

**CORPORATE SOCIAL RESPONSIBILITY**

---

---



---

---

# **Best CSR Practices in Public Services**

---

---

---

---



Project co-funded by the  
European Commission



---

---

## project partners



BICA - Bulgarian Industrial Capital Association

## with the support of



---

---

# Introduction

For a few years the theme of Corporate Social Responsibility (CSR) has become an important element in the daily life and operation of companies in Europe. This issue has grown in importance as well as its interest has grown for many decision-makers within companies.

But, despite this growing interest, there was a need to support companies by giving a tailored-made booklet in which decision-makers can get ideas on potential practices from a wide variety of examples. With this brochure, CEEP and partners of the Discerno project are aiming to fulfil this goal for enterprises providing services of general interest and also to highlight specificities of enterprises working in the sector.

The Discerno project, co-funded by the European Commission, was the framework for this publication. This project aims to promote CSR towards providers of services of general interest. It does so

by, among others, a self-assessment tool available online (on [www.discerno.eu](http://www.discerno.eu)), which can lead to the awarding of the European “CEEP-CSR Label”.

## How to use this document?

The publication of this first catalogue of practices in CSR is a task that has been undertaken by CEEP and partners with the support of Socotec Consulting. In ad-hoc meetings of the Discerno project, the overall frame of the collection of good practices was discussed which led to the creation of a template. Once drafted, the template was filled in by enterprises that applied for the “CEEP-CSR Label”.

Over 100 practices were collected from five Member States (Germany, Poland, Portugal, Italy and France). These practices were analysed and a selection of the most innovative and interesting ones were published in this booklet.

---

---

---

---

This booklet encompasses a wide range of practices from enterprises operating in diverse sectors including: Electric sector, water and waster water management, waste disposal, urban renewal, hospitals, etc.

These practices are structured following the same framework used to structure the Discerno online self-assessment tool. The chapters are:

- Corporate Governance;
- Staff oriented practices;
- Relations with economic stakeholders;
- Environmental practices;
- Relations with municipalities and other stakeholders;
- EU and International standards;

It is sometimes difficult to classify the practices of CSR into one single category as one initiative can easily have an impact on several part of the enterprises.

The cases presented do not represent the full spectrum of services of general interests as well as they do not represent the full range of possible practices. But this way, the readers can have a clear view on some specific aspects and the importance of SGIs providers, and decision-makers in enterprises can read a broad sample of very interesting cases that aim to provide you with interesting new ideas.

Before wishing you a fruitful reading and/or selection of practices, we would like to thank every partner and every company for their commitment to this project.



---

---

# Table of contents



## Staff oriented practices

- 10 *Nursery for staff's children*
- 12 *Establish a long-term training programme to increase human competences*
- 14 *Enabling children to discover the work of their parents through art activities*
- 16 *Staff participation in the decision making*
- 18 *Fight against illiteracy among employees*



## Relations with municipalities and other stakeholders

- 22 *Providing services to reduce energy consumption*
  - 24 *Encourage people to drink tap water: installation of chilled or sparkling water taps*
  - 26 *Promote the consumption of tap water toward the new generation*
  - 28 *Create a school challenge about water theme*
  - 30 *Creating a school challenge about energy theme*
  - 32 *Creation of green spaces and botanical gardens with local residents and organisations*
  - 34 *Use of visible dustbins to promote cleanliness*
  - 36 *Reporting & customer satisfaction management process integration*
  - 38 *Create a body to mediate disputes*
- 
-



## Relations with economic stakeholders

- 42 *Establishing market partnerships to strengthen the regional economy*



## Relations to the society

- 46 *Create a body composed of staff of Hera and citizens to facilitate communication between the company and people*
- 48 *Creation of a subsidiary in the field of professional insertion*
- 50 *Create a social and environmental foundation*
- 52 *Sponsoring organisations working in the social field*
- 54 *Encourage employees and citizens to engage in volunteering*
- 56 *Building an intervention team for emergencies*
- 58 *Promote residents' involvement in local cleaning*



## Corporate governance

- 62 *Identify and quantify intangible assets*
- 64 *Social Responsibility and Sustainability Council*
- 66 *Be certified ISO 9001, ISO 14001, OHSAS 18001 and SA 8000*

---

---

# Table of contents



## Environmental practices

- 70 *Exploitation of the residual fraction of municipal wastes to produce energy*
  - 72 *Biogas energy production*
  - 74 *Development of renewable energy*
  - 76 *Rehabilitation projects of local industrial areas based on energy efficiency and renewable sources*
  - 78 *Installing new high-performance burners in power and waste-to-energy plants*
  - 80 *Regulate the pressure to minimize water leaks*
  - 82 *Use Wireless micro-sensor to analyze the flow*
  - 84 *Use picoturbines producing electricity needed to operate a facility in remote areas*
  - 86 *Energy efficiency in public lighting*
  - 88 *Use of electric vehicles*
  - 90 *Environmental benchmarking with local companies*
  - 92 *Create a research institute to develop greener technologies (energy efficiency)*
  - 94 *Reduce damages to biodiversity due to our activities through conservation projects*
  - 96 *European Ecolabel for Compost*
  - 98 *Urban freight: designing sustainable logistic facilities for cities*
- 
-

---

---

# Staff oriented practices

From:

trambus



Melle) ⊗



Group SEMARDEL  
ENVIRONNEMENT SERVICE







### **Nursery for staff's children**

**Establish a long-term training programme to increase human competences**

**Enabling children to discover the work of their parents through art activities**

**Enabling children to discover the work of their parents through art activities**

**Staff participation in the decision making**

**Fight against illiteracy among employees**



## Nursery for staff's children

### COMPANY PRESENTATION

Trambus is the public limited company responsible for public surface transportation in Rome, with the mission of fulfilling one of the primary social needs: freedom of movement for all. Trambus is the biggest surface public transportation company of Italy, with 8560 employees (including drivers, labourers, clerks and managers), more than 536 million euros in sales and a production of 113 million kilometres in 2008. Public transport in Rome covers a surface area of 5290 square kilometres. It is the most extensive network of Italy: 2,580 miles of bus service, with 293 lines served by 2383 buses and 6 tram lines with 170 tramways for more than 50 kilometres.

### ISSUES AT STAKE

The specific objective of the initiative is to supply the children of our employees with a concrete support to help them reconcile job and family-life and, also to offer the city a positive contribution: the nurseries are open to other "clients" within our community. The expected result is to help families with young children to achieve their family and working commitments more easily, and to make a positive contribution to the community.

---

---

---

## DESCRIPTION OF BEST PRACTICE

Trambus has started in 2009 the construction of its third Nursery for staff's children near the Headquarters of Via Prenestina, that joins to the two already operating near the plants of Magliana and Tor Sapienza, chosen for logistical correspondence and for the number of employees with children up to 3 years old.

The building will accommodate up to 32 children of staff and relatives residing in the district. Project management provides also a reserve of places for children of other families living in the surroundings.



---

---

## LESSONS LEARNED

The considerable experience from the two existing nurseries will be used for better management of the new one. The operation of the Nursery will be monitored systematically by instruments already planned: the operators will check their activity daily, and produce monthly reports on the human relationships at work and the activities connected to the didactic objectives declared in the educational plan. They will send out to the parents periodic questionnaires on the rating of the acts of the educators and hold meetings every two months with the parents.



## Establish a long-term training programme to increase human competences

### COMPANY PRESENTATION

ZWiK PLC is the biggest company in Western Pomerania dealing with water production, water supply and waste water discharge in Szczecin municipality and several neighbouring smaller municipalities. The company employs around 780 staff. Currently it is implementing the biggest project in Poland, partly funded by the European Union, to regulate water and sewage management systems. Within the framework of the 'Water quality improvement in Szczecin' Programme, by the end of 2009 the key investment, i.e. a waste water treatment plant, will have been completed. At that time, Szczecin will no longer be one of the biggest polluters of the catchment area of the Baltic Sea.

### ISSUES AT STAKE

Taking into consideration the growing need to increase our personnel's qualifications resulting from more modern techniques used in production and distribution, permanent staff training within the company has been established. The major objective is the creation of highly specialized, balanced and company-oriented staff able to accomplish various functions in diverse conditions. Systematic development of intellectual potential and employees' abilities has become the priority in defining the course of investments in human resources.

---

---

---

## DESCRIPTION OF BEST PRACTICE

Field workers increase their qualifications by participating in long-standing training plans and taking part in interpersonal communication workshops, rules of behaviour and communication with media workshops, as well as gaining knowledge in foreign languages or computer programmes. The company enables employees with higher education to attend postgraduate studies.

In order to improve safety and hygiene at the workplace, the staff participate in workplace safety trainings and increase their qualifications in the field of chemical salvage as well as in the electronic monitoring of premises.

The majority of employees have been also included in training programmes to familiarize them with NTIC systems (information and communication technologies) such as : accounting and archiving systems, administering databases etc. As a result of audits carried out, the human resources department has selected for new training courses a group of employees who had to gain new qualifications due to the increase of automation in water production and distribution management processes. The entire training programme is carried out by a specialist in schooling and advising companies, and it takes places in the premises of the Lifelong Learning Centre within our company. In 2008 all employees took part at least once in a training programme.

---

---

## LESSONS LEARNED

The reality has proved that the direction chosen allows consistent development of human potential, which considerably contributed to a significant enhancement of company administrative culture and improved administration effectiveness, while at the same time providing employees with a sense of security and work stabilization. Establishing the long-term training programme and investments in increasing the human potential has guaranteed benefits both for the company, the personnel and the surroundings, and contributes to the satisfaction of all stakeholders.



## Enabling children to discover the work of their parents through art activities

### COMPANY PRESENTATION

Trambus is the public limited company responsible for public surface transportation in Rome, with the mission of fulfilling one of the primary social needs: freedom of movement for all. Trambus is the biggest surface public transportation company of Italy, with 8560 employees (including drivers, labourers, clerks and managers), more than 536 million euros in sales and a production of 113 million kilometres in 2008. Public transport in Rome covers a surface area of 5290 square kilometres. It is the most extensive network of Italy: 2,580 miles of bus service, with 293 lines served by 2383 buses and 6 tram lines with 170 tramways for more than 50 kilometres.

### ISSUES AT STAKE

Trambus started in 2008 a campaign of promotion of “Jobs of the PLT” towards the families, through the realization of artistic representations by the children of the employees (age 6-10 years) concerning the job of their mother or father: the best art productions have been awarded prizes during a specific event.

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** Trambus employees and their children

**Objective specific to the initiative:** to reduce the distances between people in the company, to give value to the jobs in Trambus, to put together an iconographic asset for internal communication

### Implementation:

- **start of the campaign:** the parents have told their children about their jobs, and the children have themselves represented them in an artistic form.
- **analysis of the artistic productions** by a psychologist of the University La Sapienza of Rome, an expert in interpretation of artistic productions: she has analyzed the works in order to identify the details about the jobs of Trambus employees.
- **event of award presentation to the children** participants: an entertainment in the historical plant “Vernicerie” has been entrusted to a famous television anchor of a Disney programme. Acknowledgments have been given to all participants: TV LCD for the more representative productions, MP3 readers for the others.

---

---

## LESSONS LEARNED

A large variety of productions: 58 drawings, 10 songs, 1 sculpture, iconographic and descriptive patrimony (the works transmitted are displayed on the Home Page of the web Trambus) to reproduce for our communication.

In many drawings, the children have represented themselves directly in the bus with mother or father in a friendly and festive setting, where the characters have always been shown smiling and cheerful. From a psychosocial point of view, a strong representation of the driver as a person at the service of “weak” passengers emerges frequently.



## Staff participation in the decision making

### COMPANY PRESENTATION

The waterworks of the city of Melle (Germany) supply 38,000 inhabitants with about 2.0 million m<sup>3</sup> (cubic metres) of drinking water per year. Twelve employees contribute together to the success of the enterprise (turnover of 2.5 million €, investments of about 1.0 million €/year).

### ISSUES AT STAKE

The involvement of the staff in the working and decision-making processes, which leads to improved work results. The aim is a stronger identification of the staff members with their own enterprise.



---

---

---

---

## DESCRIPTION OF BEST PRACTICE

During regular official meetings, decisions to be taken are first explained and then discussed with the employees. This involvement reinforces the identification of the employees towards the enterprise. This promotes, among other things, the submission of suggestions for improvement. This approach is to be still further in future within the enterprise. Intense involvement by staff therefore requires self-confident managers who are team-orientated and capable of accepting critical debate processes. After three years of experimentation, decisions taken are considerably less criticized, and suggestions for improvement have considerably increased.

---

---

## LESSONS LEARNED

The success of the enterprise depends on the joint input by the management of the enterprise and its staff. A more intensive involvement of the staff in decision making is an important cornerstone of success. However, decision-making processes might become more time-intensive.

## Fight against illiteracy among employees

### COMPANY PRESENTATION

SEMARDEL Group, composed of subsidiaries SAER, CEL and PSE control the whole chain of waste management from collection to material recovery, energy and organic. We provide a comprehensive response and economic performance in strict compliance with the local communities and actors in the economic life of the department of Essonne (near Paris).

### ISSUES AT STAKE

The Group SEMARDEL is committed, through its business plan, to enhancing the vitality and well-being of the co-workers. Actions aimed at personal development of employees in the Group contribute to the affirmation of the values of solidarity and team project. “ Affaire de Mots ” is one of those actions.

The acquisition of key skills to communicate in written and spoken French contributes to staff development both professionally and privately with a double challenge: a social issue, to create a win-win situation with the staff to improve the social climate, and an operational issue, enabling people to better understand their roles and to better integrate instructions.

---

---

---

## DESCRIPTION OF BEST PRACTICE

At the request of the general management, a study was undertaken in mid 2007 by volunteer co-workers, leading to the decision to proceed with this project, approved by the board of directors of the Group in late 2008. Training is provided by an outside agency with the specific capabilities of these actions to populations that do not speak French.

The action targets four types of persons:

- Persons over 16 who, although educated, are unable to read and understand a text dealing with situations of their daily lives, and/or fail to write or convey simple information;
- Persons who can neither read nor write in their native tongue or in a foreign language, most often due to lack of learning;
- Adults who have been educated in the language of their country of origin and who want to learn French;
- Schooled French-speaking adults, but who did not sufficiently use the acquired skills (reading, writing, arithmetic) and need to reactivate them.

The approach includes an individual interview with the trainer, to position the co-worker and to define a personalized course of training. Regular assessments will be made in training and will lead to a certificate of competence.

To date, 12 employees are enrolled in the courses offered by the company after working time.

---

---

## LESSONS LEARNED

The constitution of a multidisciplinary team based on voluntary participants not only from the human resources department facilitated the treatment of such a complex subject, and made it possible to bring innovative ideas and to maintain the effort during the initial study, and afterward during the implementation of the project.

---

---

# Relations with municipalities and other stakeholders

From:



STADTREINIGUNG HAMBURG



---

---

# 2

## **Providing services to reduce energy consumption**

**Encourage people to drink tap water: installation of chilled or sparkling water taps**

**Promote the consumption of tap water toward the new generation**

**Create a school challenge about water theme**

**Creating a school challenge about energy theme**

**Creation of green spaces and botanical gardens with local residents and organisation**

**Use of visible dustbins to promote cleanliness**

**Reporting & customer satisfaction management process integration**

**Create a body to mediate disputes**

---

---





## Providing services to reduce energy consumption

### COMPANY PRESENTATION

Acea is an industrial Group composed of operating companies which manage specific areas in the energy sector (electricity - generation, distribution and sale; including the public lighting service and urban waste-to-energy activities) and integrated water cycle sector (collection, treatment and distribution of drinking water, collection and treatment of waste water) – as well as the Parent Company, which exercises corporate and service functions.

### ISSUES AT STAKE

Core CSR issue: Climate change

Present negative impact: CO<sub>2</sub> emissions – global warming

Stakeholder: Environment

Objective short and long term: 40,000 tons CO<sub>2</sub> reduction in the year 2012 thanks to improvements in generation plants management system, and increase in electricity produced from renewable energy sources. 30,000 tons CO<sub>2</sub> reduction from energy efficiency initiatives inside company plants (indirect emission reduction). About 2,000,000 tons CO<sub>2</sub> reduction from 2009 to 2012, from energy efficiency initiatives directed at end users.

## DESCRIPTION OF BEST PRACTICE

**Actors:** A dedicated Group Company, named ARSE (Acea Reti e Servizi Energetici). Acting as ESCO (Energy Service Company), especially committed to reducing electricity sold to Acea customers, and in more general terms to end users.

**Design:** ARSE's business plan foresees activities aiming to reduce electricity sold to end users by up to 136,000 tons/year in 2012 (620,000 MWh/year), equivalent to 370,000 CO<sub>2</sub> metric tons avoided, by means of the implementation in the city of Rome of some energy-saving initiatives (Italian decree 24/7/2004):

**Implementation:** ARSE's technicians identify final user plants or equipment that show poor efficiency in energy usage, then propose suitable technical solutions in order to improve the global system energy efficiency. Typical initiatives proposed are:

- shifting lighting technology from bulb lamps to fluorescent and LED ones;
- increasing appliances replacement rate, preferring A and A+ energy classes;
- improving buildings' energy efficiency;

Moreover, being foreseen by Italian law (decree 24/7/04) a refund system which encourages the improvement of efficiency initiatives, ARSE also proposes to the final users an interesting financial plan to develop the investments.

**Measures results:** The results obtained, certified by AEEG (Italian authority on electricity and gas) at the end of a rigorous verification procedure, are quite important, being close to 432,000 toe of primary energy saved in a four-year period - from 2005 up to 31 December 2008. During the following period, from 2009 up to 2012, about 704,000 toe of primary energy should be saved, equivalent to about 2,000,000 tons of CO<sub>2</sub> saved.

## LESSONS LEARNED

Energy savings is really a kind of energy source characterized by interesting costs and zero impacts: the best one we can have at our disposal at this difficult moment. Not only are CO<sub>2</sub> emissions definitively eliminated by avoiding useless energy usage, but all the other indirect negative consequences of any human activities are strongly reduced too. Nevertheless, to reach significant results in this field it is necessary to invest not only in technical innovation but also in cultural initiatives, specially those addressed to young people in order to modify their behaviours and their life style.



## Encourage people to drink tap water: installation of chilled or sparkling water taps

### COMPANY PRESENTATION

Hera is one of the major multi-utility companies in Italy, operating in approximately 240 municipalities in the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Ravenna, Rimini and Pesaro and Urbino. Hera also operates in several municipalities in the province of Florence. Hera provides energy (gas, electricity), water (water systems, sewerage and treatment), and waste management service (collection and disposal) services to a total customer base of approximately 3 million users.

### ISSUES AT STAKE





---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** In April 2008 Hera launched the Hera2O project, to promote the drinking of tap water by employees.

**Design:** In partnership with Adriatica Acque (a company of the Group), tap water dispensers were installed in the main company canteens and over 65 dispensers in the offices, meeting rooms and customer service branches. The dispensers do not treat the water in any way, but offer chilled normal or sparkling tap water, without modifying the water's properties in any way. Hera2O thus reduces the production and disposal of plastic bottles and the CO2 emissions related to the transport of bottled water.

**Implementation:** This project, which has the ambitious goal of changing the individual habits and behaviour primarily of workers but also of customers, was supported by an information campaign which included the creation of a logo, posters and flyers about the quality of the water in the areas served by Hera, napkins for the canteens showing data on the quality of tap water, coasters for meeting rooms, carafes with the Hera2O logo, articles in the House Organ, and news reports on the company TV and intranet. In July 2008 Hera distributed Hera2O water bottles and informational materials to 4,500 customers and over 6,000 employees of the Group, free of charge.

**Measured results:** This campaign was also presented at various advertising events in local areas, and is currently continuing its distribution both in local areas but above all among employees. In the first 9 months of the project (at 31/12/08), 40,000 fewer bottles of bottled mineral water were consumed: this is a sign that the employees agree with this initiative and have recognized their responsibility in terms of sustainability.

---

## LESSONS LEARNED

EBy reaching economic and environmental goals we achieved the success of the project..



## Promote the consumption of tap water toward the new generation

### COMPANY PRESENTATION

Acque SpA was created in 2001 by the collaborative union of five public companies and a private partner, and operates in a territory which - ranging from the Tyrrhenian coast to the heart of Tuscany - covers 5 provinces, 57 communes, and well over 760.000 inhabitants. Acque Ingegneria S.r.l. is a company belonging to the Acque Group, and constitutes its “right arm” in the fields of research and engineering.

### ISSUES AT STAKE

In Italy, the per capita consumption of mineral water is unquestionably the highest in the world. This is true despite the fact that 75-80% of tap water comes from deep below ground level and presents a remarkably high safety level, and nevertheless the remaining 20-25% still respect the severe parameters designed by European Community. One litre of tap water costs 0,0017 EUR on average, whereas bottled mineral water can reach a price hundreds of times higher.

---

---

---

## DESCRIPTION OF BEST PRACTICE

Acqua Buona focuses mainly on schools, local communities, families, the institutions, and the operators in order to promote a culture that encourages the consumption of tap water in refectories, instead of mineral water, and to dedicate the obtained economic savings to humanitarian activities.

Acque Spa guarantees to all the schools that commit themselves to the project a periodic analysis on the chemical, physical and microbiological features of the water consumed within the school. It also offers the realization of eventual simple technical precautions to sweeten the taste of the water, and free distribution of jugs for the consumption of water in refectories. Up to now ten agreements have been signed with the communes. In conformity with this policy, Acque Spa, in order to promote the use of tap water also for drinking purposes, has promoted the possibility to construct public water fountains in the communes that participate in the initiative. The water obtained is the same that arrives in our houses, but with the difference that the filtering treatment immediately makes it tasty, also from the organoleptic point of view. Using the water from the aqueduct means saving, protecting and promoting the resources of our territory.

---

## LESSONS LEARNED

Acqua Buona promotes an environmentally conscious approach which is taught to the users, starting from schools.



## Create a school challenge about water theme

### COMPANY PRESENTATION

ZWiK PLC is the biggest company in Western Pomerania dealing with water production, water supply and waste water discharge in Szczecin municipality and several neighbouring smaller municipalities. The company employs around 780 staff. Currently it is implementing the biggest project in Poland, partly funded by the European Union, to regulate water and sewage management system. Within the framework of the 'Water quality improvement in Szczecin' Programme, by the end of 2009 the key investment, i.e. a waste water treatment plant, will have been completed. At that time, Szczecin will no longer be one of the biggest polluters of the catchment area of the Baltic Sea.

### ISSUES AT STAKE

The company implements the idea of socially responsible business, and cooperates with non-governmental organisations operating in the field of environment protection which are endowed with social trust. During their educational campaigns, ZWiK employees put the emphasis on encouraging children's and teenagers' interest in environment protection issues.

By realizing the educational and informative actions ZWiK prevents social disinformation, reduces anxieties and fears connected with potential environment pollution, and informs about repair and building works, which might generate difficulties in citizens' lives.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The employees of ZWiK PLC promotion unit have created since 2004, together with the Green Federation Gaja and Versatile Development Society POMERANUS, West Pomeranian Volunteer Water Rescue Service (WOPR) and the Group of Schools in Kołbacz, educational programmes, ecological workshops and outdoor activities, such as “Where do we come from?”, ‘Blue Patrol’, ‘Water’s a precious treasure’ and Earth Day in Szczecin.

These are attended by students of secondary schools, their teachers and parents – citizens of Szczecin. During these programmes and events, multimedia presentations of the waste water treatment plant, pumping station and water mains resulting from the programme ‘Water quality improvement in Szczecin’ are displayed. The participants also take part in workshops. Schoolchildren take part in contests about environment protection knowledge.

The lessons take place regularly once a week for 4 months in schools and ZwiK establishments (educational tours once a month, exhibitions and workshops twice or three times a year). Every year several dozen children, teenagers and adults take part in lessons and outdoor activities.

---

## LESSONS LEARNED

The educational programmes implemented by ZwiK PLC allow the pursuit of effective social communication on environmental protection, and educate both teenagers and adults, helping them to gain new information. The growing number of participants proves that the variety of forms of education and the availability of information are of great importance.



## Creating a school challenge about energy theme

### COMPANY PRESENTATION

HEAG Suedhessische Energie AG (HSE) is a leading energy service provider. The HSE group with its subsidiaries covers the whole value chain: generation, trading and distribution of energy and water plus waste-water management and technical services. As a modern service company, HSE meets the challenge of climate change and stands for sustainable energy supply.

### ISSUES AT STAKE

The HSE launched the NATURpur Award in 2006. It is endowed with prize money of 10,000 Euros. With that award the HSE will arouse interest in young people especially about energy and climate protection. At the same time they will sensitise them to energy consumption, the scarcity of resources as well as climate change. Since developments on the energy sector will directly concern young people in future, the NATURpur Award will give them the possibility to actively create the future of the energy landscape and to develop solutions and concepts.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The NATURpur Award is given out annually for grades 7 through 10 as well as for vocational/upper level schools. Awards are given out in both categories, with first place receiving 1,000 Euros, second place 750 Euros, and third place 500 Euros. Two new special awards for creative and interdisciplinary working are endowed each with 500 Euros. The most committed school might receive prize money of 4,500 Euros. Single pupils, teams but also complete classes can participate. Formal specifications are not given – the pupils can approach topics such as renewable energies, efficient energy use or energy saving. They can file an essay or present concrete technical results. In 2008 the number of participants was higher than ever before. 460 pupils from a total of 29 Hessian cities and municipalities applied for the NATURpur Award. In 2009 a further increase in applications is expected. The jury consists of experts from politics, the economy, society and the sciences. In 2008, for example, the jury awarded the prize to grade 12 of a secondary school in Darmstadt. The pupils made a complex film about “saving energy”. Furthermore a grade 8 team received an award for their concept “Kids will save the climate”; they also designed a board game called “King of Climate”. In the context of “alliance – learning – sustainability” the United Nations (UN) described the school competition NATURpur as “outstanding”, and until 2010 the NATURpur Award holds also the title “official project of UN world decade”.

---

---

## LESSONS LEARNED

Since 2006 the school competition NATURpur Award has become more and more popular. The increased number of responses shows that young people are getting more and more interested in future energies and climate protection. The HSE is very confident that the NATURpur Award will attract more young people who will be committed to climate protection.



## Creation of green spaces and botanical gardens with local residents and organisations

### COMPANY PRESENTATION

GEBALIS, EEM is a municipally owned enterprise with public liability, in the area of Social Housing. Its mission is to “ensure the quality of life, social integration and autonomy of the residents, making the quarter/districts within the scope of its responsibility, sustainable units in the social, patrimonial and financial areas, while promoting a strong sense of belonging”. It has 217 employees, from a wide range of professions and, aside from the headquarters, the enterprise has 14 local offices located throughout Lisbon, divided into 5 major areas of intervention: North West, West, South, North East and East.

### ISSUES AT STAKE

The residents of the various districts have their own socio-cultural characteristics to which we need to attend in order to work side by side with them. This project claims:

- to promote values of belonging and esteem for the green spaces in urban areas,
- to involve the residents in taking care of and preserving these spaces,
- to motivate environmental and patrimonial sensibility,
- to reduce acts of vandalism,
- to push for healthy competition in pursuit of a common goal (the preservation of the public green spaces).

Participants in the project are: Gebalis EEM, Residents (of all ages), organisations, entities and institutions located or working in the neighbourhood where the project takes place.



---

---

---

## DESCRIPTION OF BEST PRACTICE

This project could be characterized by its simplicity of educational approaches, offering a unique experience with the Botanic World. The technical and material resources needed for the project are very few and everything relies on the availability, competence, efficiency and enthusiasm of the human resources that give life to the project, by the way they present their actions of nature preservation and its subsequent promotion.

The project has 3 simple stages. First, participants and professionals in charge of the project evaluate the place and its possible modification (re-building, painting, planting of trees). Secondly, the project is simply announced to all residents of the district, calling for everyone's responsibility in keeping the place in adequate condition after its rehabilitation. Finally, 3rd and last stage, evaluation with technical support of the work done by the participants. The monitoring of the project is done through visits every month.

The project started in 2006 in 4 neighbourhoods. Today the project is already in several spaces within 17 neighbourhoods. We have the involvement of 40 entities in the project, and we estimate already the involvement of 500 participants throughout the project. In the next year we hope to reach every district under the responsibility of Gebalis..

---

---

## LESSONS LEARNED

It promotes values of belonging, esteem and care for the green spaces in the neighbourhood. It involves residents in the community, decreases acts of vandalism and motivates healthy competition to preserve the green public spaces. The close contact with the participants in the project also allows other interventions by Gebalis, promoting the resolution of emerging problems (social, housing, maintenance of the building, mistreatment of public places and equipments) that affect the local residents.



## Use of visible dustbins to promote cleanliness

### COMPANY PRESENTATION

Stadtreinigung is Hamburg's largest and leading service provider in the area of waste management. As a full service partner with public, commercial and private orders, it provides waste and recyclable material disposal as well as cleaning services from a single source, with a workforce of about 2,400. As a public sector waste disposal authority and certified waste management company, Stadtreinigung Hamburg collects, transports, stores and treats waste from approx. 960,000 households and 100,000 commercial operations.

### ISSUES AT STAKE

This practice aims to promote and maintain a clean city, as well as to raise the awareness of the citizens of Hamburg and tourists on waste..

---

---

---

## DESCRIPTION OF BEST PRACTICE

More than 9,000 waste bins have been set up in Hamburg. Until 2005, the waste bins were varnished in a non-descript grey colour, because public furnishings should be as inconspicuous as possible. This resulted in the waste bins not being seen and used. Instead, discarded waste often littered pavements and streets. This all took place under the assumption that there was no waste bin in the vicinity. With the launch of the campaign, waste bins were painted bright red with the aim of attracting more attention, for environmental protection on a voluntary basis is also good environmental protection, and must also be fun. Therefore, the red waste bins still campaign on their own behalf today with perky slogans: “Let’s do dirty things” or “I’m up for any type of smut” can be read from the large speech bubbles attached.

---

## LESSONS LEARNED

The provision of waste bins for disposing of “minor waste” while on the move must be clearly visible and recognisable. The bold slogans encourage waste bin use and initiate a kind of “conversation” with the people of Hamburg which has gone down very well.



## Reporting & customer satisfaction management process integration

### COMPANY PRESENTATION

Azienda Ospedaliera di Bologna: Policlinico S.Orsola-Malpighi

### ISSUES AT STAKE

The thorough assessment of the data coming from services in charge of monitoring customer satisfaction allows the company to have an overall view of the issues tackled and therefore to achieve a real improvement. The findings from data provided to the operating units in 2009 allow company to use these results to better identify the critical areas, thus creating highly involved personnel oriented towards the continuous improvement of the whole process. This approach has strengthened both instruments as they have benefited from these data, and has helped the final user of the information to identify the top-priority areas for improvement.

## DESCRIPTION OF BEST PRACTICE

**Actors:** The General Management, the Transversal Managements, the Department for Communication, Information, Marketing and Quality, and the Operating Units Directors, the Mixed Advisory Committee.

**Design:** provide the company actors with an easy analytical tool able to focus on the critical areas in order to identify and facilitate the implementation of rapid improvement actions. The achievement of this implementation should trigger a significant and rapid improvement of the managed processes.

**Implementation:** in 2008 we focused our attention on identifying a method of data processing to make the quarterly reports more flexible and useful in showing the critical areas. A reporting system was then established that takes into account the different types of complaint solution results, and selects only those problems for which a deeper investigation and more appropriate solutions are recommended. Additionally, a “weighing-up system” is applied according to the issue of the complaint in order to identify the right priority for each action. The weighing-up system is directly linked to the “risk management” and assigns a greater weight to those “issues” that most affect the structure mission. It is possible to identify the top-priority action areas by using the “risk indicators” (in which various CSR domains are included).

**Measured results:** a lower number of complaints by citizens (- 17%), and higher praise by customers (+ 23%). Improvement of the results achieved by the different departments in the area of Diagnostic and Surgery Services (97% in customer satisfaction).

## LESSONS LEARNED

The appropriate data assessment allows the organisation to operate on the high-priority cases, and the thorough assessment of the results makes it possible to focus attention on the most important issues for users, thus bringing a rapid solution of the problem reported, and increasing the satisfaction level of citizens.



## Create a body to mediate disputes

### COMPANY PRESENTATION

Hera is one of the major multi-utility companies in Italy, operating in approximately 240 municipalities in the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Ravenna, Rimini and Pesaro and Urbino. Hera also operates in several municipalities in the province of Florence. Hera provides energy (gas, electricity), water (water systems, sewerage and treatment), and waste management service (collection and disposal) services to a total customer base of approximately 3 million users.

### ISSUES AT STAKE

The thorough assessment of the data coming from services in charge of monitoring customer satisfaction allows the company to have an overall view of the issues tackled and therefore to achieve a real improvement. The findings from data provided to the operating units in 2009 allow company to use these results to better identify the critical areas, thus creating highly involved personnel oriented towards the continuous improvement of the whole process. This approach has strengthened both instruments as they have benefited from these data, and has helped the final user of the information to identify the top-priority areas for improvement.

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** Three companies in the Emilia-Romagna region and some regional consumer associations.

**Design:** In 2007 Confservizi Emilia-Romagna promoted the signing of an agreement implementing the national protocol for the testing of a joint mediation procedure in the energy and gas sectors. In September 2008 all the parties to the agreement, three companies in the Emilia-Romagna region and twelve regional consumer associations subscribed to the joint mediation regulations linked to this agreement. Mediation is free for customers, and shall be carried out within 60 days from receipt of the request for mediation: this procedure is based on the voluntary participation of the parties, in order to resolve disputes through dialogue.

**Implementation:** From 1 February 2009, the testing of the procedure was started, limited to electricity and gas services and to litigation involving residential customers: mediation is an instrument provided to customers which supplements the current methods of prevention of litigation in order to resolve situations where complaint management was not resolved in a satisfactory way, and for which the only remaining path would be legal action.

**Measured results:** There have been around twenty requests from all the areas in which the Group operates, even if a large number have come from Bologna and Modena, the two largest areas and thus those with most customers. Meanwhile, the complexity of the cases for which settlement requests have been made has taken up, in the first cases, almost all of the sixty days foreseen by the procedure.

---

## LESSONS LEARNED

Collaboration with the consumer associations has been excellent and has enabled the first inevitable problems regarding the correct use of the service to be resolved.

---

---



# Relations with economic stakeholders

From:



DEW21



---

---

# 3

**Establishing market partnerships to strengthen  
the regional economy**





## Establishing market partnerships to strengthen the regional economy

### COMPANY PRESENTATION

The Dortmund Energy and Water Supply Company (DEW21) supplies the inhabitants of the city of Dortmund with natural gas, electricity, heat and water, and offers services around these products for commercial and private customers. Furthermore, we supply the city of Herdecke with natural gas and water, the city of Holzwickede with water and we supply drinking water of the very best quality to Schwerte and Iserlohn..

### ISSUES AT STAKE

When DEW21 offers energy services, it does not want to act on the market like a monopoly, but it wants to cooperate with companies that are active in the region. The better the co-operation, the better is the transfer of knowledge, the choices for the customers and also the reliability for them. For the partnership means also an agreement on shared values. It is our aim to offer our customers a well-grounded support and a high-quality yet individual all-in solution. For this aim, the resources and expertise in the energy service sector should be combined and shared offers should be developed. Considering these aspects, a market partnership with the Sanitary Plumbing/Heating/Air Conditioning and Electric trade was already established in 1999. In 2009, the real estate industry joined the partnership.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The wishes of the customers and the placement of orders in the region are in the foreground of the activities. The market partnership is optional and free of charge for the partners. The fields shared are as follows: information to customers and explanation on the basis of consistent statements, support on questions of energy and environment, monitoring and development of the market, training in quality, sharing of experiences on technical matters and organisation of a joint emergency service. The training and further education are organised by DEW21 and are offered free of charge. An attendance control is used to preserve the competence in the partner companies. Some of the services offered are: energy efficiency measuring and service, heat all-around service, heat and air conditioning contracting, solar contracting, controlled airing of buildings contracting, heat pump contracting, pellets contracting, a security check for electrics / gas / water, a project with an environmental bonus and the Energy Performance Certificate according to the “EnEV”. Apart from the partners already mentioned, the organised chimney sweepers, the Union of the registered master builders and “Haus und Grund”, a union of homeowners, are part of the partnership. For the current campaign on energy efficiency, DEW21 is trying to identify the wishes regarding cooperation of the roofers and of the facade construction workers via the “Kreishandwerkschaft”, a union of the respective trades. The results of the cooperation will be deduced from the demand of the customers for the services offered. All measures will be registered by DEW21 and complaints will be clarified by the complaint management system. In preparation of the Energy Performance Certificate DEW21 has examined – in cooperation with the regional chimney sweepers and architects – 136,000 accommodation units.

---

---

## LESSONS LEARNED

Because of its already existing administrative structure, DEW21 is able to cope with a large demand, a demand that cannot be managed on this scale by the trades. The communication between the market partners guarantees that the services match the wishes of the customers. The market partners are working with the latest state of technology and are considering the relevant environmental issues.

---

---

# Relations to the society

From:



---

---

# 4

**Create a body composed of staff of Hera and citizens to facilitate communication between the company and people**

**Creation of a subsidiary in the field of professional insertion**

**Create a social and environmental foundation**

**Sponsoring organisations working in the social field**

**Encourage employees and citizens to engage in volunteering**

**Building an intervention team for emergencies**

**Promote residents' involvement in local cleaning**

---

---



## Create a body composed of staff of Hera and citizens to facilitate communication between the company and people

### COMPANY PRESENTATION

Hera is one of the major multi-utility companies in Italy, operating in approximately 240 municipalities in the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Ravenna, Rimini and Pesaro and Urbino. Hera also operates in several municipalities in the province of Florence. Hera provides energy (gas, electricity), water (water systems, sewerage and treatment), and waste management service (collection and disposal) services to a total customer base of approximately 3 million users.

### ISSUES AT STAKE

RAB (Residential Advisory Boards) are a way companies and the public at large can get together and exchange information and monitor environmental indicators.

In the 2009 Hera will set up the activities of the Rimini RAB. Ferrara and Imola RAB continue their activities of consultation and information.

---

---

---

## DESCRIPTION OF BEST PRACTICE

RABs facilitate communication, information exchanges and interaction between companies and local communities in the urbanized areas in the vicinity of corporate plants. The aim is to create communication and interaction modes between parties in operations involving large companies or aggregations of companies within contexts in which potential or likely adverse effects or risks are associated with corporate activities, directly impacting the urban environment.

The first RAB (Residential Advisory Board) organised by the Hera Group started up in Ferrara (Circoscrizione Nord Ovest) in 2005, upon the upgrading of the waste-to-energy plant managed by Hera. The Ferrara RAB is composed of six members elected by citizens of the neighbourhoods in question, three representatives of the municipality in which the plant is located and three Hera representatives.

Linked to the cogeneration plant constructed in Imola, the RAB is composed of 12 members: 3 representatives of Hera and 9 residents, 3 of which were appointed by two forums (district boards), one by a Residents Committee, and 6 elected on 12 April 2007 through public elections in which over 2,700 residents voted.

The RAB at Raibano (near Rimini) was established in July 2008 to facilitate the exchange of information between the citizens residing in parts of the Municipalities of Coriano, Riccione and Misano Adriatico and the Hera Group, in relation to the expansion of the local waste-to-energy plant.

---

---

## LESSONS LEARNED

RAB members from the citizenry can freely access the Hera plants, significant activities of data collection and documentation, control of compliance with commitments undertaken, such as local offsets, the organisation of public meetings, involving technicians and specialists who illustrate and discuss the issues identified, websites [www.rab-fe.org](http://www.rab-fe.org) and [www.rabimola.it](http://www.rabimola.it) have been launched, which provides documentation, the RAB newsletter and updated information on planned initiatives.

The planned model has introduced many innovative elements in the relations between Hera and the local community with respect to the presence and environmental impact of the plants, introducing transparency, knowledge and cooperation into the relationship between company, citizens and local community.



## Creation of a subsidiary in the field of professional insertion

### COMPANY PRESENTATION

GEBALIS, EEM is a municipally owned enterprise with public liability, in the area of Social Housing. Its mission is to “ensure the quality of life, social integration and autonomy of the residents, making the quarter/districts within the scope of its responsibility, sustainable units in the social, patrimonial and financial areas, while promoting a strong sense of belonging”. The enterprise is responsible for 66 quarters, 23,500 homes, 730 stores (non-residential places). It has 217 employees, from a wide range of professions and, aside from the headquarters, the enterprise has 14 local offices located throughout Lisbon, divided into 5 major areas of intervention: North West, West, South, North East and East.

### ISSUES AT STAKE

Fight against poverty and social exclusion through professional insertion, development and competences acquisition at personal, social and professional level suitable for the exercise of an activity; open new job-stations to satisfy social needs not answered by the normal functioning of the professional market, as well as the promotion of social and local development.



## DESCRIPTION OF BEST PRACTICE

Gebalis created, on 15th December 1999, an enterprise of professional insertion, in the scope of Gebalis, EEM, with financial and administrative autonomy, under the terms foreseen by the law (Decree 348-A/98 from 18th June that refers to the employment policy promoted by the government through IEFP – Employment and Professional Training Institute). This new enterprise called GebalisActiva has contributed significantly with the training and socio-professional integration of long-term unemployed persons, fulfilling in this way its social role in the city of Lisbon, having already contracted individuals who arrived at first in a state of notorious debilitation when facing the working market.

In the first year of activity GebalisActiva had 9 participants. Until today (July 2009) 44 participants were received at GebalisActiva, from which 15 had successfully accomplished their professional and social functions, thus managing to be contracted by Gebalis (34% of the total participants).

This initiative has the support of the state (IEFP), which shares the costs of the salaries and social contributions of the participants, regulated by individual contracts.

## LESSONS LEARNED

Investing in social causes has positive values and returns that can be shared to the benefit of people and enterprises. GebalisActiva develops its work only with the support of 5 professionals (3 technicians, 1 psychologist and 1 administrative) that keep the enterprise running on top of their other functions and responsibilities at Gebalis. In the light of the experience gained over the years, and its success (34% of the individuals that started as Gebalis Activa are today Gebalis employees), in spite of the project having been set for only 7 years initially, we hope it can be continued over periods of 12 months, for the benefit of all involved (Gebalis, collaborators and employees, society).



## Create a social and environmental foundation

### COMPANY PRESENTATION

HEAG Suedhessische Energie AG (HSE) is a leading energy service provider. The HSE group with its subsidiaries covers the whole value chain: generation, trading and distribution of energy and water plus waste-water management and technical services. As a modern service company, the HSE meets the challenge of climate change and stands for sustainable energy supply.

### ISSUES AT STAKE

Social projects, art and culture, sport and education foster collaboration within our society. At the same time, it is becoming increasingly apparent that the State no longer has the financial capacity to afford much in these areas. The HSE has the ambition to take on responsibility for the Rhine-Main-Neckar region and its population. With the aim of guaranteeing a long-lasting support of volunteer work within the region – independent from market development and company profit – the HSE established the HSE Foundation. As a non-profit foundation, the HSE Foundation, located in Darmstadt, funds institutions, societies and events which will enrich our social life and create identity for the region.

---

---

---

## DESCRIPTION OF BEST PRACTICE

In 2007 the HSE Foundation changed their focus to more sustainability and more donations. With an endowment contribution from the HSE Group the basic asset of the independent HSE Foundation was increased to 10 Million Euros. With the capital income the Foundation annually utilizes approx. 500,000 Euros of the donated money. The Foundation is managed by an Executive Board and advised by a board of 8 trustees coming from politics and society. The HSE Foundation understands its role as a patron of changing society to a sustainable community. It supports the projects of non-profit, tax-advantaged corporations which create identity for the Rhine-Main-Neckar region and encourage collaboration. In 2008 the HSE Foundation supported 197 regional projects and corporations in the fields of education, social welfare, sport, culture and art. Compared to the previous year the Foundation funds 101 more projects in 2008. The Foundation wants to encourage interested persons to submit eligible projects. Therefore a system was installed on the web site [www.hse-stiftung.de](http://www.hse-stiftung.de) which enables the users to put enquiries online rapidly and easily. For the first time in 2009 the Foundation issued a “Foundation Report” to sensitize people to the HSE Foundation and at the same time to comply with the need for transparency. Furthermore in 2009 the HSE Foundation will award the prize “Darmstaedter Impuls” for outstanding and non-profitable commitment for the (very) first time.

---

---

## LESSONS LEARNED

Due to the market crisis cities and municipalities are obliged to curtail benefits. Thus especially non-profit associations are often in financial distress. Companies are therefore more and more requested to support social commitment. In view of the global state of economy, establishing an independent foundation was the right decision. Thus supporting further regional projects and initiatives is guaranteed by the HSE Foundation.



## Sponsoring organisations working in the social field

### COMPANY PRESENTATION

GEBALIS, EEM is a municipally owned enterprise with public liability, in the area of Social Housing. Its mission is to “ensure the quality of life, social integration and autonomy of the residents, making the quarter/districts within the scope of its responsibility, sustainable units in the social, patrimonial and financial areas, while promoting a strong sense of belonging”. The enterprise is responsible for 66 quarters, 23,500 homes, 730 stores (non-residential places). It has 217 employees, from a wide range of professions and, aside from the headquarters the enterprise has 14 Local Offices located throughout Lisbon, divided into 5 major areas of intervention: North West, West, South, North East and East.

### ISSUES AT STAKE

In recent years some diagnosis developed by different entities identified a number of questions and difficulties that needed answering from a social point of view: (family structure, education/culture, health/sports, employment/training, among others). As the “Living forces” of the neighbourhoods and of the town were already known, it was a matter of pushing the dynamics of the various and different actions and potentials of all involved, in order to promote and bring about the intervention that could iron out such difficulties.

---

---

---

## DESCRIPTION OF BEST PRACTICE

For the past 3 years Gebalis has established protocols and agreements of partnerships with different organisations, associations and other entities that are located or developing work in the quarters of social housing. These partnerships for the developing and concrete implementation of projects with the intervention next to the populations of these neighbourhoods, are ( in most cases) of social dimension (family structure education, conflict mediation, education and culture, sports as a mean to better health, training as a tool for employment, etc.).

From 2006 until now, there has been a significant increase in projects supported financially by Gebalis. During this period 79 entities were or are being sponsored by Gebalis, some of them with more than one project running at a time. The increasing number of projects was also followed by increasing assertiveness and clarity about the goals to achieve, and the demand of higher quality of intervention, which is translated in the Rules and Regulations of the Agreements of Partnerships of Gebalis, a document that is analyzed, evaluated and improved every year, having in mind all parts involved in the final commitment (Gebalis, partners organisations, other actors from society).

Believing in exchanges of experiences and the exchange of knowledge between technicians and other agents that intervene in the communities, representing multiple entities, Gebalis organized, for the first time, last 10th July 2009, a seminar entitled “Partners for the Common Well-Being”, where partner entities presented 11 projects and their results.

---

---

## LESSONS LEARNED

This particular sponsorship allows and motivates many non-profit organisations to pursue their mission of social intervention; it also launches the collaboration between “Living Forces” of the neighbourhoods of Lisbon. It also develops and motivates the development of a more efficient and alert social network, more sharing and alerting to the real problems of this population in particular.



## Encourage employees and citizens to engage in volunteering

### COMPANY PRESENTATION

Municipality of Wietzendorf, Water and Wastewater Treatment, Tourism Management, Hauptstraße 12, 29649 Wietzendorf, Germany (Mayor: Uwe Wrieden).  
Extraction and supply of annually 270,000m<sup>3</sup> of freshwater; network length: 63.7 km.

Balance sheet total: 1.4 million p.a.

Treatment of annually 300,000 m<sup>3</sup> of waste-water; network length: 54.6 km

Balance sheet total: 8.6 million p.a.

Municipal area: 106 km<sup>2</sup>; connection density: 99%.

### ISSUES AT STAKE

Voluntary work by the employees and the citizens of the municipality has to be promoted, because voluntary work serves important social and welfare policies.

---

---

---

---

## DESCRIPTION OF BEST PRACTICE

The Municipality of Wietzendorf promotes and demands voluntary work of their employees and releases them for training and duties in the Red Cross, the fire brigade or the tourist organisations.

All clubs, societies and organisations in Wietzendorf, also some in the district, get yearly subsidies by the municipality of Wietzendorf to keep and to strengthen the voluntary work. Every year a citizen of Wietzendorf is honoured at the public honey festival in front of 1,000 spectators for her/his earnings in voluntary work, with the “Wietzendorf Rake Decoration”.



---

---

## LESSONS LEARNED

The community of Wietzendorf is financially and personally not in a position to build a covered social net. That's why the voluntary initiatives of the clubs, societies, organisations and private persons are acknowledged, supported and promoted. This is in the considerable public interest.



## Building an intervention team for emergencies

### COMPANY PRESENTATION

A2A is the multi-utility born on 1st January 2008 from the merger between AEM SpA Milano and ASM SpA Brescia with the contribution of Amsa and Ecodeco, the two environmental companies acquired by the Group. A2A is now: national leader in the environmental sector (over 3 million tonnes of waste treated); in first place in Italy in the field of district heating; in second place in Italy for electricity installed capacity and sales volumes; at third place in Italy for wholesale gas.

### ISSUES AT STAKE

The sustainability degree of a company is evaluated by the willingness of its staff to provide assistance to the community in case of emergencies and unforeseen situations.

The Group, with almost a century of experience in emergency management, feeds and promotes these values within its human resources.



---

---

---

## DESCRIPTION OF BEST PRACTICE

The Group of Civil Protection of A2A was born in 1976, to help people just after the earthquake in Friuli Venezia Giulia. A “small group of friends”, AEM employees, voluntarily chose to accept the invitation of the Director of the Company to go to places hit by the disaster to bring their professionalism, their expertise in the restoration of power lines.

The group now consists of eighty highly skilled employees and specialized items which intervene in the rehabilitation and construction of electricity grids, gas and water networks; thanks to major infrastructure found over the years, it can also build, in a short time, tents for shelter and accommodation of civilians.

Since its establishment, the group has participated in countless rescue operations and exercises, both in Italy and abroad, such as the Irpinia earthquake, the snow emergency in Milan, the flood in Valtellina in 1987, the “Mission Rainbow” in Albania and many others as far as Sri Lanka in 2005, to help those affected by the tsunami.

In the recent earthquake in Abruzzo (Italy), A2A Civil Protection, in connection with the crisis centre of the Lombardy Region, sent a group of volunteer technical experts to help in restoring power, gas and water lines.

The activities carried out up to now have been mainly related to the repair of damaged power lines: the 30 A2A operators, along with 4 other players sent by the Civil Protection Department have offered their contribution to the lighting and water services to camps for displaced persons.

---

---

## LESSONS LEARNED

The group, which over time has shaped its professionalism on business evolution, now with the creation of A2A Group, promotes a broadening of skills in order to be more efficient in emergency situations such as the earthquake in Abruzzo.



## Promote residents' involvement in local cleaning

### COMPANY PRESENTATION

GEBALIS, EEM is a municipally owned enterprise with public liability, in the area of Social Housing. Its mission is to “ensure the quality of life, social integration and autonomy of the residents, making the quarter)/districts within the scope of its responsibility, sustainable units in the social, patrimonial and financial areas, while promoting a strong sense of belonging”. It has 217 employees, from a wide range of professions and, aside the headquarters the enterprise has 14 Local Offices located throughout Lisbon, divided into 5 major areas of intervention : North West, West, South, North East and East.

### ISSUES AT STAKE

The neighbourhood of Ameixoeira has 108 buildings, with an estimated population of 3620 persons. There is practically no commercial activity in the neighbourhood, the hygiene and cleanliness are very deficient, people and groups from different cultural and ethnical backgrounds have relationship difficulties and hostilities, persons and goods safety is a local problem, and there are numerous signs of misappropriation of common spaces and equipment. There is a Local Office of Gebalis in place and a Community group.

---

---

---

## DESCRIPTION OF BEST PRACTICE

There are 18 organisations involved in this project (including Gebalis). Its proposal was to organize a range of actions in order to motivate populations for cleaning inside and outside the buildings, trying to improve the image of the neighbourhood, the adequate appropriation of public and common spaces and equipments, as well as encouraging good neighbourly relationships.

For this project the involvement of the residents is crucial. They actively participate in organizing and maintaining their buildings of residence, where some improvements are of their own responsibility. The promoting entities guarantee the financing and work of more specific building needs, keep monitoring the buildings organisation and find solutions to problems that affect the neighbourhood.

The project ran in 2 phases: first there was the direct contact with the population by the organisation representatives, distributing hand-outs appealing for hygienic and cleaning actions; this period had in parallel intensive street cleaning actions, by the Municipality of Lisbon, as well as actions for the vaccination of humans and domestic animals. In the second phase (still running), some repair of the buildings is taking place, the direct contact with the population and the motivation for a friendly neighbourhood and buildings organisation continue.

All partners involved in the project keep high motivation levels, and some signs of improvement are starting to show: better cleaned hallway entrances of the buildings, people seem to interact more with one another and with the local organisations. The project started in March 2008 and involves an average of 15 collaborators at a regular basis between all partners of the project. Up to now it has already involved over 2000 people, but due to the geographical location and number of residents, it is planned to continue at least until 2011.

---

---

## LESSONS LEARNED

The importance of a mobilizing idea for the project, the advantages of networking, the strength and sustainability of partnerships, the rewarding contact and involvement of the residents. The elimination of the stereotype that it is very difficult or impossible to involve populations with social and other needs in the resolution of their problems and in the adoption of more adequate and positive citizenship behaviours.

---

---

# Corporate governance

From :



---

---

# 5

**Identify and quantify intangible assets**

**Social Responsibility and Sustainability Council**

**Be certified ISO 9001, ISO 14001, OHSAS 18001  
and SA 8000**

---

---



## Identify and quantify intangible assets

### COMPANY PRESENTATION

Aimag S.p.A. is a multi-utility company for the management of energy, water, environmental and engineering services either provided in-house or granted on concession by municipalities located in the provinces of Modena (14), Mantua (7), Bologna (1). The company, employing over 350 people, has operations covering a 200,000-user basin in a 900 km<sup>2</sup> service territory.

### ISSUES AT STAKE

In the new knowledge economy, intangible assets – such as knowledge, innovation ability, human resources and the organisation model adopted – increasingly account for the strategic elements for the assessment of the value of a company. The intellectual capital can be defined as an overview of all resources at the root of the difference between the market value of an organisation and its book value.

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** All stakeholders.

**Design:** The objective is to show how intangible assets change over the time and how the company “takes care” of these.

**Implementation:** The report consists of three main sections: the human capital, analysing corporate skills and knowledge and the way the company takes care of these; the organisational capital, showing how knowledge is organized and stored (information system, database) and how much the company invested to this end; the relational capital, considering relations with final users (statistics of complaints), with municipalities (inquiry on the quality of relations between AIMAG and the technical organisation of municipalities), with the media (through the analysis of press reviews) and with the users of an innovative practice such as the “door-to-door” service (inquiry on a sample of door-to-door users started in Carpi Nord in 2006).

**Measured results:** Developing the report was quite noteworthy, not only for the purpose of an original internal assessment, but also for a more careful planning of organisational choices and external communication. AIMAG participated in the competition for the “Oscar di Bilancio 2005” (the Corporate Statements Oscar Award- an Italian prestigious competition) and won the first prize in the category of small and medium-size enterprises.

---

---

## LESSONS LEARNED

In 2008, AIMAG edited the second edition of the Intellectual Capital Report thus integrating, three years later, the data included in the first edition, while pointing out how the first document marked an important starting point destined to add further development in the years to come.



## Social Responsibility and Sustainability Council

### COMPANY PRESENTATION

ANA – AEROPORTOS DE PORTUGAL, SA, is a state-owned company which is responsible for the conception, development, maintenance, management and operation of Portuguese airports.

### ISSUES AT STAKE

Integration of Corporate Social Responsibility main issues and criteria into the governance system as an element of the Company's culture.



---

---

---

## DESCRIPTION OF BEST PRACTICE

The concern with Corporate Social Responsibility (CSR) is part of ANA's life. There have always been a number of formal and informal policies and concrete practices related to CSR throughout the entire company and sites, covering a wide variety of topics. With this in mind, ANA had formally set up in 2007 a Social Responsibility and Sustainability Council. In 2008 its composition was adjusted to take into account the three main dimensions of Corporate Social Responsibility. The Council's areas of competence are the following:

- Recommendation of priorities and identification of best practices in terms of Social Responsibility to be applied in ANA.
- To influence the integrated adoption and implementation of the priorities identified in the corporate processes
- To support the integration of social responsibility objectives and targets in the strategic plans, and to ensure they are communicated and monitored on a regular basis.
- To measure the results achieved and to reassess priorities based on the best practices implemented.
- To fulfil legal obligations.

---

## LESSONS LEARNED

The short period of existence of the Social Responsibility and Sustainability Council is not long enough to draw any firm conclusions, but it is a fact that it has inspired a new dynamic, with very promising prospects, in the fields of CSR and Sustainability.



## Be certified ISO 9001, ISO 14001, OHSAS 18001 and SA 8000

### COMPANY PRESENTATION

ANA – AEROPORTOS DE PORTUGAL, SA, is a state-owned company which is responsible for the conception, development, maintenance, management and operation of Portuguese airports.

### ISSUES AT STAKE

To obtain Certification ISO9001, ISO14001, OHSAS 18001 and SA 8000.

---

---

---

## DESCRIPTION OF BEST PRACTICE

In November of 2008, after the implementation of an Integrated Management System, ANA was certified in SA 8000, NP EN ISO 9001, I 4000, OHSAS 18000.

ANA was the first airport operator in the world and the first company in Portugal to be certified simultaneously in these four areas.

Concerning all of these certifications, and SA 8000 in particular, ANA has already been the object of two audits and its certification was confirmed, demonstrating all the efforts that the company had made in all these areas.

All company employees worked very hard in all the issues that were necessary to obtain those titles – conception and management in a universal way were the key to the success.



---

## LESSONS LEARNED

The certifications have created a new dynamic in the company and in the relationships with the stakeholders, who are aware of all sorts of issues that concern these certifications.

---

---

# Environmental practices

From:



STADTREINIGUNG HAMBURG



---

---

# 6

**Exploitation of the residual fraction of municipal wastes to produce energy**

**Biogas energy production**

**Development of renewable energy**

**Rehabilitation projects of local industrial areas based on energy efficiency and renewable sources**

**Installing new high-performance burners in power and waste-to-energy plants**

**Regulate the pressure to minimize water leaks**

**Use Wireless micro-sensor to analyze the flow**

**Use picoturbines producing electricity needed to operate a facility in remote areas**

**Energy efficiency in public lighting**

**Use of electric vehicles**

**Environmental benchmarking with local companies**

**Create a research institute to develop greener technologies (energy efficiency)**

**Reduce damages to biodiversity due to our activities through conservation projects**

**European Ecolabel for Compost**

**Urban freight: designing sustainable logistic facilities for cities**

---

---



## Exploitation of the residual fraction of municipal wastes to produce energy

### COMPANY PRESENTATION

A2A is the multi-utility born on 1st January 2008 from the merger between AEM SpA Milano and ASM SpA Brescia with the contribution of Amsa and Ecodeco, the two environmental companies acquired by the Group. A2A is now: national leader in the environmental sector (over 3 million tonnes of waste treated); in first place in Italy in the field of district heating; in second place in Italy for electricity installed capacity and sales volumes; in third place in Italy for wholesale gas.

### ISSUES AT STAKE

Ecodeco System has developed an innovative approach: the high energy level of goods, disposed of as waste after use, is a valuable energy resource for the development for which Ecodeco developed the system described below.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The valuation of the remaining waste is activated by Ecodeco through a system of Intelligent

Transfer Stations (ITS); ITS are systems for the recovery of the residual fraction of municipal waste after recycling, where waste is crushed and combined. Through a simple and innovative process patented by Ecodeco, the Biocubi process, the residual fraction, which still contains about 20% of organic putrescible components escapes the selection, is attacked by a population of microorganisms that “eat” the biodegradable components, producing in turn heat used to evaporate the water contained in the waste.

From this process is produced a bio-dried material which, although defined by current legislation as waste, has the characteristics of a product, stored and handled without special precautions. Its dried components are easily separable according to the demand for materials and energy, transported safely to specific rehabilitation centres.

In integrated plants, bio-dried material is used as secondary fuel in waste to energy plants or existing industrial plants. The energy valorisation of bio-dried material may also occur in facilities integrated with existing power plants.

Their role in the transfer stations makes it possible to produce, from more ITS, a quantity of fuel that can be used in waste-to-energy plants on a large scale with high energy efficiency, placed in more suitable sites.

---

---

## LESSONS LEARNED

Energy recovery from waste is usually limited by the small size of the catchment area. In doing so, the energy waste is maximized because the basins are no longer considered in the context of isolated systems, but a larger system whose benefits are summarized in “more energy and less emissions”.



## Biogas energy production

### COMPANY PRESENTATION

HEAG Südheissische Energie AG (HSE) is a leading energy service provider. The HSE group with its subsidiaries covers the whole value chain: generation, trading and distribution of energy and water plus waste-water management and technical services. As a modern service company, the HSE meets the challenge of climate change and stands for sustainable energy supply.

### ISSUES AT STAKE

The HSE group wants to align ecology with economics. The HSE company's aim is to take on this responsibility. It therefore started an extensive capital expenditure programme in regenerative energy sources. With own funds of 400 million € the HSE invests a total volume of approx. € 1.3 billion, including external capital. The capital expenditure programme also contains regional, local energy sources such as biogas and biomass. In the meantime, the HSE started running two biogas plants, and a third plant will follow at the end of 2009. Biogas plants avoid emission of greenhouse gas carbon dioxide and achieve a local added value at the same time.



## DESCRIPTION OF BEST PRACTICE

The first biogas plant started running in 2008. It also converts biogas to natural biogas quality. It is the first biogas plant in this vein feeding the Hessian grid with biogas and the second plant nationwide. The Hessian government supported the total costs of the second plant in Lorsch of approx. 2.5 million €. Each year 20 farmers supply 7,500 tons of maize silage and 700 cubic metres liquid manure. Thus the plant produces annually 1.4 cubic metres of biogas which will be converted locally in a block heating station to 2.8 million kWh steam and 2.9 million kWh heat. The heat produced will be nearly completely used by the clarification plant and a nursery in Lorsch. Compared to other plants the energy utilisation factor of 80 % is quite high. The produced electrical energy of 2.5 million kWh per year corresponds to the annual power requirement of approx. 800 households. Compared to conventional energy generation, 2,250 tons of CO<sub>2</sub> can be avoided annually. The acquisition and transport of biomass create a local adding value of approx. 250,000 € per year. A third plant will go on line in Semd at the end of 2009. Planned costs are 2.5 million €. It will produce 2.5 million tons of biogas each year, thus avoiding 3,500 tons CO<sub>2</sub> per year and generate an annual local adding value of approx. 400,000 €. The biogas produced will be fed into the regional natural gas grid and can supply heat and electricity through block heating stations. Approx. 1,300 households can be supplied per year.

## LESSONS LEARNED

Regenerative energies in general but also biogases in particular are considered positively by people. However, they are afraid of new projects, especially in case of unpleasant odours, etc. Therefore it is very important to inform in advance and to clear up any misunderstanding and prejudices. At best, conventional energies will be displaced and carbon dioxide will be reduced.



## Development of renewable energy

### COMPANY PRESENTATION

Stadtreinigung is Hamburg's largest and leading service provider in the area of waste management. As a full service partner with public, commercial and private orders, it provides waste and recyclable material disposal as well as cleaning services from a single source, with a workforce of about 2,400. As a public sector waste disposal authority and certified waste management company, Stadtreinigung Hamburg collects, transports, stores and treats waste from approx. 960,000 households and 100,000 commercial operations.

### ISSUES AT STAKE

Solar and wind power plants, biomass use and combined heat and power, fuel cells and landfill gas recovery are modern processes for producing energy in a climate-friendly way and have been an integral part of the sustainable corporate strategy of the Cleansing Department Hamburg. Therefore, one of the decisive criteria when choosing the Free Hanseatic City of Hamburg as "Green Capital 2011" was its sustainable and climate-friendly waste management system, operated on the basis of initiatives launched by the SRH. The consistent use of different alternatives for producing climate-neutral energy (electricity, biogas, district heat) underlines the importance of a communal waste management enterprise as a responsible partner of customers and administration even when it comes to climate protection.

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Example of biogas:** The biogas plant has produced 5.4 million cubic metres of biogas over three operating years, from which more than 13 million kWh of electricity were produced in a combined heat and power plant. This engine also supplies heat which is fed into a heat network. So far, more than 3,600 tons of CO<sub>2</sub> were able to be saved each year as a result.

**Example of wind power:** Since 2001, the SRH has been operating a wind farm on a former landfill consisting of three plants which together produce 1,800 kilowatts of electricity. These plants produce approximately four million kWh electricity per annum. 2,060 tons of CO<sub>2</sub> are saved each year.

**Example of photovoltaics:** Since 2005, the SRH has also been operating a photovoltaics plant with a collector area of 4,100m<sup>2</sup> on a former landfill. At an optimum rate, the plant produces over 500 kW of electricity. Together with a smaller plant on a factory roof, over 500,000 kWh of electricity is produced each year. This is the equivalent of a reduction in emissions of approx. 260 tons CO<sub>2</sub>.

**Example of solar energy:** The SRH assembled sun collectors on suitable roofs of its depots with the aim of heating warm water for its staff rooms. These plants save approx. 36,500 kWh of heat energy each year, which otherwise would have to be produced from fossil energy combustion. Annual saving: 7 tons CO<sub>2</sub>.

---

---

## LESSONS LEARNED

Waste management has great potential for protecting the climate. In order to be able to use this potential in a more efficient way, the SRH will expand its recyclable material and organic waste collection services to the entire municipal area of Hamburg. Moreover, given its own lessons learnt over past years, it is looking for suitable areas and ways to set up further wind energy plants and is currently planning to build a small wind turbine on the roof of the Stellingermoor incineration plant, as well as further photovoltaic plants and a plant for dry-fermenting organic waste.



## Rehabilitation projects of local industrial areas based on energy efficiency and renewable sources

### COMPANY PRESENTATION

Aimag S.p.A. is a multi-utility company for the management of energy, water, environmental and engineering services either in-house provided or granted on concession by Municipalities located in the provinces of Modena (14), Mantua (7), Bologna (1). The company, employing over 350 people, has operations covering a 200,000-user basin in a 900 km<sup>2</sup> service territory.

### ISSUES AT STAKE

The company is considered a qualified actor in the energy domain. Municipalities and other public institutions want our company as a partner in city area planning.

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** The company, local administrations, economic stakeholders.

**Design:** At the end of 2008 the Province of Modena submitted to the Emilia Romagna Region investment programmes concerning industrial areas where the progress achieved in the project of development into Technologically and Environmentally Equipped Areas - TEEA – (Aree Produttive Ecologicamente Attrezzate) made it possible to apply for financing under the ERDF Regional Operational Programme – European Regional Development Fund - 2007. Three projects were made by AIMAG together with the related municipalities.

**Implementation:** All projects are linked by a common trait: energy conservation and efficiency and generation of energy and heat by using renewable sources. Out of the technical solutions foreseen in the projects, district heating combined with cogeneration, is the most frequently adopted simply on account of the considerable efficiency provided. District heating combined with cogeneration is additionally complemented by energy from a renewable source, in each case a different one, typical of the area of reference. In Mirandola the exploitation of geothermics is foreseen (notable studies have been made to this end by AIMAG together with the Emilia Romagna Region and by other subjects within the European Project denominated “Innovative Thinking”), whereas in other areas biomasses will play a leading role.

**Measured results:** Two projects were financed and are ongoing.

---

---

## LESSONS LEARNED

AIMAG can ensure that any possible initiative aimed at energy conservation and efficiency as well as at the utilization of renewable sources is taken into account at the planning stage, in order to implement areas where production plants may avail themselves of modern and efficient infrastructure.



## Installing new high-performance burners in power and waste-to-energy plants

### COMPANY PRESENTATION

A2A is the multi-utility born on 1st January 2008 from the merger between AEM SpA Milano and ASM SpA Brescia with the contribution of Amsa and Ecodeco, the two environmental companies acquired by the Group. A2A is now: national leader in the environmental sector (over 3 million tonnes of waste treated); in first place in Italy in the field of district heating; in second place in Italy for electricity installed capacity and sales volumes; in third place in Italy for wholesale gas.

### ISSUES AT STAKE

A2A designs and operates its own facilities with a priority environmental goal of reducing emissions into the atmosphere.

The energy production in high efficiency thermal power plants is already pursuing major savings in electricity and heat, with consequent benefits in terms of reduction of pollutant emissions into the atmosphere.

A2A also adopted primary measures (measures that reduce the formation of pollutants during combustion) and/or secondary measures (flue gas treatment plants downstream from the combustion), thereby helping to further reduce emissions.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The implementation of these measures has involved some of the major plants of the Group; two examples are the thermal power plant of Cassano d'Adda and the Waste-to-Energy plant of Brescia.

In the Cassano d'Adda plant were installed, for the first time on a 9FA class gas turbine, a new burner technology: "Dry Low NOx 2.6 +" with very low emission of NOx.

After the experimental exercise, this new combustion system was also installed on other turbines, and now the plant has the objective of further reducing the 10% level annual average NOx emissivity. Even the Brescia Waste-to-Energy plant (already named in 2006 by Columbia University as the best facility in the world) has implemented some measures: within a European research project to test a new system for catalytic reduction of NOx, in 2006 a new catalyst for a further reduction of both oxides of nitrogen and ammonia residual was installed on line 2. This system does not require, unlike normal catalysts fitted to the cleaned flue, they are further heated by the use of methane, thus avoiding the additional emissions that would have with this additional combustion.

This experiment, given its strong innovative content, is part of a 4-year project, sponsored by the European Union, under the 6th Framework Programme for Research and Technological Development, known as "NextGenBioWaste". On each line of the Waste-to-Energy plant there is a filter composed of 2000 sleeves to hold the dust; during 2009 is scheduled the replacement of the filter sleeves on lines 1 and 2 to increase the filtering surface and thus efficiency.

---

---

## LESSONS LEARNED

These interventions implemented to ensure that emission levels are very low, well below the more restrictive limits of the law, placing the facilities of the Group at the level of absolute excellence in environmental performance, as confirmed by a recent benchmark study in collaboration with Milan's Politecnico, the University of Parma, and the University of Brescia.



## Regulate the pressure to minimize water leaks

### COMPANY PRESENTATION

Acque SpA was created in 2001 by the collaborative union of five public companies and a private partner, operates in a territory which – ranging from the Tyrrhenian coast to the heart of Tuscany - covers 5 provinces, 57 communes, and well over 760.000 inhabitants. Acque Ingegneria S.r.l. is a company belonging to the Acque Group, and constitutes its “right arm” in the fields of research and engineering.

### ISSUES AT STAKE

The demand for drinking water is rising. The levels of layers in many areas of subterranean tapping are getting lower, thus raising the exposure of the aquiferous to growing risks of pollution, consumption, permanent hydro-geological damage, and worsening of the quality of the water. If the rising demand is also highly variable and the networks do not possess the necessary characteristics of uniformity, the dispersion of drinking water and the number of accidents on the network will rise heavily. In these cases the preventive rehabilitation is not helpful unless the dynamic efficiency of the network has been improved before. The charges concerning the pumping, the purifying and the partial distribution of water withdrawn in an inappropriate way, with the economic burden due to the repairs and maintenance, have repercussions on the environmental costs.



---

---

---

## DESCRIPTION OF BEST PRACTICE

ASAP, the LIFE project co-financed by the EU, (beneficiary Acque Spa, Partners of the project: Acque Ingegneria Srl, Istituto Tecnologico of Galicia, Province of Pisa) is carried out with the aim of creating a new innovative protocol for the research and the management of hidden losses. The consequent reduction of leakages and the sustainable use of the water prevent the contamination of the groundwater, re-establishing sustainable conditions in the over-exploited strata. The protocol aims at the elaboration of a systemic approach based on the optimal regulation of pressure, applicable in every condition of the water network, providing a solution to the problem of leaks even in those places where the scarcity of economic resources makes a major revamping of the whole network impossible. The vast area to which this project is addressed includes 9 communes of the province of PISA and with 1500 km of network area and over 90,000 users, and contains the presence of many possible problems, which can manifest themselves in a campaign whose aim is the durable elimination of hidden leaks. The goals targeted by ASAP in the place of demonstration are: the reduction of the impact on the aquiferous, the discontinuation and in some cases the inversion of the fall trend of the layer level, the restoration of a safety margin in the mostly exploited areas, the stopping and in some cases the inversion of the increase of vulnerability of the polluting agents due to the reduction of the ground water level, the improvement of the sustainable management of the tank, the improvement of the quality of the water (restoration of the balance of natural solutes). The ASAP protocol has also the merit of being technically and economically reproducible in any kind of network of water distribution.

---

---

## LESSONS LEARNED

ASAP has allowed the cut of 10% (average) of the subterranean tapping and the cut of 10% of the effective total leaks, the reduction of 20% of the dispersion with regards to the present figures, the reduction of chemical substances and oozes in the process of purification, the reduction of 10% of energy consumption following the reduction of the tapping needs and the reduction of the necessary works on the network, with the consequent reduction of their impact (combustible, emissions and materials).



## Use Wireless micro-sensor to analyze the flow

### COMPANY PRESENTATION

Acque SpA was created in 2001 by the collaborative union of five public companies and a private partner, operates in a territory which - ranging from the Tyrrhenian coast to the heart of Tuscany - covers 5 provinces, 57 communes, and well over 760,000 inhabitants. Acque Ingegneria S.r.l. is a company belonging to the Acque Group, and constitutes its “right arm” in the fields of research and engineering.

### ISSUES AT STAKE

The project was born thanks to the demand of Acque S.p.A., and more generally speaking from the demand of managers of the water networks, to control the flow inside their conducts, in order to face problems such as the search of water leaks, energy saving, the analysis of consumptions in a certain region or the real time monitoring of the functionality of conducts.

---

---

---

---

## DESCRIPTION OF BEST PRACTICE

The WWS Water Wireless Sensor is an electronic sensor which has very small dimensions and is able to transmit information through a wireless connection.

The WWS applies leading technologies of sensors and microelectronics in order to produce a new measurement system of the flow at low costs.

It has to be inserted inside the pipe. A specialized centre in Belgium and a unit of the Technologic Pole in Navacchio (Pi) have been involved in its production.

---

---

## LESSONS LEARNED

The planning of the WWS has allowed us to advance research projects with international stakeholders (national and international patent) starting an activity of industrialization of the product able to guarantee energy saving at reduced costs.



## Use picoturbines producing electricity needed to operate a facility in remote areas

### COMPANY PRESENTATION

Acque Ingegneria S.r.l. is a company belonging to the Acque Group, and it constitutes the “operative arm” of the Group in the fields of research and engineering. Since 2003, Acque Ingegneria has elaborated projects whose total value amounts to around 15 million €, in part financed with European and ministerial funds.

### ISSUES AT STAKE

The connection to the electric system is usually expensive. It implies, first of all, the costs for the draft of the electric lines with the installation of the related connection devices, the transformation of the voltage and the control, the signalling and the prevention of accidents and damage. Secondly, the costs for the maintenance of the lines and electric devices in reachable operative stations are significant, and they can only be operated with difficulty and in potentially dangerous conditions. For this reason, along with ecologic reasons, it is better to use alternative systems for the production of electric energy.

---

---

---

## DESCRIPTION OF BEST PRACTICE

The Picoturbine has been created by the collaboration between the Acque Ingeneria company and the Bre elettronica Telemetry Systems company. It is an alternative system to electronically supply the equipment associated with the transportation of fluids, installed in areas unreachable by the electric system.

The energy produced, accumulated in buffer batteries through a particular system of management of the charge, guarantees high reliability and continuity of the service. The equipment can be: actuators of piloted valves, devices for the automatic adjustment for the remote control of water installations, tools to measure the variables of the process, transmitters of analogical or digital sounds, acquisition panels, registration and transmission of signals whose functioning requires a modest supply of electric energy. In the water networks the installation of automatic valves is frequent, which fall in areas non-served by the electric system. In these areas, it is necessary to create two points with different energy content and where possible to produce energy, converting a part of the potential energy associated at the difference of pressure established between the points of this couple. The Picoturbine, entirely submersible, can be easily hidden in order to avoid violations and vandalism by unauthorized visitors. Unlike the solar panels, the production of electricity by picoturbines is not influenced by bad meteorological conditions in winter months or by positioning in shady places.

---

## LESSONS LEARNED

The Picoturbine is an eco-friendly alternative which allows us to avoid electric consumptions, using the energy deriving from the different pressure generated between the entry and the exit of a hydraulic discontinuity.



## Energy efficiency in public lighting

### COMPANY PRESENTATION

Intesa S.p.A. of Siena, Italy, is a multi-service and energy public company. Intesa, with controlled and shared companies, manages natural gas, LPG, public lighting system and thermal and conditioning systems. Overall, Intesa Group in particular provides its services of general interest in 47 municipal areas within the provinces of Siena, Arezzo and Grosseto in Toscana Sud Area.

### ISSUES AT STAKE

Ecological environment, economic stakeholders, local public authorities and other stakeholders (local, consumer and utility associations etc.).

---

---

---

## DESCRIPTION OF BEST PRACTICE

**Actors:** Public Lighting Manager.

**Objectives:** CO2 emission to be reduced by 68 tonnes a year (reduction of power consumption by 96.800kWh a year) (due 31-12-2006).

**Implementation:** prepare and implement a plan for replacement lamps, installing lighting fixtures shielded; follow-up programmes established.

**Measured results:** In October 2007 the objective: Energy saving in public lighting and improvement the urban "decoro", had been achieved.



---

## LESSONS LEARNED

Our Company affirms its civic role. Compliance with the rules of sustainable development and local integration promote a culture based on company ethics, and satisfies the needs of citizen.



## Use of electric vehicles

### COMPANY PRESENTATION

Stadtreinigung is Hamburg's largest and leading service provider in the area of waste management. As a full service partner with public, commercial and private orders, it provides waste and recyclable material disposal as well as cleaning services from a single source, with a workforce of about 2,400. As a public sector waste disposal authority and certified waste management company, Stadtreinigung Hamburg collects, transports, stores and treats waste from approx. 960,000 households and 100,000 commercial operations.

### ISSUES AT STAKE

Hamburg has been a model region for electric mobility. Climate-friendly technologies should be consistently expanded in the transport sector.



---

---

---

## DESCRIPTION OF BEST PRACTICE

By using electric vehicles, towns and conurbations will be less prone to pollution from hazardous substances, fine dust and noise, and people's quality of life will thereby be enhanced. Electric vehicles allow modern, climate-friendly, resource-saving mobility when used in combination with power from renewable energy sources. Since the SRH already has a large potential of regenerative energy and climate-friendly production of electrical energy, the electric vehicles used by the SRH are genuine zero-emission vehicles.

---

---

## LESSONS LEARNED

Both future-oriented technologies "electric mobility" and "renewable energy sources" belong together. Therefore, the SRH has integrated these future-oriented projects in strategic corporate planning and, in addition to using electric vehicles, also plans to provide electric petrol stations needed at operating sites for other users of electric vehicles.



## Use of electric vehicles

### COMPANY PRESENTATION

KWL – Kommunale Wasserwerke Leipzig GmbH delivers approximately 33 million cubic metres of drinking water to more than 615,000 people in Leipzig and its surroundings, and also takes care of an environmentally sound sewage treatment. For this purpose the company operates a network of around 5,800 km, five waterworks and 21 sewage plants. KWL has five subsidiaries wholly owned by the parent company.

### ISSUES AT STAKE



---

---

---

## DESCRIPTION OF BEST PRACTICE

KWL was the first company in Leipzig to join the environmental alliance of Saxony in November 2008. On the occasion of a festival event KWL was affiliated to the alliance, which regards itself as a voluntary agreement between the state government and the business sector of Saxony. The more than 950 members are actively engaged in both strengthening the regional economy and reducing the impact on the environment. KWL seeks to increase the exchange of ideas with other companies on ecological concepts and innovations.

With trendsetting measures in its core business and numerous projects and partnerships designed to conserve the environment, KWL proves that compatibility of ecology and economy for mutual benefit is no wishful thinking. KWL's sewage network control for example helps to reduce pollution of water from the sewage network of Leipzig by approximately 50%. In addition to ecological benefits these investments also pay off in terms of money: to reach the same effect with a conventional approach, KWL would have been obliged to invest approximately another 50 million euros in the construction of rainwater retention basins.

---

---

## LESSONS LEARNED





## Create a research institute to develop greener technologies (energy efficiency)

### COMPANY PRESENTATION

HEAG Suedhessische Energie AG (HSE) is a leading energy service provider. The HSE group with its subsidiaries covers the whole value chain: generation, trading and distribution of energy and water plus waste-water management and technical services. As a modern service company, HSE meets the challenge of climate change and stands for sustainable energy supply.

### ISSUES AT STAKE

For the HSE, dealing with climate change is an entrepreneurial assignment. In its option it is important that everybody has access to services of general interest but without destroying the foundation of their existence when using them. In March 2008 the HSE founded the NATURpur Institute for climatic and environmental protection to develop the scientific competences in this area. To this end, the NATURpur institute funds select research projects in energy efficiency as well as renewable and conventional energies.

## DESCRIPTION OF BEST PRACTICE

In Germany the HSE is the first energy supplier to create such a non-profit limited liability company (gGmbH). The institute's authorized capital amounts to € 25 million. It supports the projects with its annual revenues of about 1.25 million €. Thus it is independent from the HSE's revenues. NATURpur serves as a future-oriented competence centre for renewable energies within the HSE. The results from the institute's applied research projects are publicly accessible. The concrete duties of the institute are: identification of relevant research questions of modern general interests, selection of adequate cooperation partners, evaluation and selection of eligible research projects, acceleration in implementing research results in practical energy services provision, and strengthening the debate on climate change and modern public services provision. This means, for example, cooperation with University of Darmstadt regarding research into intelligent grids, so-called smart grids; declaration of foundation professorship for applied geothermal energy with the Technical University of Darmstadt; cooperation with University of Giessen regarding research into the consequences of energy production of renewable primary products on food production and the ecological system; cooperation with University of Kassel regarding energy efficiency and promoting public discussion during the "Future Energy Dialogue" event which brings together experts of politics, economy, science and association.

## LESSONS LEARNED

For the HSE and the institute it is important to take responsibility for climate change and to participate in developing sustainable general interests. And the success proves them right. Within a very short time the institute has become well-known in the region and has received numerous project enquires.



## Reduce damages to biodiversity due to our activities through conservation projects

### COMPANY PRESENTATION

REN – Redes Energéticas Nacionais, SGPS is responsible for management of shareholdings in other companies that hold the concessions under Portuguese government contracts for operating in electricity transmission, natural gas transport and storage and the reception, storage and regasification of liquefied natural gas. REN also operates certain other businesses that complement our core electricity and natural gas businesses: a telecommunications business.

### ISSUES AT STAKE

Help the conservation of Bonelli's eagle and its habitats by acting upon the threats which affect the tree nesting population of southern Portugal.

## DESCRIPTION OF BEST PRACTICE

Concerned with the potential impact of power lines on the population of Bonelli's eagle in Portugal and the strong decrease of the species in Europe including Portugal, REN established a protocol with CEAI (Centro de Estudos da Avifauna Ibérica) within the LIFE/Nature Program until the year 2010, entailing a financial support of 240.000,00 EUR.

Power lines along with hunting and forestry activities, habitat degradation and food shortage due to climate change, pests, forest fires and inadequate forestry practices, and the lack of public awareness, are the major threats to the stability of the Bonelli's eagle population. Having that in mind, this project aims directly at the preservation of this species and its habitats by: reducing mortality; improving habitat management; monitoring the Bonelli's Eagle population; involving different social players; and increasing public awareness.

To accomplish these goals, some practical measures have been undertaken including monitoring and census of the Bonelli's eagle population and capture and PTT transmitter marking of the population.

Foreseen as one of the most important measures in terms of conservation of this species, habitat management contracts have been signed with land owners. Adding to this, technical support has been provided to landowners on how to make their forestry activities and nature conservancy compatible.

As far as public awareness is concerned, the project has been promoting public sessions in several cities in the region addressed, namely for hunters, farmers, foresters, local administration officers and the community, as well as seminars and workshops on the impact of power lines and wind farms on birdlife. So as to reach the student population, several environmental educative sessions have been taking place in a wide range of elementary schools.

## LESSONS LEARNED

REN seeks to hold as much information as possible on the dynamics of this species and its distribution in the territory, so as to incorporate it during planning and permitting procedures of new power lines, defining impact minimization and compensation measures.

This "partnership" with CEAI is one of many initiatives that REN carries to have precise baseline environmental information to support its permit procedures for new lines and substation, by engaging relevant stakeholders in REN's decision-making process.



## European Ecolabel for Compost

### COMPANY PRESENTATION

SEMARDEL Group control the whole chain of waste management from collection to material recovery, energy and organic. We provide a comprehensive response and economic performance in strict compliance with environmental communities and other stakeholders demands in the department of Essonne (near Paris).

### ISSUES AT STAKE

The primary challenge inherent in this certification process is the strengthening of the acceptability of the activity in relation to the surrounding environment. More precisely, it is to prove that the company has set up the human, organisational and material means (required) to produce compost which complies with the European Ecolabel requests. This certification by the European Ecolabel gives a better value to the product. End users (farmers, landscapes gardeners, communities, private individuals etc.) find themselves reassured.

The improved selling prices of the compost generate additional revenues that allowed the reduction by nearly 30% of the price of waste treatment at the entrance of the compost platform.



---

---

---

## DESCRIPTION OF BEST PRACTICE

Products accepted at the site of the company are waste from the maintenance of parks and gardens. They are brought by landscapes gardeners, municipalities organizing door-to-door pickups and by private individuals.

Inputs undergo a series of checks at the entrance of the site (quantitative and qualitative control) to ensure their compliance and the absence of undesirable elements that might disrupt the process. After mechanical grinding using specific materials, products are shredded in strips, called windrows. These windrows are turned regularly using a straddle-turner to ensure permanent oxygenation and to promote aerobic degradation of fermentable products. Every week, the temperature of the windrows is measured to monitor the fermentation. After 28 days on average, the windrows are picked up and placed in storage for ripening. After this stage, they undergo size sorting through a star screen, this machine being equipped with an over-band for retrieving scrap and sorting ventilation to recover light elements that may be present (pieces of plastic for example).

The fine fraction (grain size less than 25 mm) is compost. It is regularly analyzed and the results are systematically examined. On the platform supported by the company, the “Compost vert de l’Essonne®” is certified European Ecolabel.

This action was made possible through the involvement of all employees of the company.

---

---

## LESSONS LEARNED

The main lessons learned are our ability to meet our objectives: enhancing the acceptability of the activity and demonstrating the ability of the company to manufacture a quality product. However, the sale price of compost is closely linked to that of conventional fertilizers, and the environmental argument does not yet carry the conviction of farmers more willing to use chemicals because of their ease of implementation.



## Urban freight: designing sustainable logistic facilities for cities

### COMPANY PRESENTATION

Sogaris is a public-private corporation involved in designing, developing and managing urban logistics facilities. Its capital is owned up to 80% by the local governments (départements) of Paris and its inner suburbs

### ISSUES AT STAKE

Sogaris objectives as an urban logistics operator are threefold:

- To reduce the external effects of logistic activities on the urban environment through the consolidation of goods flows into urban centres by rail or waterways and better final deliveries to neighbourhoods with clean vehicles;
- To relocate logistics-related jobs into the centre of cities, thus diversifying the local social mix;
- To enhance the economic attractiveness of cities and specifically their central areas.

In order to meet these objectives, the strategy of Sogaris is to locate a network of purpose-built logistic facilities of three types, respectively servicing:

- Entire urban areas with logistic platforms as points of entry;
- The most densely-built areas with consolidation centres;
- Neighbourhoods with local delivery centres.

---

---

---

---

## DESCRIPTION OF BEST PRACTICE

The Sogaris property in the Arenc railway freight terminal covers 60,000 m<sup>2</sup> and has three main buildings.

It contributes to local sustainable development thanks to :

- Its central location, allowing shorter delivery routes with reduced external effects on the environment. Furthermore, employees can easily access the terminal via public transport (bus, underground and soon tramway) ;
- Its 5,000m<sup>2</sup> roof with photovoltaic captors produces yearly 320 MWh (which corresponds to the use of around 130 homes a year). It cuts CO<sub>2</sub> emissions by 830 tons annually ;
- Its design: Warehouse walls are built with cellular concrete with optimal thermal and acoustic performances. The orientation of buildings as well as their internal design and features allows also minimal energy losses and consumption.

---

---

## LESSONS LEARNED

The Sogaris approaches contribute to change behaviours and perception concerning the environment among the general public stakeholders and other logistic operators. It brought Sogaris :

- A better image and better acceptance of its facilities locally ;
- It reduces energy costs and emission ;



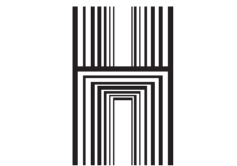
# DiSCERNO 3

Analysing and fostering CSR Practices

**More information on the Discerno project.**

**Please go to: [www.discerno.eu](http://www.discerno.eu)**

# good practices from







---

---

---

---

**CEEP** - European Centre of Employers and  
Entreprises providing Public services

**Rue des Deux Eglises, 26 boîte 5**  
**BE-1000 Bruxelles**  
**Belgique**

**Phone: +32 2 219 27 98**

**Fax: +32 2 218 12 13**

**e-mail: [ceep@ceep.eu](mailto:ceep@ceep.eu)**

**[www.ceep.eu](http://www.ceep.eu)**

---

---

---

---

---

---

---

---

