



CENTRE for SUSTAINABILITY and EXCELLENCE

Solutions for Sustainable Development



5 years of experience and specialization

50 important and demanding customers
with over 300,000 employees

12 leading partners

18 countries of active engagement

5 innovations

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The Nature of the Business

CSE is a **leading advisory organization & Think Tank** with offices in Athens, Chicago and Brussels specialized in providing **sustainable development** solutions to various corporations and institutions. It signifies the outcome of the cooperation between **experts and scientists**, who deal with, apply, and provide support with the most advanced practical methodologies towards sustainability, while adhering to social and environmental criteria. Through its network of **international partners**, CSE offers coaching in a vast array of advising services promoting sustainability and excellence to public and private organizations, society and governments.

CSE provides **solutions** for sustainable development through **practical tools and techniques** that proactively build a **focused social and environmental strategy**, creating **business growth** and **increasing stakeholder** brand value and reputation. The areas through which CSE provides sustainable solutions are:

- CSR Management & Reporting
- Climate Change Solutions
- Green & Social Cause Marketing
- CSR Assurance & Sustainable Investments
- Performance Management
- Executive Training Workshops

In addition, CSE is a **leading training organization**, offering **advanced training workshops** for **Sustainable Development**. Our **executive training workshops** create awareness of new business models and ideas, keep management up to date, motivate participants, and transform organizations into Learning Entities that support Corporate Sustainability. Moreover, our **unique training workshops** fulfill the special needs and expectations of company executives.

Background Information

Headquarters 23 Zirini Str., Kifissia, 14562, Athens /
 Stephanie Square Avenue Louise 65, box 11, 1050 Brussels/
 O' hare Presidential Plaza, 8700 West Brynmawr, Suite
 800 South Chicago, IL 60631
Country: Greece, Belgium, USA
Contact name: Nikos Avlonas

Contact position: Managing Director
Contact tel. no: +30 210 80 85 565, +30 210 80 85 475
Submission date: 29 March 2010
Membership date: 28 May 2008
Number of employees: Fourteen (14) employees
Sector consulting: Services and Training

CSE's Statement of Continued Support for the UN Global Compact



The Centre for Sustainability (CSE) is committed to behaving as a **responsible corporate citizen** and is a signatory of the UN Global Compact. CSE embraces the UN Global Compact and endorses its 10 Principles, which refer to **Human Rights, Labour Standards, Environment, and Anti-corruption**. Most importantly, these areas are fully embedded within the culture of the organization, applying equally to internal activities and to external relationships and collaborations with all its stakeholders.

This commitment is fulfilled through CSE's incorporation of the **UN Global Compact and its Principles** as a vital component of its strategic direction, policy, operations, and services offered and promoted in the markets in which it operates. Within the same rationale, CSE acknowledges the urgent need for an updated mechanism to monitor global Greenhouse Gas Emissions, as the Kyoto Protocol comes to an end in 2012. CSE envisions that the Climate Change Summit, which took place in December 2009, resulted in the enactment of a Climate Change Protocol, which was fair, effective and most importantly balanced so as to avert global warming and climate change.

Within that conceptual framework we are inspired by the **idea of transparency** and thus ensure that information pertaining to

the economic, social, and environmental impact of our operations is accessible and available to all stakeholders- specifically, through the following Communication on Progress (CoP) Report, which forms an **integral part of our commitment**. It covers the period from July 2008 to September 2009.

The following pages provide a **detailed breakdown** of our commitment to each of the 10 Principles, the various policies, processes and management systems we have in place, and actions and targets for continuous improvement. For the next year our goal is to proceed one step further and communicate our performance results based on the GRI G3 Guidelines. As an active promoter of the GRI, and especially the fact that we are raising awareness on sustainability reporting, we feel that in addition to talking the walk we also need to walk the talk!

We welcome any comments and/or enquiries pertaining to the presentation of our data and information.



Nikos Avlonas
Managing Director of CSE

Policy Review

CSE, in order to ensure the quality of company services and products, has launched a Stakeholder Code of Conduct. Through this code, all internal and external stakeholders are committed and engaged in ensuring policies reflect both the company and individuals by signing the code.

The Stakeholder Code of Conduct includes organizational and

employee commitments with respect to human rights, working conditions and labour standards, the environment and anti-corruption. Since 2006, CSE has implemented a Green Office Policy that aims to reduce waste generation, through the implementation of office recycling initiatives, and reduce levels of direct and indirect CO₂ emissions through energy saving reduction practices, and to offset those emissions.

CSE Worldwide Activities

CSE is active internationally, and initiatives include projects, conferences, workshops and other activities in the areas of CR and Sustainable Development. From July 2008 to September

2009 we were pleased to expand our original focus to new markets, via the opening of our CSE North America office and established presence in the Middle East (e.g. Qatar, Abu Dhabi).



CSE's Sustainability Stories with significant impact to Community and Environment

CSE has extensive and comprehensive experience in the design, implementation and promotion of CSR and sustainable development. To gain a more practical understanding of the CSE methodology, please refer to our Sustainability Stories, accessible on our website www.cse-net.org.

CSE Case Studies:

GEFYRA S.A. A Climate Neutral Organization

About... GEFYRA SA

GEFYRA SA is the Company that operates the Rion-Antirion Bridge in the frame of a pluri-annual contract with the Concessionaire GEFYRA SA. GEFYRA SA is responsible for the toll management, the traffic management and the routine maintenance of the Rion-Antirion Bridge.



The Challenge

GEFYRA SA wanted to minimize the amount of emitted CO₂ emissions and enter into a Carbon Footprint reduction strategy so as to certify its operations as climate neutral.

CSE Solution

Climate Neutral Program

CSE provided solutions in order for GEFYRA SA to:

- minimize CO₂ emissions of operations originating from the heating and lighting needs of the company's offices and the bridge operations
- certify the operations as climate neutral. Calculations of CO₂ emissions is made by CSE and offsetting through investing via

myclimate, a non for profit Swiss organisation, in environmental projects for compensation of CO₂ emissions (Based of international Standards) All calculated CO₂ were offset via myclimate, a Swiss, non-for profit offsetting provider, and invested in renewable energy projects in India.

Duration of Relationship: 2008- present

McCain CSR Report 2007-2008

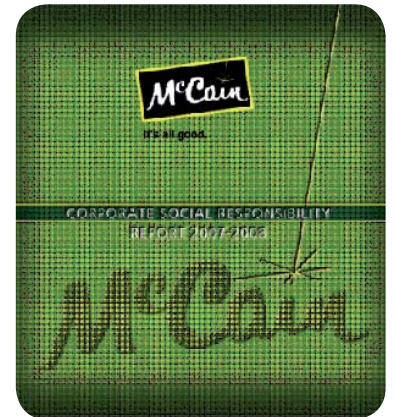
About...McCain Hellas

McCain Foods Limited is a privately-owned, multinational leader in the frozen food industry.

McCain Foods is the world's largest producer of frozen French fries and the manufacturer of other quality food products sold in more than 110 countries.

The Challenge

McCain Hellas wanted to create a CSR Report, the first one within the group, which would effectively communicate the company's activities in the area of CSR, as well as benchmark its activities relative to the GRI standards.



CSE Solution

Creation of CSR Report 2007-2008

The Centre for Sustainability & Excellence (CSE) implemented its expertise in the following areas:

Content Creation – As per compilation of all McCain Hellas social and environmental activities, CSE created the content. All information was developed based on international methodologies, specifically on the Global Reporting Initiative (GRI) The Report was assessed by CSE as C+Report Layout and Design – As per creation of the content, CSE proceeded to organize the template and of the report, as well as to design its format in accordance with local and international standards. The report was printed on 100% recyclable paper.

Duration of Relationship: 2006 –present

MTV Climate Neutral Concert

About...MTV

MTV Greece is the 36th MTV channel in Europe. MTV's International Networks exist in 160 countries, incorporating more than 141 TV channels which are transmitting to over 506.7 million households.



The Challenge

MTV was interested in organizing climate neutral concerts, with the objective of raising environmental awareness.

CSE Solution

“Climate Neutral” Concert

The aim was to offset the GHG emissions that resulted from the implementation of the concert.

For the last two years CSE has been making the calculations needed and the verification for the creation of the “Climate Neutral” concerts. The offsetting of the GHG emissions have been made through investing, via myclimate, in environmental projects for compensation of GHG emissions, based on international standards. The calculations took into consideration the flights of the artists who participated in the concert, the electricity consumption of the equipments used and the transportation means that are used by the technicians and other participants that work for the concert.

After the creation of the 1st “climate Neutral” concert in Greece a fruitful partnership has been established between MTV and CSE. In 2009 this partnership has been taken one step further as an environmental project is being developed in the SOS children villages.

Duration of Relationship: 2008- present

Sustainability Roundtable in Chicago

About...CSE North America

The Centre for Sustainability and Excellence (CSE) in North America proudly hosted its inaugural Sustainability Roundtable in Chicago on July 1st 2009. Through its network of international partners, CSE offers coaching in a vast array of advising services promoting Sustainability & Excellence to Organizations, Society and Governments.

The Challenge

CSE sought to design a Sustainability Roundtable which would respond to the CSR needs of the US market, yet educate on key sustainability criteria affecting organizations.

CSE Solution

Implementation of a Pro Bono Intro CSR Workshop

The CSE Roundtable titled “How to...Get Started with CSR: From Strategy to Reporting”, focused on the fundamentals of Sustainability, considered by many experts as the more Holistic Green Movement now taking place in the wake of our economic situation.

Topics covered in the event included the fundamental concepts behind Sustainability and Corporate Responsibility and identified the techniques used to implement them into an organization.

The Roundtable featured many prominent organizations in attendance, with representatives from Whole Foods, Armstrong, Arrowsmith, USG, University of Chicago, DePaul University, as well as a special appearance from the Director of IIT's Center for Sustainable Enterprise, Mr. George Nassos.



Publication “Management Models for the Future”

About... Management Models for the Future

The book “Management Models of the Future” provide a consistent overview of their background. It is evident that many organizations are in need of renovation, innovation and reinvigoration. Long-standing business paradigms and underpinning practices require critical reflection in the light of fundamental societal and business developments. Several companies are addressing these challenges, but still many companies are not. New functional requirements often seem to be in conflict, such as transparency, stock market performance, sustainability, innovation, responsibility, time to market, stakeholders, business rationalization and many others. These requirements force business to revise its management



model. The time is right to demonstrate how the business enterprise can be re-conceptualised, and what the challenges are of fundamental strategic choices in organizing a sustainable business proposition. This book presents ten cases of organizations which have developed a management model that leads the organization into the future.

The Challenge

The case of Lloyds TSB (England) described a comprehensive corporate framework for sustainability and its benefits are analyzed by Nikos Avlonas, Managing Director of CSE.

Developing Business Excellence While Delivering Responsible Competitiveness

There is a coherent business approach which brings together all facets of corporate responsibility (leadership, values, policy and processes, people, customers and society) to deliver improved performance.

The case builds significantly on the following concepts:

- A value based approach to corporate responsibility Integrating corporate responsibility in the business strategy
- The EFQM Excellence Model
- The EFQM Framework for CSR
- Implementing the EFQM approach
- Results for Lloyds TSB

Certified CSR Practitioner and Climate Change Leader workshops

ITEMA Approved (By the leading UK Accreditation Institute for Environmental Management and Assessment)

The Challenge

To highlight current best practices and internationally applied guidelines. There was a need to provide business representatives with the notion and the tools for the proper management of CSR activities. Furthermore, CSR professionals were in search of a course module enabling them to receive official accreditation on CSR

Become a Qualified Climate Change Leader

CSE's Workshop Become a Qualified Climate Change Leader is approved by the leading UK Institute for Environmental Management & Assessment (ITEMA) and delivers extensive and specialized knowledge to managers dealing with environmental and climate change issues.

The Climate Change Leader Workshop enables participants to acquire the knowledge necessary to design and deliver a Carbon Footprint Strategy and Reporting and also to create green products and services.

The workshop covers the following issues:

- The issue of climate change and sustainable development
- The role of their business sector/industry
- GHG emissions Accounting & Reporting
- Tools for measuring the GHG emissions of services and products and their impact on your organization
- Carbon Footprint Strategy
- Product Life Cycle Analysis (LCA)
- Carbon Credits: Market services and products
- Best Practices for measuring Carbon Footprint

At the end of the course participants have the opportunity, following special arrangements to become qualified Climate Change Leaders.

400 executives participate globally
Workshops held in more than 20 countries
Leader is in-house Sustainability Workshop
Requirements from CSE Practitioners worldwide
Internationally renowned instructors on CSR and sustainable development

ITEMA Approved
CENTRE for SUSTAINABILITY and EXCELLENCE

All CSE Workshops are Climate Neutral Events

CSE Solution

CSR Practitioner Workshop

In the context of its annual scheduled training programmes, CSE organized, for the first time globally, a workshop titled "CSR Practitioner Workshop". The programme intended to enable participants to acquire the skills and competencies required to become qualified CSR practitioners. Most importantly, attendees had the opportunity to receive IEMA approval to become accredited CSR Practitioners.

Specialists from within CSE's core Experts delivered the workshop in Athens, Brussels, Dubai and Chicago between 2008 –today. Until today more than 100 executives from 15 countries and 5 continents have been certified as CSR practitioners and Climate Change Leaders.

GHG Emissions of the State of Illinois Treasury Office

About... The Treasury Office of the State of Illinois



The Treasury Office of the State of Illinois holds responsibility for the safekeeping and investment of the monies and securities deposited in the public funds of Illinois. The Treasurer is not the state's chief fiscal officer, a post reserved for a separate elected official.

The Challenge

The State of Illinois Treasury Office understanding the need for action to prevent climate change takes a step further and calculates the Greenhouse Gas emissions occurring from its operations.

CSE Solution

Measurement of GHG Emissions

CSE performed the calculations for all the operations of the State of Illinois Treasury Office. Calculations were made for both buildings that the State of Illinois Treasury Office operates (Myers Building and Illinois Business Center). In order to calculate the carbon footprint of the operations, CSE used the most relevant International Standards including GHG Protocol Corporate Standard and collected information about the Business Travel of the employees with company vehicles, the electricity consumption of the buildings, commuter transport, business flights and paper consumption.

The results show the most energy consuming operation and CSE suggests actions in order to minimize the GHG emissions but also the cost from energy consumption.



Human Rights

UN Global Compact Principles

- Principle 1** Businesses should support and respect the protection of internationally proclaimed human rights
- Principle 2** Businesses should make sure that they are not complicit in human rights abuse

Our commitment and policy

Our commitment to support and respect human rights derives from our established Code of Conduct, according to which we operate and collaborate with our stakeholders.

- We are committed to supporting and respecting the protection of internationally proclaimed human rights.
- We are committed to ensuring that our organisation, our employees, our suppliers, our customers and all our stakeholders are not complicit in human rights abuses.
- We are committed to treating people with respect, courtesy, honesty and fairness and respect different values, beliefs, cultures and religions.
- We are committed to ensuring that employees and affiliates work in a safe and healthy environment.
- We apply these commitments to our own operations, within our field of influence and through our work with our customers in all the countries we operate.
- We comply and will continue to do so with all relevant Greek laws and the laws of all the countries in which we operate, including those relating to human rights.

Description of our processes or systems

To turn our commitments into practice, we follow processes and systems derived from the CSE Stakeholder Code of Conduct.

Firstly, we ensure that our employees are aware of their own human rights and are not complicit in human rights abuses, while at the same time are aware of their role in helping to protect the human rights of others. As an advisory organisation,

CSE additionally advises and assists its customers in managing their own responsibilities in this area.

CSE is an international organisation that operates in countries with different cultures laws. For this reason, we are committed to respecting and operating according to the laws of each country, while at the same time ensuring that the operations of our clients are respectful of certain global ethical standards.

Our Actions to implement these Principles

CSE is an organisation headquartered in Greece, and as a result, we not only comply with Greek laws, but also with the laws of the European Union with respect to human rights. In reference to our stakeholders and our suppliers based in countries of the European Union, we ensure that they comply with these same laws. In reference to our engagement with suppliers and partners who originate and operate in countries outside the European Union, we assure that all relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organisation towards the respect of human rights.

We conduct regular (annual) assessments where we analyze various focus areas relevant to our suppliers and partners policy vis-à-vis their employees, community, and environment in which they operate. More specifically, we request suppliers to meet standards for Corporate Social Responsibility (CSR) and/or international guidelines (e.g. SA8000, UN Global Compact, EFQM Framework for CSR, GRI).

Last year, after great efforts, all our key suppliers and partners met minimum standards for Corporate Social Responsibility.

Labour

UN Global Compact Principles

- Principle 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
- Principle 4** Businesses should uphold the elimination of all forms of forced and compulsory labour
- Principle 5** Businesses should uphold the effective abolition of child labour
- Principle 6** Businesses should uphold the elimination of discrimination in respect of employment and occupation

Our commitment and policy

CSE is committed to ensuring equal opportunities for all of its employees. More specifically, we are committed to:

- Intolerance of discrimination based on gender, color, religion, culture, education, social status, ethnic belonging or national origin, or any other status.
- Providing employee support mechanisms.
- Respecting privacy clauses per employee.
- Ensuring fair remuneration.
- Fair, objective, impartial and transparent recruitment, promotion and procurement procedures.

We apply this commitment within our own operations, through our field of influence, and through our work with customers and all stakeholders.



Description of our processes or systems

In order to turn our commitments into practice, we operate processes or systems which inform, guide, and enact these commitments. CSE supports the elimination of discrimination and works for the training and development of its employees by ensuring the following:

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

Our Actions to implement these Principles

During the last 5 years, we have employed a staff of different genders, religions and nationalities. CSE also operates with the assistance of affiliates, who originate from diverse educational, race and religion backgrounds. Depending upon CSE's needs for advisory services, for the projects we handle, we collaborate with an international network of experts based in different regions across the world. We are a very diverse team, having members of five (5) nationalities.

CSE has formalised the approach to bringing in interns in its workplace. Interns also come from different educational, racial and religious backgrounds. A guide has been developed to outline the key information interns need to learn (induction manual) and provide on-going weekly coach-mentoring sessions through their line managers.

According to CSE's HR Policy, we promote employee development by offering partial funding for Masters or Certified Training (part-time mode) to our employees after a minimum of 18 months of employment, giving them the opportunity to extend their knowledge level. Additionally, CSE takes an active role in enriching employees' knowledge and understanding of CSR and Sustainable Development. The implementation of in-house training workshops provides a concrete part of CSE's innovative and practical application of CSR practices and methodologies.

During 2009, CSE employees received advice on personal financial matters via the allocation of two highly established financial advisors. Each employee received two consulting sessions which were implemented into a neutral environment, so as to assure confidentiality of the information shared. At the end of the consulting sessions a comprehensive financial report was designed, tailor-made in the specific

needs of each employee, which provided a mapping of ways to improve financial performance and stability.

CSE COVERED ALL RELATED FINANCIAL EXPENSES and provided the service as a means to preserve employee productivity in light of the looming effects of the financial crisis which was expected to influence consumer households.

Environment

UN Global Compact Principles

- Principle 7** Businesses should uphold the elimination of all forms of forced and compulsory labour
- Principle 8** Business should undertake initiatives to promote greater environmental responsibility
- Principle 9** Business should encourage the development and diffusion of environmentally friendly technologies

Our commitment and policy

CSE is a member of the UN Global Compact, a fact that underlines our precautionary approach, the undertaking of environmental initiatives and the use of environmentally friendly technologies. We commit to continually improve our environmental performance, prevent pollution, and act beyond the compliance of all applicable laws and regulations.

From 2006 onwards, we have embedded a Green Office Policy in CSE's structure, aiming to reduce waste generation and reduce indirect and direct CO₂ emissions through the implementation of office recycling initiatives, and offsetting of those emissions.

More specifically, we:

- Initiate efforts towards reporting environmental standards of our organisation and encourage all our stakeholders to do the same.
- Consult with stakeholders regarding the development of common environmental activities.
- Offer education in matters regarding conservation and recycling, and communicate the aim of our efforts to stakeholders, clients and suppliers.
- Manage our remaining CO₂ emissions through involvement in carbon reduction and neutralizing activities.



- Exercise environmental consciousness when making purchases.
- Work to minimise our use of energy
- Ensure all employees have an awareness of this policy so that it is implemented effectively
- Promote environmentally friendly technologies to our clients, helping them to minimise their energy use.
- Develop our products and services in a more environmentally friendly manner.
- Promote an environmental conscious lifestyle to employees for both the office and home.

Description of our processes or systems

CSE operates processes and/or systems which inform, guide, and enact these commitments in order to turn them into practice:

- Stakeholder Code of Conduct
- Sustainability Policy
- Keep records of energy, water and paper consumption
- Follow methods to reduce our energy consumption and CO₂ outputs
- Offsetting our CO₂ emissions
- Environmental Report (2006 – 2007) – Replaced by the Sustainability Report.

Our Actions to implement these Principles

CSE is a Climate Neutral Organisation as per annual certification by the Swiss organisation, myclimate. The resulting Greenhouse Gas (GHG) Emissions, originating from the operation of CSE's offices and the implementation of corporate sponsored events and workshops, were offset in myclimate carbon offset projects (renewable energy projects in developing countries).

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

During this past year CSE became particularly interested in the concept of Water Footprint and its ramifications at the individual, business and product level. We have become members of the Water Footprint Network, a non-profit Network aiming towards promoting the needed transformation towards sustainable and efficient use of fresh water resources. This partnership is crucial as it provides the necessary technical knowledge and understanding to implement activities that measure, assess and offset organisations' water footprint.

According to our Sustainability Policy and our Stakeholder code of conduct, CSE has taken the following actions:

- CSE has implemented an office recycling scheme in which signatories of CSE's Stakeholder Code of Conduct dispense waste material accordingly. Bins for paper, plastic, glassware and metals have been placed in our office premises enabling for an easy access to recycling. Furthermore, all recycled material is disposed in recycling bins placed by the Municipality in the neighborhood where our offices are located.
- CSE has installed environmentally responsible software to its printing utilities that save ink, paper and reduce operating cost. For the period between March 2009 and September 2009, we have printed 7,188 pages using this software and we achieved a 465gr CO₂ waste reduction.
- CSE proceeds with environmentally friendly printing that uses sustainable paper stock and no harmful solvents. The corporate brochures are printed on 100% recycled paper.
- CSE has placed compost bins that reduce the amount of waste sent to landfills and produce a nutrient-rich food product for the garden. The Compost bin helps improve soil structure, maintain moisture levels, and keep the soil's PH balance in check while helping to suppress plant disease.
- Where possible, CSE has agreed to purchase more environmentally friendly office supplies as opposed to their nocuous counterparts.
- In order to track its most energy-consuming sources of its headquarters, CSE has installed an energy-consumption tracking system. This system enables CSE to cut its operational cost and hence reduce its carbon footprint.

Regarding its water management policy:

- CSE has installed faucet aerators so as to reduce its water footprint. Water footprint is a newly coined word introduced in 2002 by UNESCO-IHE and refers to the environmentally friendly water management.
- CSE has installed a mechanism in its toilets consisting of a plastic container inside the toilet cistern that reduces water consumption for each flush.
- As a result of these actions, CSE achieved a significant reduction on the water consumption

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

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

Raising Awareness at the Community Level

1. During the period 2009 the Centre for Sustainability & Excellence (CSE) proudly hosted a number of roundtables connecting corporate leaders with expert insight so as to navigate the challenges and opportunities related to sustainability issues. The most sustainability-minded business leaders gathered in order to achieve transformative leadership on the sustainability agenda and create added-value for their organisations.

- North America: On 1st September 2009 the Centre for Sustainability & Excellence (CSE) in North America proudly hosted its first sustainability Roundtable in Chicago entitled "Moving Sustainability Forward at a Time of Economic Slowdown", focusing on the materiality of an organisation's sustainability strategy and discussed the challenges of keeping sustainability actions close to an organisation's core activities. The fruitful discussions held featured contributions from members of different organisations representing five continents, organisations such as ArcelorMittal, Boeing Corp, Qatar Airways, Sara Lee Corp, Grainger, Potash Corp, as well as the University of Wisconsin at Milwaukee, Illinois Institute of Technology (IIT), and DePaul University.

- Athens: On 10 September 2009 the Center for Sustainability and Excellence (CSE) proudly held its 2nd CSR Practitioners Meeting, in Athens, Mr. Nikos Avlonas, Managing Director CSE, welcomed Mr. Ierotheos Papadopoulos, Head of the European Commission Representation in Greece, Mr. Mike Eymorfidis, General Director CoCoMAT, Mr. Yannis Freris, Head of Corporate Communication and Sustainable Development GEFYRA S.A, as

well as 25 CSR Practitioners from leading organisations to discuss the current role of CSR business practice. Several CSR practitioners, who have already been accredited by IEMA, gathered in order to engage themselves in fruitful discussions on the outcome of the CSR implementation in their company's bottom line, especially in the midst of an economic slump.

To date, CSE, as a top provider of specialized trainings in CSR and Sustainability, in more than 12 countries (Greece, UAE, USA, Spain, Kenya, Cyprus, Slovak Republic, Switzerland, Kuwait, Turkey, Egypt, Qatar, Hong Kong, Ecuador), has trained more than 4.000 professionals from all industry sectors, such as Retail, Finance, Heavy Industry, Energy, Food & Beverages, Infrastructure, Telecommunications, Government, Construction, Conference and Event Organizers, Construction, Pharmaceutical/ Cosmetics, NGO, Academia, Chemical Industry, Transportation, Real Estate, Media. CSE has certified 83 CSR Practitioners, since January 2008.

2. EU- lab: CSE participated actively in the development of a European framework for improved company and investor dialogue on non financial performance. The laboratory on market valuation of financial and non-financial performance has been designed to explore the relationship between financial and non-financial performance and the relevance of Corporate Responsibility among the dialogue between companies and investors. It demonstrates links between a wide range of environmental, social and governance factors and the financial performance of business through a filter of core non-financial value drivers. It seeks to explain causes of the long-term value of companies and ways in which investors can better identify winners and losers based on non-financial performance. Led by Lloyds TSB and Telecom Italia with participation from other businesses and consultancies, a partnership with the European Federation of Financial Analysts and some of Europe's leading business schools under the banner of the European Academy of Business in Society, the laboratory is one of a number sponsored by the European Commission as part of the European Alliance for CSR.

3. Fulfilling its unwavering commitment to elevate the role of Sustainability Development, CSE urges universities to seek, establish and disseminate a clearer understanding of the concept. As a result of this purpose, CSE's managing director, Mr. Nikos Avlonas, gave a speech to postgraduate students at the University of Piraeus and DePaul University (Chicago-USA) on the need to embrace and inject corporate responsibility thinking into corporate activities.

4. CSE scheduled a series of free, cutting-edge, seminars as a way for businesses to get to know the financial and societal leverage that sustainable business practices guarantee.

Anti-corruption

UN Global Compact Principles

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

Our commitment or policy

CSE is an organisation that promotes corporate responsibility and is committed towards all its stakeholders to working transparently. We are against corruption in all its forms. Our commitments are described in the CSE Stakeholder Code of Conduct.

In particular employees or associates:

- Are against any illegal acts such as bribery, fraud, theft, money laundering or stolen property.
- Report any fraud or corruption that he/she becomes aware of.

Additionally, we apply this commitment within our own operations, through our field of influence, among our across countries we operate in, and in activities in connection to all our stakeholders.

Description of our processes or systems

Our operational processes to inform, guide and enact the commitments above are described on our transparency policy.

- External Audit
- External Advisory Board

Our Actions to implement these Principles

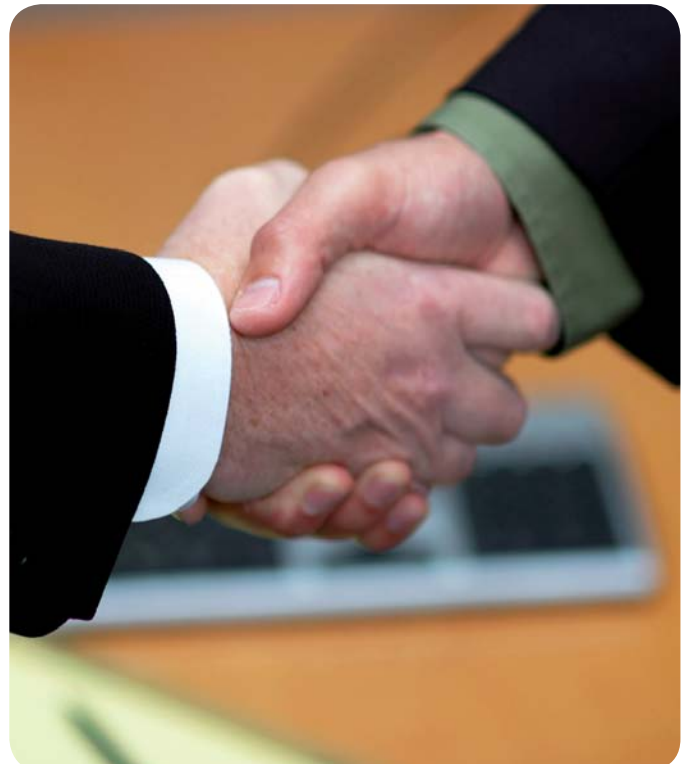
In January of 2008, we introduced the new CSE Stakeholder Code of Conduct. Part of this code refers to anti-corruption in general, and more specifically, to the commitments of all our stakeholders towards eliminating corruption and supporting transparency.

Every 12 months we undertake an Internal Audit, which is implemented by an independent third party. Through this process we assure that all members of the CSE Team

abide and operate in line with the formulated procedures, policies and processes.

We support transparency in every possible way. Through our projects, which operate on an international level, we are trying to produce transparency and integrity. In the same way we transfer this commitment to our stakeholders, having worked with many governments such as the Executive Dubai Council to create a Transparency and Integrity Model.

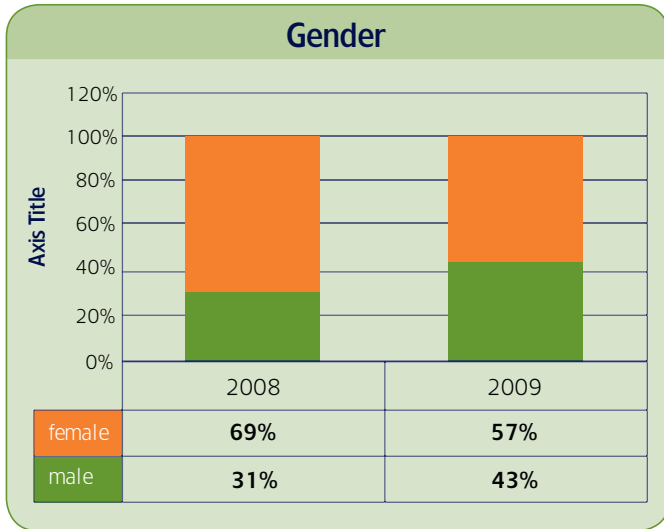
As a further action towards transparency, CSE has voluntarily produced the Sustainability Report for the non-governmental road safety institution 'Panos Milonas'. Given the doubts that characterize the NGO sector in Greece with respect to transparency, we deem that our voluntary actions highlight the importance we place on transparent societal processes and recognize the significant role NGOs can play in Sustainable Development.



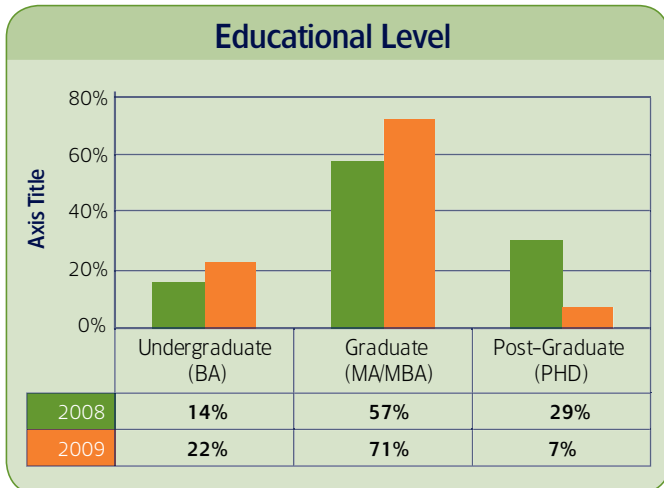
Sustainability Key Performance Indicators (KPI's)

Below you can see CSE's Key Performance Indicators (KPI's) which measured and assessed on an annual basis.

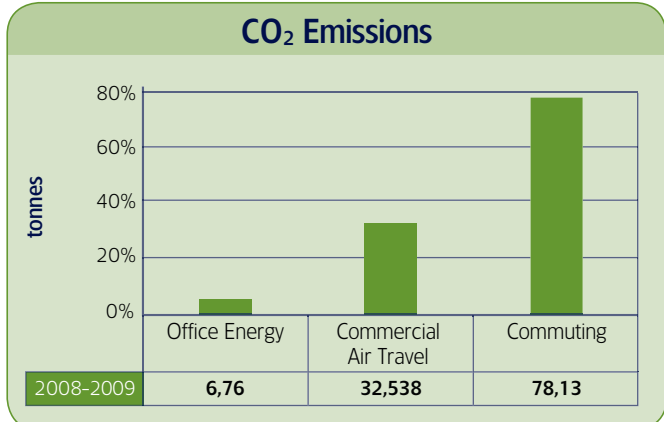
Employees



Educational Level



Environment



Energy Consumption

	2007-2008	2008-2009	2009-2010 Target
Electricity (KWh)	6158 KWh	8662KWh	7795.8 KWh*
Water (liters)	408 m ³	159 m ³	159 m ³

Target not achieved
 Achieved target
 *Annual Target: 10% Reduction

Business Travel

	2006-2007	2007-2008	2008-2009	2009-2010 Target
Commercial Air Travel (km)	20167 km	92180 km	55336 km	55000 km
Automobile – petrol (km)	19536 km	14640 km	9680 km	8510 km*
Public Transport (km)	19536 km	18200 km	43560 km	45840 km*

Achieved target
 *More use of public transportation

Paper Consumption

	2006-2007	2007-2008	2008-2009	2009-2010 Target
Virgin (reams)	84 reams	76 reams	32 reams	28reams
Recycled (reams)	- -	6 reams	10 reams	

Achieved target

Other

CSE has taken an active role to promote CSR and Sustainable Development in conferences and events internationally, but also to promote progressive thinking for Sustainable Development through its Think Tank.

Number of Speeches per year	2008-2009
Countries	
Belgium	1
Greece	4
Qatar	1
Romania	1
Singapore	1
UAE	1
USA	5

Think Tank (www.cse-thinktank.org)

	2008	2009
Number of Members	100	148
Number of Articles	50	96
Number of Countries	29	31

Stakeholders Mapping

Due to the fact that our organization operates in countries worldwide, our network of stakeholders works in the same extension. Our stakeholders exist in a worldwide level and in a wide range.

CSE's Primary Stakeholders (shown on the Figure 1 below) are:

- Employees, Affiliates, Clients, Suppliers, Partners organizations
- Media: They affect the company's sustainability via the promotion of our brand image. Most importantly, they are the primary tool of showcasing CSE's competencies and best practices
- Other organizations with similar Activities
- Community: **Local Community** (Location of CSE Premises)

International Community: Countries in which CSE carry on activities

Making this CoP available to stakeholders

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

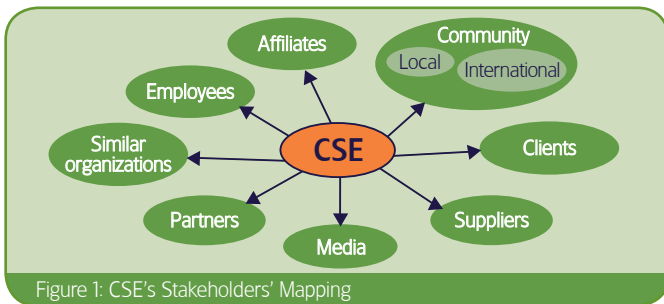


Figure 1: CSE's Stakeholders' Mapping

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

- CSE website
- The UN Global Compact Website
- Established online sites showcasing Sustainability Reports.

Scope of the Annual Report

The report covers the period July 2008 – September 009.

Communicate Directly with Our Team

We value greatly your thoughts and comments on our report. Should you wish to enquire for any additional information, you may contact Mr. Nikos Avlonas, Managing Director CSE via email at avlonas@cse-net.org, Mr. Nick Andrews, Managing Director Chicago Office, via email at nick@cse-northamerica.org and Ms. Elena Sarri, CSR Strategy & Reporting Manager, via email at csr@cse-net.org.

Join as a member our Global Think Tank (www.cse-thinktank.org) and share your views on sustainability.

Assurance Statement Introduction

The Center for Sustainability & Excellence (CSE) has commissioned Nassos Karageorgiadis, a CR index auditor to provide external assurance and commentary on its Corporate Social Responsibility and Sustainability Report 2009.

Assurance Statement

As a result, we have performed an assurance engagement on the Center for Sustainability & Excellence (CSE) Sustainability Report 2009 and the underlying policies, structures and performance data as well as their implementation.

By applying random sampling, we gathered and assessed evidence supporting the compliance to the guidelines mentioned below, proposed by CSE, as well as their alignment with various stakeholders' expectations.

This work included a third party Assessment performed as necessary, through interviews, collections & validation of sample quantitative performance data for 2009.

We believe that our work provides an appropriate basis for our general conclusions mentioned below:

- The Report met its objective, i.e. to provide a balanced and accurate representation of CSE's management and performance in regard to CSR activities and policies
- CSE has applied structures and processes to identify, measure and assess key CSR aspects, including Stakeholder engagement and CSR programs with high impact internally as well as externally
- CSE has developed a Corporate Responsibility Policy framework which is being currently implemented through our organization's different departments, units and individuals which interact with the organization.

Athens, February 2010,
Nassos Karageorgiadis, CR Index Assessor

Evaluation Form of our Sustainability Report 2009

We invite you

to fill in the following questionnaire in order to continuously improve our CSR practices and strategy and thus achieve maximum commitment to our stakeholders.

All the data collected from the evaluation form will be used solely for internal purposes by our CSR Strategy management group.

Which of the following stakeholder categories do you belong to?

- Affiliate/Staff Local community Society
 Shareholder NGO Media Other category

How do you rate the following sections of our Sustainability Report?

	Excellent	Satisfactory	Sufficient	Bad
CSE & CSR				
Concern for Human Resources				
Concern for Society				
Concern for Environment				
Future objectives and Planning				

How would you evaluate our main methodology for the production of our Sustainability Report?

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Are there any other areas that you would suggest to be added or to be elaborated in our next Sustainability Report?

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Please feel free to comment or make suggestions

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.....

Personal Details (optional)

Name/Surname:

Organization:

Tel: Email:

Please send or fax the Evaluation Form:

Center for Sustainability and Excellence (CSE): E-mail: info@cse-net.org, Fax: +30 210 8085 556