinces, enterprises' associations, etc.) In some cases these best practices correspond to the initiatives reported in Attachment 1.

Not only projects are reported, but also initiatives of different nature (programme documents, operational legislation, collaborative initiatives). These were reported by the Regions as success experiences on the basis of the results produced, potentially usefully contributing towards the definition of the national strategy of CSR.

Best practices refer to the following 8 Regions:

1. Emilia-Romagna
2. Liguria
3. Lombardia
4. Marche
5. Piemonte
6. Puglia
7. Toscana
8. Veneto

Region	Reference organisation and information	Name and description
	Sector	
EMILIA ROMAGNA	Public organisations in collaboration with other partners	<p><i>1) Local CSR experiences</i></p> <p>Numerous initiatives were organised at the provincial level. Name and references of organisers are reported below.</p> <p>Province of Piacenza</p> <ul style="list-style-type: none"> • CSR helpdesk and field research and mapping exercises with enterprises – Chamber of Commerce • CSR practices mapping on the territory of the Piacenza area - Province <p>Province of Parma</p> <ul style="list-style-type: none"> • Prize for the Social quality of enterprise - Province • OsservaRSI (ObserveCSR) - CNA Confederazione Nazionale Artigiani (National Confederation of the Craft Sector and Small and Medium Enterprise) Parma • Parmaalimenta (ParmaFeeds): CSR helpdesk - enterprises and local public administration • Project Parmadona (ParmaDonates) – CSV (Voluntary Support Centre), Association of Certified Accountants and Faculty of Economy

	Work, entrepreneurship, social enterprise, organisation and budget (public procurement)	<p>Province of Reggio Emilia</p> <ul style="list-style-type: none"> • Prize for sustainable innovation – Confindustria Giovani (Youth Section of the Confederation of Italian Industries) Reggio • Training on CSR Association of Certified Accountants <p>Province of Modena</p> <ul style="list-style-type: none"> • Prize for CSR in the Modena province - 6 editions 2005-2011 - 180 enterprises • Research on CSR in industrial districts - 2004, 2008 - Focus Lab and Province • CSR Club of Modena based enterprises - since 2009 • Municipality of Modena and 8 entrepreneurial associations <p>Province of Bologna</p> <ul style="list-style-type: none"> • Research and mapping of best CSR practices - Province • Project Life GAIA – Municipality of Bologna <p>Province of Forlì-Cesena</p> <ul style="list-style-type: none"> • Project UGO, Certification of responsible innovation – CISE – Centro per innovazione e sviluppo economico (Innovation and Economic Development Centre) Chamber of Commerce <p>Province of Rimini</p> <ul style="list-style-type: none"> • Project PercoRSI - Chamber of Commerce – non profit making association Figli del Mondo (Children of the World)
EMILIA ROMAGNA	<p>Entrepreneurial associations</p> <p>Work, entrepreneurship, social enterprise, organisation and budget (public procurement)</p>	<p>2) Local CSR experiences</p> <p>Numerous initiatives were organised by entrepreneurial organisations. Name and references of organisers are reported below.</p> <ul style="list-style-type: none"> • Project on Social accountability reporting - Unindustria Bologna Gruppo Giovani (Youth Section of Bologna Industrial Union) • Research on CSR practices - Confindustria Modena Gruppo Giovani (Modena Youth Section of Confederation of Italian Industries) • Guide to CSR - Confindustria Modena Gruppo Giovani (Modena Youth Section of Confederation of Italian Industries) • Research on CSR in distretto sector – Confindustria Ceramica (Confederation of Italian Industries – Ceramics Sector) • Repertory of best CSR practices - Confindustria Ceramica (Confederation of Italian Industries – Ceramics Sector) • Research on CSR in Trade distribution - Confesercenti (Confederation of Enterprises) <p>Impronta Etica (Ethical footprint) – evaluation of the CSR commitments added value to the local community</p>
EMILIA ROMAGNA	<p>Entrepreneurial organisation, voluntary organisations, local public administration</p> <p>Work, entrepreneurship, social enterprise, organisation and budget (public procurement)</p>	<p>3) CSR workshops for enterprises, promoted independently by entrepreneurial organisations or in parallel with public bodies</p> <p>Thematic workshops were promoted by enterprises, on different aspects of CSR. The aim was to analyse in detail certain CSR themes and confront ideas and possible solutions. Enterprises of different dimensions and from different sectors were involved. Mappings, awareness raising seminars and trainings were organised. Different collaborative projects also started, by networks of enterprises, in order to “incubate” CSR actions and projects.</p> <p>Significant to this end is the CSR Club of Modena enterprises, set up in 2009. In three years 111 enterprises of various dimensions were involved – large, SME, micro-enterprises. These belong to different industrial sectors, from engineering to logistics, from services to industrial ceramics, from cooperative banks to multi-utilities. Activities are based on monthly thematic workshops, hosted on the basis of a rotating mechanism by the enterprises involved. These include also on site visits. Every participating enterprise is obliged to realise one CSR project every year, in partnership or individually, and to participate to transversal projects organised by enterprises of the group. In three years a total of some 70 projects were realised, in different CSR areas: bettering the relationship with the local community, well-being of employees and quality of life, social-environmental accountability, environmental technological innovation, workplace nurseries, staff buying groups and services, projects in partnership with voluntary organisations. Also CSR benchmarking activities were organised and evaluation of added value created for different stakeholders. The activities of the Club are promoted by the Municipality of Modena in collaboration with various entrepreneurial associations such as Confindustria Modena, Confapi (confederation of private SMEs) CNA, Lapam (Federation of Entrepreneurial Organisations), Confcommercio, Confesercenti, Confcooperative, Legacoop.</p> <p>A similar experience is organised by Rimini Chamber of Commerce and non profit making organisation Figli del Mondo (Children of the world) from Rimini.</p>

LIGURIA	Network of enterprises of the Genoa province and Genoa Chamber of Commerce (institutional partner). Enterprise Mixura: dr.ssa Isabella Cristina isabella.cristina@mixura.com ; www.eticlab.org	1) EticLab EticLab is the result of a process realised by CLP – Centro Ligure Produttività (Liguria centre for productivity) of the Genoa Chamber of Commerce. It is dedicated to developing the CSR culture for SMEs of the Genoa province territory. It organises information, training and consultancy activities. Some of the participating enterprises have decided to continue such engagement, conferring more formality to their being a “network” that wishes to contribute to the promotion of the local community development. A permanent workshop dedicated to CSR was therefore launched: EticLab. It is an experimental laboratory finalised to disseminating in Liguria the CSR culture, by experimenting and sharing best practices, promoting dialogue among enterprises and between enterprises and public institutions.
	Not indicated	
LOMBARDIA	Lombardia Region, public entities in collaboration with other partners	1) Local CSR experiences Different initiatives, not projects by their nature, reaped positive results and can therefore be treated as success experiences. Their principal elements are reported below: <ul style="list-style-type: none"> • Activating a close collaboration between different directorates in order to present different CSR initiatives in a unitary and shared mode, developing synergies and avoiding possible duplications. • Inserting specific actions and resources dedicated to CSR dissemination within the Accordo di Programma Competitività (Competitiveness Programme Agreement) for the years 2011 and 2012, realised in collaboration with the Unioncamere Lombardia and the system of Chambers of Commerce of the Lombardia region. • Activating a collaboration with another public entity: Province of Milan. A seminar was organised together, titled “Public administration and CSR: conferring value to responsible enterprises in order to favour sustainable development”, within the fair “Dal Dire al Fare” (From words to action) 2012. It is worth noting in this context that the Province of Milan has been running for years the award “Responsible enterprise” for enterprises listed in their Suppliers Register. • In the regional register of social cooperatives a new rule was inserted in the regulations: in order to obtain and keep the enrolment, all social cooperatives must present the social accountability report.
	Not indicated	
PIEMONTE	Unioncamere of Piemonte Region, Confindustria Piemonte, OOSS regionale del Piemonte www.csрпиemonte.it	1) Collaboration with the Chambers system and the involvement of social parties in treating the CSR themes and objectives in Piemonte The Chambers system, being the main reference point of the productive system, is one of the most adequate actors for the promotion and dissemination of the CSR culture on the territory. This starts from the monitoring of practices already in operation, in order to stimulate then the dissemination and more in depth development of the CSR culture, but also of the concrete tools. At the same time, the development of the territory is among the priorities of the Piemonte Region. It is a widespread opinion that economically advanced territories should not pursue the objectives of economic development per se, but that these ought to be evaluated in reference to environmental and social sustainability. The growing integration of activities between Unioncamere Piemonte and Regione Piemonte is testified by the signature, on 12 November 2009, of a Memorandum of Intents, for the duration of three years, on matters regarding economic development and territorial competitiveness. This strategic process represents a success story. The Memorandum outlines various intervention areas as of primary importance for the competitiveness of enterprises and for the territory: internationalisation, Alps-Mediterranean Euro region, innovation and research development,

	Labour, Entrepreneurship, Training/Education, Social policies, Social enterprise, International activities / cooperation	infrastructures, financial research, crafts, promotion of agrifood industry excellences, female entrepreneurship, tourism, administrative simplification, market regulation, work-life balance and consumer protection. Besides these issues, the Memorandum includes collaboration on ethics and responsibility and, in particular, on CSR as a factor of sustainable development of the territory and of enterprises. Major information is available on the web site, where also the repertory of best practices already present in the region can be found, but also replicable cases and models (http://www.csрпиemonte.it/vetrina_impresa/buone_prassi.htm).
PUGLIA	Puglia Region	<p>1) New regulations and programming acts</p> <p>Below are outlined formal documents, regulations and programming acts, through which the Puglia Region intended to support the dissemination of CSR in various sectors.</p>
	Labour, Entrepreneurship, Social policies	<ol style="list-style-type: none"> 1. Regional Law of 10 July 2006, n. 19 “Discipline of the integrated system of social services for dignity and well-being of women and men in the Puglia region” Within a systematic framework for the promotion of the quality of life of families, the art. 28 foresees the promotion, also through experimental initiatives of the “Work-life balance and harmonisation of the city rhythms”. Para. 2 of the art. 21 states also that “The Region promotes the dissemination of the CSR culture among enterprises of the region, also through experimental actions, and defines a system of incentives that promote the contribution of the enterprises to sustaining initiatives of social utility”. 2. Regional Law of 21 March 2007, n. 7 “Rules for gender policies and for services for work-life balance in the Puglia region” was passed by the Puglia Region in order to provide further legal and administrative impulse to the system of protection of equal opportunities between men and women, and of the quality of life. In particular, the art. 26, comma 1 and comma 2, defines the following tasks for the Region. “1. The Region promotes in the entrepreneurial system of the region, the adoption by the enterprises of gender equality plans, able to decline the principle of social responsibility according to the principles of equal opportunities, thus producing elements of innovation in the entrepreneurial model. Such plans are elaborated with contribution from trade unions and entrepreneurial associations, which also monitor their results. 2. The Regional Government promotes reward policies for enterprises which adopt such plans and attributes the “gender trademark”, according to the modalities defined by the Regional Government.” <p>D.G.R. Delibera della Giunta Regionale (Resolution of the Regional Government) n. 1176 of 24 May 2011 approved the II Action plan for families called “Families in the future”. Its aim is to pursue better consideration of families resident in the region and to strategically better the integration of available resources. In parallel to the approval of this II Action plan, the Manual for the attribution of the “Families in the future Trademark”, was also adopted. This is a tool that recognises the importance of economic-productive and technical-administrative actors for work-life balance. It recognises a quality guarantee and attributes a certification, the “gender trademark” to enterprises and other producers of goods and services, testifying a specific attention to the needs and the value of the family.</p>

PUGLIA	Puglia Region Regional councillor for equal opportunities	<p>2) Project “Enterprise in balance: Equal opportunities in the Puglia region enterprises”</p> <p>The project was designed and implemented by the Regional councillor for equal opportunities. Among the Councillor’s tools are the Biennial reports on male and female workers in enterprises with more than 100 employees (art. 46 of dlgs.198/2006). The project consists in:</p> <ul style="list-style-type: none"> • awareness raising initiative targeting all enterprises of the Puglia region (also using the network of provincial councillors for equal opportunities) promoting the signature of the Charter for equal opportunities and equality at work (undersigned by social partners, entrepreneurial associations and the network of equal opportunities councillors network in 2009); • on-line questionnaire to all medium-large Puglia enterprises to verify the asset of existent work-life balance measures and a CATI method research to enterprises with 50 to 99 employees; • creation of a regional working table capable of supporting (also by dedicate informative or training meetings) the integrative collective bargaining as regards the social and work-life balance aspects; • setting up of a register of business consultants in work-life balance issues available on call for enterprises (maternity leave plans, work-life balance plans, etc.).
	Labour, Entrepreneurship, Social policies	
PUGLIA	Puglia Region Regional service for Well-being and equal opportunities policies	<p>3) Labour Flexibility Fund</p> <p>The Puglia Region has rendered operational, from June 2011, the Labour Flexibility Fund. It is run by three joint bodies, that have won the public call for proposals (Craft, Trade, Tourism) and the Bar Council of Bari.</p> <p>The constitution of the Fund represents the first experimentation at national level. It stems out of the will to answer to the needs for work-life balance of female and male workers, needing more flexibility as regards working hours, and more versatile services, able to simplify the management of professional tasks and family care burdens. The Fund complements the measures, already included in the legislation and in the collective labour agreements regarding income support for voluntary leave of absence due to caring for family members, through benefits for people working in the enterprises members of the respective joint bodies and to lawyers of both genders enrolled in the Bar Council of Bari. The selection of final beneficiaries refers to the call for proposals that every bodies publishes on its own. Some examples of interventions that may be financed by the Fund: income support for part-time work, income benefits for parental leave, maternity benefits for voluntary maternity leave. In the case of lawyers, some innovative measures have been included for those enrolled to the Bar. One example is the integration of the base salary, useful for calculating maternity leave benefit, so that it may be more substantial, for young female professionals. The total resources of the Fund are 1.7 million Euro. Every accredited body gets 375,000 Euro from the Region. To this, 50,000 euro of own co-financing are added.</p>
	Labour, Entrepreneurship, Social policies	
TOSCANA	Entrepreneurship	<p>1) SA-RETE – Network of responsible enterprises</p> <p>The non-profit organisation Sa-Rete Onlus was founded by four small enterprises from the Toscana region, certified SA8000. The aim was to start a multidisciplinary and multi-service platform targeting socially responsible enterprises, in order to give prominence to the processes they are undertaking and interact in synergic and constructive manner with principal actors and the local community. Sa-Rete targets all Italian socially responsible enterprises, but also institutions and individuals that share its objectives and finalities. Through the creation of shared database and the measurement of activities connected to various processes, management systems are joined in a network. In this way, concrete proposals for applications and for the betterment and creation of new partnerships are put in place. The organisation, starting from the shared CSR experience of its associates, in certain cases certified by SA8000, has the ambition to create occasions for sharing and promoting best practices, benchmarking and monitoring management processes. By way of its Ethical network, the organisation wishes to promote the concepts that lie at the core of ethical certification and of CSR. Examples are the safeguard of workers’ rights, equitable salary, freedom of association, collective contracts, health and safety, and prohibition of discrimination in the work place.</p>
	Entrepreneurship	
TOSCANA	CHEMICAL SECTOR - –ASSINDUSTRIA LIVORNO Info: prosperi@confindustriallivorno.it	<p>2) Social accountability report of the chemical sector of Livorno</p> <p>The experience started in the year 2000 from 12 enterprises of the chemical (petrochemical) sector from the city of Livorno, that recognise the process of shared accountability as the most appropriate approach for relating to stakeholders regarding their modalities of social and environmental impact management. Their aim is to better the communication and social dialogue with all stakeholders, to share experiences and to search for the most appropriate initiatives for consolidating and developing the industry of the territory. The social accountability report was recognised as an innovative communication tool, to promote the knowledge of the chemical and petro-chemical sector of the province of Livorno.</p>

	Entrepreneurship, Organisation and budget	It is a modern and efficient tool that can reinforce the link of the industrial system with the local community. Through this tool, progress was done on the accountability of economic and social performance. Specific issues were put in focus as regards the critical aspects of the Livorno territory.
TOSCANA	<p>Toscana Region Directorate General for Competitiveness of the regional system and competences development Sector for Horizontal support policies to enterprises Directorate General for Organisation and resources Sector for Tributes and Sanctions</p>	<p>3) Rewards and fiscal benefits for enterprises with CSR tools or practices In the evaluation procedure for the requests of contributions, enterprises with social and/or environmental responsibility certifications, sustainability reports following official guidelines, obtain extra credits concurring to the final evaluation result. Extra credits are also recognised to enterprises that, albeit without formal tools such as the above mentioned, implemented actions of social responsibility concerning equal opportunities or gender equality (for example initiatives for flexibility and work-life balance), contributed to reducing their environmental impact, provided further training to their staff, provided jobs to the long-term unemployed, etc. Enterprises certified SA8000, ISO14001 or with EMAS registration, can also count on the reduction of IRAP (regional tax) according to the following criteria: State base tax- rate: 3,9% Toscana region tax-rates:</p> <ul style="list-style-type: none"> • 3.21% for enterprises certified EMAS; • 3.53% for enterprises certified ISO14001; • 3.44% for enterprises certified SA8000. <p>This experience is considered interesting and replicable, because it can be placed within the so-called “market reward”. In consideration of the national action plan, starting from the already implemented experiences of rewards and benefits is considered to be the most uncomplicated and efficient modality. This should be included in the larger issue of public procurement.</p>
	Labour, Entrepreneurship	
MARCHE	<p>P.F. Services for Employment, labour market, occupational and productive crises Rossella Bugatti Tel. 071 8063427 – fax 071 8063220 rossella.bugatti@regione.marche.it</p> <p>Entrepreneurship, Labour</p>	<p>1) Project SIRM - Sistema Impresa Responsabile della Regione Marche (Marche Region Responsible Enterprise System) The SIRM project stems out of necessity to implement CSR in the enterprises of the region. At the same time, it should boost their competitiveness and dynamism. In order to pursue this, it was necessary to develop processes of sustainable economic growth, better the employment quality, augment social cohesion and introduce an innovative element in the entrepreneurial culture of the Marche region. The direction to take was that of social responsibility, directed especially to all stakeholders. In this way, the concept of profit was beginning its transformation, gradually enlarging its meaning. The project was articulated in 4 macro-phases:</p> <ol style="list-style-type: none"> 1. Preparation of the executive project; 2. Creation of the organs, study and elaboration of the CSR discipline guideline; 3. Training of the CSR auditors and experimentation of the CSR discipline guideline; 4. Updating pilot enterprises to the use of responsible practices and communication. <p>Enterprises targeted for experimentation, all SMEs (19 in number), answered positively to the project. Three were the sectors chosen for the experimentation: Construction – Industrial infrastructure, viniculture and tourism and hotel sectors. Enterprises have shown interest and sensitivity for the theme, have collaborated to the implementation, and have recognised the value and the advantages connected to CSR. Some everyday socially responsible practices have emerged, adopted by the management often without prior CSR awareness. Naturally, some enterprises required major awareness raising effort regarding the importance and the value of the themes presented. As regards the general objectives of the project, the result of the experimentation was positive. Strategies and innovative approaches as regards promotion of human resources and competitiveness variables have been developed. These are apt to recognise the value of CSR as a strategic factor for the development of the enterprise and of the territory.</p>

<p>MARCHE</p>	<p>P.F. Services for Employment, labour market, occupational and productive crises Rossella Bugatti Tel. 071 8063427 – fax 071 8063220 rossella.bugatti@regione.marche.it</p> <p>Entrepreneurship, Labour</p>	<p>2) “Imprese Responsabili delle Marche – I.Re.M.”(Responsible Enterprises from the Marche region) Project</p> <p>The aim of this CSR program is to favour the growth of competitiveness, in particular of SMEs. It also favours the environmental and social quality of the Marche territory, through a long-term strategic approach based on managing the relationships with all stakeholders, in the framework of sustainable growth.</p> <p>The main phases of the project were:</p> <ul style="list-style-type: none"> • Context analysis and updating of tools and methodology realised in the previous experimental action (SIRM project) • Involvement of local community stakeholders (regional Forum + meetings in provinces) • Analysis of national level best practices • Choice and subsequent involvement of enterprises for the experimental phase • Design of the model for the socially responsible enterprise of the Marche region • Definition of a process for recognition/reward • Communication and dissemination of the results <p>The project is based on few elements (or tools) of fundamental importance:</p> <ul style="list-style-type: none"> • Code of conduct for the Marche region SMEs: it defines the principles of ethical, social and environmental behaviour adequate to the characteristics of the territory, the local communities and the network and supply chain logic, which determine the specific responsible behaviours to be assumed. • Regional Guidelines: contribute towards the adoption of a shared method of CSR managing and communicating; their objective is to disseminate the transparency culture and to support the construction of a permanent dialogue between enterprises, the territory and stakeholders. • Procedure of adhesion to the regional I.Re.M. system: phases and operational modalities to follow in order to be included in the data-base of socially responsible enterprises of the Marche region. <p>The project has directly involved, in the experimental phase, 42 enterprises from the Marche region, most of them small enterprises (with less than 50 employees) belonging to sectors typical of the region (shoe-manufacturing, food, metalworking and mechanical engineering, furnitures, etc.). These took part in the following activities provided by the specific technical assistance:</p> <ul style="list-style-type: none"> • CSR presentation; • I.Re.M. project presentation; • check-up analysis which, on the basis of interviews, evaluated the CSR profile of the enterprise and its positioning in reference to CSR; in particular, the following aspects were evaluated: basic formal enterprise information, level of knowledge about CSR, social and environmental actions put in place, communication of the initiatives, considerations and suggestions for the I.Re.M. system development; • illustration of all single CSR indicators necessary for the compilation of the “Sustainability dashboard” tool. <p>On the basis of the check-up analysis results, technical support was offered to enterprises so as to render possible the accountability of all indicators necessary for their level and for other indicators deemed useful for communicating in the best possible manner and as completely as possible their sustainability profile. Indicators were elaborated towards reaching the minimum level required (Level A, Level B or Level C). For all enterprises that successfully completed the analysis a tool called “Sustainability dashboard” was provided. The “Sustainability dashboard” functions as an internal reporting tool for monitoring the sustainability performance and the related risks. It also functions as an external communication tool for the sustainability profile and performance of the enterprise.</p> <p>Some incentives were defined for the adoption of socially responsible behaviour and for adhering to the I.Re.M. system in making:</p> <ol style="list-style-type: none"> 1) forms of specific financing for the enterprises that demonstrate adequate levels of social responsibility; 2) concession of fiscal benefits; 3) system of extra credits in public calls for proposals recognising CSR processes undertaken; 4) specific activities of consumers awareness raising on CSR. <p>A few directions of evolution were defined:</p> <ul style="list-style-type: none"> - adhesion of enterprises according to specific models (Guidelines, Code of conduct, Technical rules and Adhesion procedure); - formalisation of the system; - constituting an independent body for supervision on the functioning of the system; - creating a regional trademark for the Marche region responsible enterprises (I.Re.M.); - definition of the recognition and reward system.
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VENETO	Veneto Region – Directorate for Training Unioncamere del Veneto	<p>1) “Veneto and enterprises: a responsible future. Best CSR practices in the Veneto region”</p> <p>In 2006 a Memorandum of Intents on CSR was undersigned between the Veneto region and Unioncamere Veneto in order to jointly develop actions for promotion, awareness raising, information and training on CSR culture and principles. The basic aim is to mainstream the CSR principles in the normal enterprise management. The Veneto region multi stakeholder forum (Forum Veneto Multistakeholder) was created, composed by regional representatives of social partners, institutions and other organizations active in CSR. On the basis of the great interest raised and results obtained, the Memorandum was renewed also for the period of the next three years.</p> <p>Through this collaboration, numerous activities were realized. In particular:</p> <ul style="list-style-type: none"> • CSR minimum requirements: defined by the Forum Veneto Multistakeholder, an innovative experience in Italy and in Europe, these allow enterprises to evaluate, on the basis of a self-evaluation grid, their own CSR level so as to obtain, in future, regional incentives. • On the basis of the minimum requirements, in March 2009 the “Veneto and enterprises: a responsible future. Best CSR practices in the Veneto region” was published; it communicates and offers visibility to best CSR practices realized by the enterprises of the Veneto region of different dimensions and from different sectors. • Promotion of the CSR culture and principles through meetings with entrepreneurs, professionals and interested citizens. • “Schools & CSR” project, that involves a number of secondary schools from the Veneto region on CSR themes, with teacher trainings and creative workshops for the students. • Trainings on CSR for middle operators and for the public and private sector managers, with innovative and interdisciplinary methodologies. <p>The publication “Veneto and enterprises: a responsible future. Best CSR practices in the Veneto region” edited by Unioncamere and the Veneto Region can be downloaded on line at http://www.unioncameredelveneto.it/userfiles/ID209_Buonepratiche_bassa.pdf</p> <p>It collects best practices of 23 enterprises and shows practical examples on how to fulfil the minimum CSR requirements.</p>
	Entrepreneurship	