



LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA

ISSUE II: SOCIAL AND ENVIRONMENTAL ENTREPRENEURS

With the participation of:



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LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA AND THE CARIBBEAN

The first edition of CSR Innolabs, or innovation laboratories on corporate social responsibility, is the result of an alliance between a group of leading companies in Latin America and The Caribbean -CEMEX, Gas Natural Fenosa, Citi, Microsoft, PepsiCo and SABMiller- together with the Inter-American Development Bank (IDB).

The CSR Innolabs aspire to go beyond the conventional promotional and communication models of corporate social responsibility (CSR). Instead, they aim to create and facilitate innovative strategic knowledge generating systems and concrete solutions for sustainable and responsible management practices in the region. The CSR Innolabs also serve as a tool for cooperation and as an opportunity-generating space to improve efficiency, competitiveness and CSR in all aspects of a company's operation.

Forética acts as the secretariat of the project.

LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA AND THE CARIBBEAN

“Social and Environmental Entrepreneurs” is the result of the workshop which took place on 21st May 2012 in Quito (Ecuador). The following experts attended the meeting:

CEMEX

Martha Patricia Herrera González, Director of Corporate Social Responsibility

Citi

Carlos Parra, Head of Community Development
Diana Torres Proaño, Country Officer Ecuador

Gas Natural Fenosa

Antonio Fuertes Zurita, Reputation and Corporate Social Responsibility Manager

Microsoft

Pedro Julio Uribe, Director International Organisations Latin America & The Caribbean

PepsiCo

Gabriela de la Garza Tijerina, Sustainability Manager Latin America Beverages

SABMiller

Catalina García Gómez, Communications and Sustainable Development Director Latin America

Inter-American Development Bank (IDB)

Miguel Aldaz, Lead Partnerships Officer
Gema Sacristán, Lead Investment Officer, Financial Markets Division, Structured and Corporate Finance Department
Nobuyuki Otsuka, Lead Specialist, Development Effectiveness Unit, Multilateral Investment Fund

Forética

Germán Granda, Director General
Tomás Sercovich, Communications and Public Affairs Director
Ricardo Trujillo, Project Manager; Head of Workplace

For more information please contact Ricardo Trujillo at Forética: rtrujillo@foretica.es

1. THE CONTEXT OF SOCIAL AND ENVIRONMENTAL ENTREPRENEURS
2. OPPORTUNITIES
3. MAIN CHALLENGES
4. BEST PRACTICE CASE STUDIES
5. CONCLUSIONS
6. ABOUT US

THE CONTEXT OF SOCIAL AND ENVIRONMENTAL ENTREPRENEURS

A PERSON OR ORGANIZATION COMING UP WITH AN **INNOVATIVE** BUSINESS IDEA. A SPECIFIC **SOCIAL OR ENVIRONMENTAL CHANGE** IS TO BE INTRODUCED FROM A **SUSTAINABLE** PERSPECTIVE.

INNOVATIVE: Innovative ideas usually integrate into the business unprecedented elements such as technology, communication, customer focus, etc.

SOCIAL OR ENVIRONMENTAL CHANGE: Business models are centered on specific objectives around enhancing social or environmental impacts beyond those merely generated by traditional business activity.

SUSTAINABLE: In spite of being initially supported by certain players such as investors, companies or public administration, business models aim for an economic sustainability in the long term.

Recommended readings:

“Everyone a changemaker”, Will Drayton 2006.
www.mitpressjournals.org/doi/pdf/10.1162/itgg.2006.1.1.80 (ENG)

“Creating Successful Business Models. Lessons from Social Entrepreneurship”, 2008 Harvard Business Press.
<http://hbr.org/product/creating-successful-business-models-lessons-from-s/an/8028BC-PDF-ENG> (ENG)

“The Sustainable Economy”, by Ivon Chouinard, Jib Ellison and Rick Ridgeway, HBR Oct 2011.
<http://hbr.org/2011/10/the-sustainable-economy> (ENG)

Global Entrepreneurship Monitor (GEM). Global Report 2012. <http://www.gemconsortium.org/docs/download/2645>

THE IDEAL CONTEXT FOR SOCIAL AND ENVIRONMENTAL VENTURES

Companies' CSR strategies tend to foster and support the development of entrepreneur networks with a focus on impact management.

MANAGEMENT
OF A COMPANY'S
SOCIAL AND
ENVIRONMENTAL
IMPACTS

SUPPORTING
ENTREPRENEURS
AS A CSR
STRATEGY

SOCIAL AND
ENVIRONMENTAL
ENTREPRENEURS

THE IDEAL CONTEXT FOR SOCIAL AND ENVIRONMENTAL VENTURES

Companies' CSR strategies tend to foster and support the development of entrepreneur networks with a focus on impact management.



OPPORTUNITIES

Business models vary with the relevance attached to economic objectives versus social and environmental goals. From right to left, social and environmental goals become less central, while obtaining benefits (economic objectives) increasingly gains relevance.



OPPORTUNITIES

An entrepreneurship process is developed in various phases, up to five, as seen in the graph below. On each stage different constraints are faced. The different types of supports available reflect how companies can support entrepreneurs at the different phases.

STAGES

MAIN STEPS IN THE PROCESS OF DEVELOPMENT AND CONSOLIDATION OF AN ENTREPRENEURSHIP PROJECT

CONSTRAINTS

THESE IDENTIFY THE MAIN CHALLENGES FACED BY ENTREPRENEURS IN EACH PHASE OF THE PROCESS OF DEVELOPMENT OF A BUSINESS IDEA THROUGH TO A BUSINESS MODEL

SUPPORTS

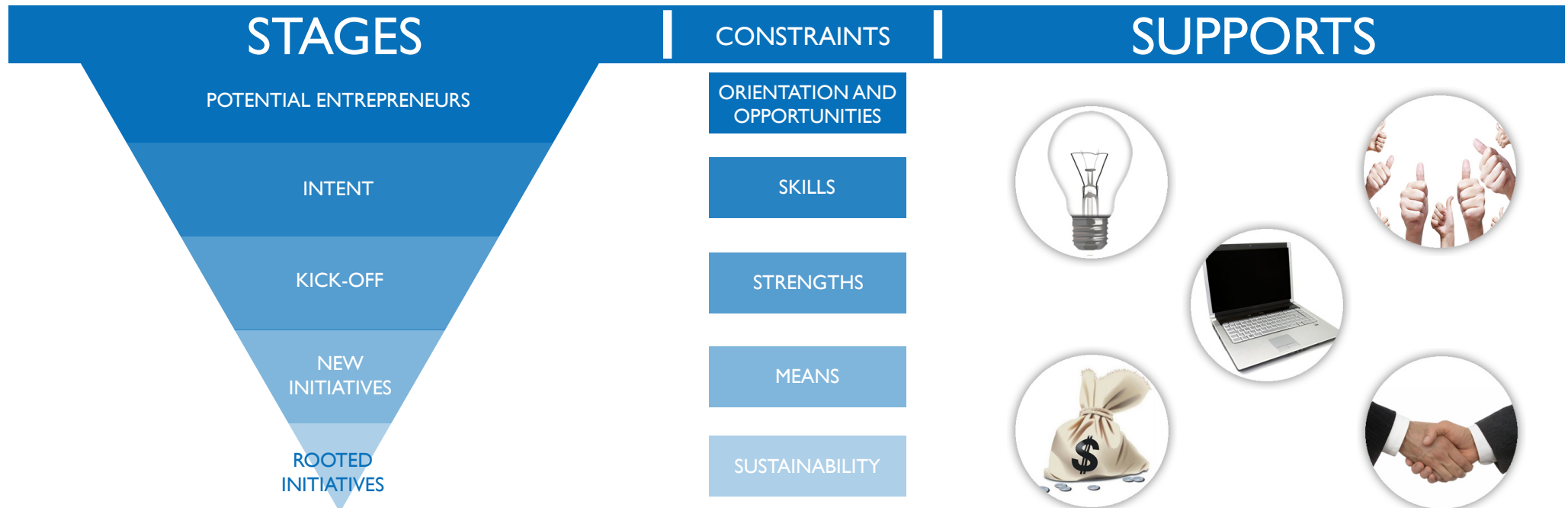
SHOWS SOME OF THE MOST EFFECTIVE WAYS OF SUPPORTING ENTERPRISE PROJECTS, DEPENDING ON THE PHASE IN WHICH THEY ARE AT AND DEPENDING ON THE MEANS AVAILABLE TO THE ORGANIZATION

OPPORTUNITIES

WITH THE BUSINESS MODEL NOT BEING FULLY CONSOLIDATED, THE EARLY STAGES OF A VENTURE ALLOW FOR COMPANY'S EXPECTATIONS AND VISION TO BE MORE EASILY INTEGRATED. HOWEVER, THIS ALSO ENTAILS THAT FAILURE IS MORE LIKELY TO OCCUR.

OPPORTUNITIES

An entrepreneurship process is developed in various phases, up to five, as seen in the graph below. On each stage different constraints are faced. The different types of supports available reflect how companies can support entrepreneurs at the different phases.



STAGES

Potential entrepreneurs: Any person or organization with the means to develop a social/ environmental innovation.

Intent: Strong will to make the entrepreneurship real.

Kick-off: A business idea formally reflects the initiative by establishing specific goals, a business plan, etc.

New initiatives: A new business is set-up, offering products and services. Social and environmental aspects are taken into account along the value chain thus starting to achieve the organization's mission.

Rooted initiatives: The business model is structured under an economic, social and environmentally sustainable organization.

CONSTRAINTS

Orientation and opportunities: Understanding the process of entrepreneurship and its difficulties as a key initial aspect for entrepreneurs.

Skills: Technical knowledge that allows the design of a business plan (linked to the business idea and model).

Strengths: Identifying and managing legal and technical limitations to business development.

Means: Technical, material, financial and human resources to reinforce project launch and consolidation.

Sustainability: Business idea oriented towards long-term economic, social and environmental feasibility.

SUPPORTS

Bombilla: Collaboration in the development of the business idea. – Potential entrepreneurs and Intent stages.

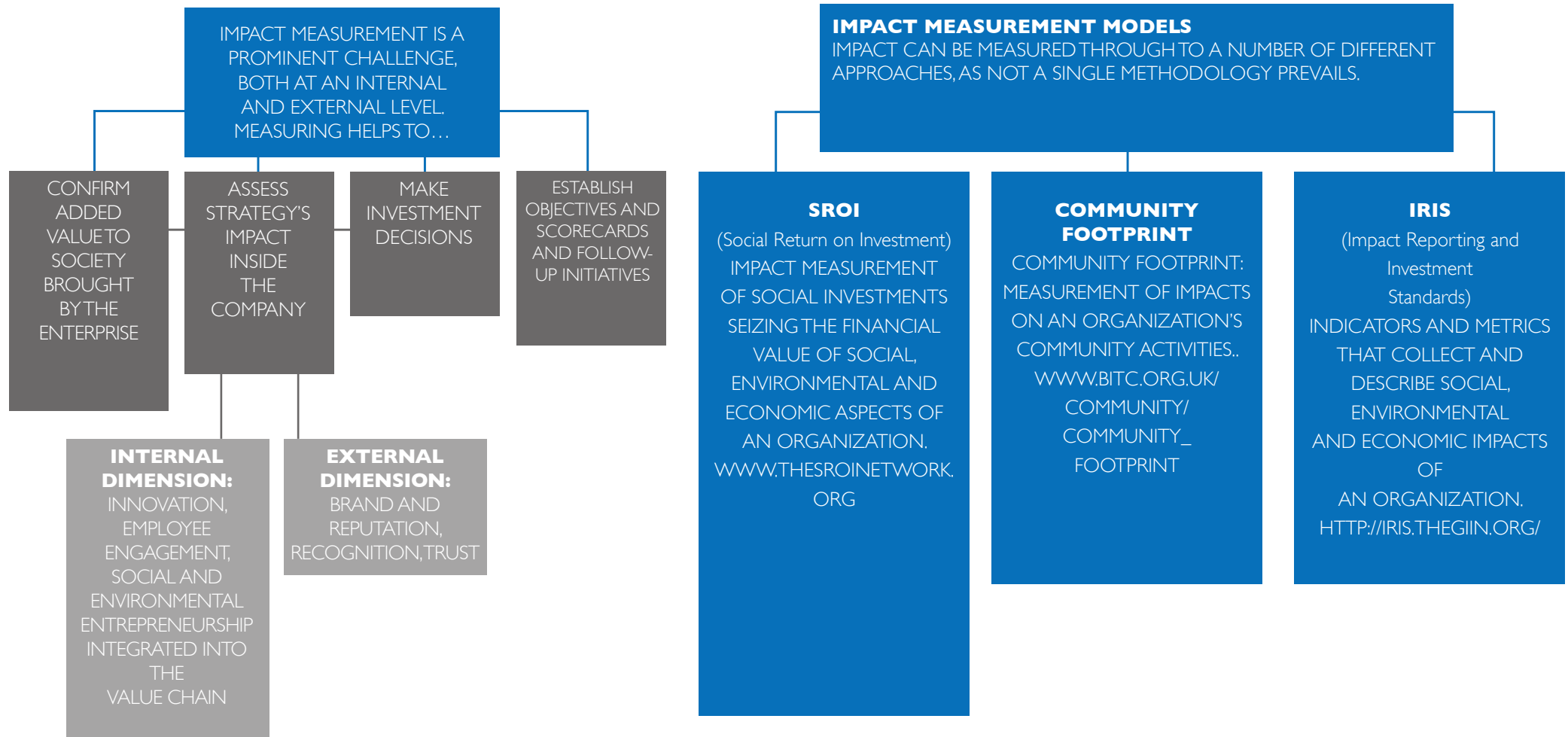
Gorro: Training in management, development of business plans, technical skills. – Kick-off and New initiatives stages.

PC: Technology, products and services, office space and other means offered by the company. – Kick-off and New initiatives stages.

Bolsa dinero: Access to funds, sponsorship, seed investment. New initiatives and Rooted initiatives stages.

Manos: Partnerships and value chain integration. New initiatives and rooted initiatives stages.

CHALLENGES



BEST PRACTICE CASE STUDIES



BEST PRACTICE CASE STUDIES



SELF-EMPLOYMENT
PRODUCTION CENTERS
(CPAS): HOW TO DELIVER
SOCIAL AND ECONOMIC
SOLUTIONS FOR SELF-
CONSTRUCTION FOR LOW
INCOME FAMILIES?

BEST PRACTICE CASE STUDIES

WHICH ARE THE KEY ISSUES THAT CPAS AIM TO ADDRESS?



According to the National Housing Commission (CONAVI), 40 to 50% of the Mexican population lack payment capacity or access to credit to buy their homes. One in three build their own home but need construction products and services commensurate with their purchasing power. CEMEX's initiative aims to contribute to a better quality of life for low-income families through the acquisition of construction materials for self-building and self-employment.

BEST PRACTICE CASE STUDIES

WHICH ARE THE KEY ISSUES THAT CPAS AIM TO ADDRESS?



CPAs can be delivered through two different mechanisms:

1- Collaboration agreement with CEMEX endorsed by a local or regional authority:

2- Social Franchise

The collaboration scheme with local or regional authorities addresses low-income families that earn less than two minimum wages

BEST PRACTICE CASE STUDIES

WHICH ARE THE KEY ISSUES THAT CPAS AIM TO ADDRESS?



LOCAL/ REGIONAL AUTHORITY:

- Has access to land located near the target families, equipped with water and electricity
- Leads the CPA
- Buys 50% of construction materials produced
- Pays for maintenance

CEMEX

- Hands over equipment on the basis of a gratuitous loan
- Trains the manager
- Provides assistance and technical support

On the other hand, the second model of social franchises targets adults and youth not at work or in education, who have identified a business opportunity in self-building.

BEST PRACTICE CASE STUDIES

WHICH ARE THE KEY ISSUES THAT CPAS AIM TO ADDRESS?



FRANCHISEE:

- Allocates owned or leased land
- Deploys basic construction on the land
- Can provide funds for an initial investment of 100,000 Mexican Pesos

CEMEX:

- Hands over equipment on the basis of a gratuitous loan
- Trains the franchisee and their team
- Provides assistance and technical support

OUTCOMES:

Up to the first half of 2012, 50,000 families have benefited from this program thus improving their net worth. 560,000 square meters of walls have been built through the acquisition of over 7 million blocks. With presence in 9 Mexican states, 72 CPAs were constituted, leading to the creation of 234,000 temporary self-employments. In economic terms, families and authorities have saved over 42 million Mexican Pesos from the acquisition of construction materials.

BEST PRACTICE CASE STUDIES



HOW TO PROVIDE
FINANCIAL PRODUCTS
AND SERVICES FOR SOCIAL
AND ENVIRONMENTAL
PROJECT FINANCE AND
INCORPORATING SUCH
CONSIDERATIONS WITH
SMES IN ORDER TO IMPROVE
THEIR COMPETITIVENESS?

BEST PRACTICE CASE STUDIES

Citi & SMEs



Financial products and services for SMEs

Citi's interventions with SMEs in Latin America include the following:

1- Paraguay: Long term loans for a total of USD 180 million alongside with Banco Continental and multilateral organizations such as the Overseas Private Investment Corporation (OPIC).

2- Brazil: Support to inclusive business and value chain funding.
<https://www.citibank.com.br/institucional/sustentabilidade.html>

3- Mexico: Microcredit to access to capital for sunflower seed producers for a total of USD 40.4 million, led by Acción-Banamex.

4- Colombia: SME Bank – Portfolio of financial services offered to SMEs.
<https://www.citibank.com.co/colombia/lacocb/main.htm>

BEST PRACTICE CASE STUDIES

Citi & SMEs



Managing social and environmental risks in SMEs

Citi's practices assess social and environmental risk when financing corporate bank projects, in line with the Equator Principles. In Latin America, SMEs take the lead in terms of job creation and growth. In 2011, the company decided to extend the aforementioned practice from corporate banking to Brazilian SMEs. The Equator Principles are applied to small loans, underwriting and other financial services specifically targeted at SMEs. In order to achieve greater results, a specific team has been created, responsible for transferring assessment practices to the SME sector. Expanding this practice meant that SMEs integrated social and environmental considerations into their operations, thus enhancing their competitiveness.

<https://www.citibank.com.br/institucional/sustentabilidade.html>

BEST PRACTICE CASE STUDIES



HOW TO SUPPORT
YOUTH ORGANIZATIONS
THROUGH ECONOMIC
AND COMMUNITY
DEVELOPMENT
INITIATIVES FOCUSED
ON ICT AND
STRENGTHENING OF
HUMAN CAPITAL?

BEST PRACTICE CASE STUDIES

Promoting social and collaborative entrepreneurship among young people from all over the world



Microsoft created Innovate4Good@Microsoft, a company-wide initiative where young people from different countries are invited to exchange experiences and imagine solutions to social problems. This initiative aims at connecting young people for a better future, both for themselves and their communities, by working together in the creation of new ideas and social and collaborative projects. These projects gain access to Microsoft's resources, programs and local events. Carried out in different regions throughout the world, Innovate4Good@Microsoft was first launched in Latin-America in Mexico.

BEST PRACTICE CASE STUDIES

Promoting social and collaborative entrepreneurship among young people from all over the world



Although the program is promoted by Microsoft, this event doesn't exclusively bring together people from the ICT community, but assembles young representatives from NGOs, foundations and political/ economic organizations. During the event, interesting projects are conceived. In addition, youth connection is enhanced and online communities are created, to keep in touch and exchange experiences and/or information after the event. Alongside with other initiatives implemented on the same line, Innovate4Good@Microsoft aims at empowering young people to realize their full potential by aspiring to a higher education, a professional career, becoming business owners or doing well for their communities.

<http://www.microsoft.com/latam/responsabilidadsocial/youthspark/>

BEST PRACTICE CASE STUDIES



PEPSICO

HOW TO INTEGRATE
FARMERS INTO
THE COMPANY'S
VALUE CHAIN
AND SUPPORT
ENTREPRENEURSHIP?

BEST PRACTICE CASE STUDIES

SUPPORT FOR SOCIAL AND ENVIRONMENTAL ENTREPRENEURS



SUPPORT FOR SUNFLOWER PRODUCERS IN MEXICO

ANDEAN POTATOES

BEST PRACTICE CASE STUDIES

SUPPORT FOR SUNFLOWER PRODUCERS IN MEXICO



PepsiCo Mexico works together with small sunflower producers to boost the production of high oleic sunflower oil with healthier fats to be used in the manufacturing of company products. Local supply of this raw material is expected to contribute to the development of PepsiCo's value chain. This initiative looks at advancing the production of high oleic sunflower oil according to market needs. A long-standing bond with farmers and previous experience in projects delivering value for both local producers and the company make it possible.

PepsiCo Mexico established a partnership with the Inter-American Development Bank under a long-term collaborative model, in order to accelerate the project and reach out to small and medium farmers.

BEST PRACTICE CASE STUDIES


ANDEAN POTATOES



This program for sustainable agriculture in Peru fosters the production of native potatoes. In total, 205 small producers -owners of 45 hectares- are supported. PepsiCo and FOVIDA (a local NGO) work together to include these farmers in the company's value chain. Over the past five years, USD 2.8 million were spent in buying from these producers. This also included the support provided for chemical products, seeds, etc.

Farmers and local communities gain access to a massive production and distribution process thus reaching a higher yield for their products. In addition, producers are benefited from access to technical support and local development programs in their communities.

BEST PRACTICE CASE STUDIES



HOW TO HELP
THE DISPLACED
POPULATION IN
COLOMBIA THROUGH
THE DEVELOPMENT OF
SOCIAL VENTURES?

BEST PRACTICE CASE STUDIES

OPORTUNIDADES BAVARIA: LUZYVIDA



Artisan women association “Luz y Vida” (Light and Life) -based in Ciudadela Café Madrid in Bucaramanga, Colombia- groups 80 women, heads of household. Among these, 50% have been forcibly displaced due to the context of war in the country.

The association provides training through social, cultural and income-producing projects in a context of poor living conditions. SABMiller supports Luz y Vida’s work through different actions implemented by its local subsidiary.

BEST PRACTICE CASE STUDIES

OPORTUNIDADES BAVARIA: LUZYVIDA



A number of training projects aim at the development of handicraft microbusinesses. Nursing and expecting mothers are taught different trades linked to handicrafts.

Through 2009 and 2010, local designer Clara Saldarriaga and FUNDES have developed a number of workshops, under the approval of SABMiller's "Comité Uni2". This has helped boost rotation, innovation, time management, design techniques and increase sales.

In addition, Luz y Vida manages a community restaurant for 350 children, a nursery and a bakery.

BEST PRACTICE CASE STUDIES

OPORTUNIDADES BAVARIA: LUZYVIDA



Outcomes:

A total of 100 women, among which 54 are permanently active and 46 are new members, have been trained in production and catalogue sales of handicraft, earning up to 20% of sales.

35 artisans responsible of manufacturing and five in charge of administrative tasks have earned a monthly average income of USD 250.

www.bavaria.co

BEST PRACTICE CASE STUDIES



HOW TO SUPPORT POOR
COMMUNITIES THROUGH
A PUBLIC-PRIVATE
SCHEME OF SOCIAL
INNOVATION BASED ON
THE IDENTIFICATION
AND IMPLEMENTATION
OF SUSTAINABLE AND
SCALABLE MECHANISMS?

BEST PRACTICE CASE STUDIES

SOCIAL INNOVATION TO OVERCOME POVERTY IN COLOMBIA



In spite of Colombia's recent remarkable economic growth, 34.1% of the population lives below the poverty line and 10.6% live in extreme poverty, affecting over 1.5 million households. Initiatives led by private or public actors haven't so far been able to significantly reduce poverty and inequality.

In this context of pressing needs, social entrepreneurs are willing to come up with new concepts that can provide answers to the everyday challenges of these communities.

To-date there is no structured model connecting social entrepreneurs with the needs of poor people based on open frameworks and the business innovation techniques developed over the past years.

BEST PRACTICE CASE STUDIES

SOCIAL INNOVATION TO OVERCOME POVERTY IN COLOMBIA



Together with “Sharing with Colombia” (“Compartamos con Colombia”), the IDB and the Multilateral Investment Fund (MIF) financed a project aimed at helping 15,000 households living in poverty/ extreme poverty and social entrepreneurs. Social innovation then becomes an alternative to mechanisms traditionally used to fight poverty.

A public-private framework will be created at the center of the model in order to coordinate the process, raise awareness on social innovation’s potential impacts, facilitate scaling-up and promote incentives that guarantee the sustainability of the model. The project aims at demonstrating that social innovation can become an effective instrument in overcoming poverty that can be fostered by both private and public institutions in the region. Social innovation arises as an alternative to traditional mechanisms for fighting poverty, enriching potential solutions and developing more accurate options, adapted to the reality of those most in need.

BEST PRACTICE CASE STUDIES

SOCIAL INNOVATION TO OVERCOME POVERTY IN COLOMBIA



The project is structured around the following stages:

1. Identifying solutions and outlining pilot projects
2. Implementing solutions and managing scaling-up
3. Capacity-building and strengthening social innovation grids
4. Communicating results and positioning social innovation in Colombia.

Building on new technologies, social networks and elements such as crowdsourcing, a number of social issues will be presented to a large group of entrepreneurs. They will be expected to suggest effective solutions to those challenges outdoing current mechanisms' results. It is also expected to identify social challenges that notably call for an innovative approach, selecting the solutions that demonstrate efficiency and a larger sustainability and scale-up potential.

BEST PRACTICE CASE STUDIES

SOCIAL INNOVATION TO OVERCOME POVERTY IN COLOMBIA



The solutions that will be proposed will range from products and services to management practices. These will receive funding and support in order to implement pilot projects. Projects can either be scaled up by establishing partnerships with the private sector or by presenting proposals to public institutions through the "United Network" ("Red Unidos"). The platform will create a community of users (students, entrepreneurs, experts, etc.) that will contribute to co-create the best solutions by putting forward ideas and suggestions to boost the design and implementation of solutions.

In its role as implementing agency, Sharing with Colombia ("Compartamos con Colombia") will coordinate a network of public, private and educative institutions with the support of the Center for Social Innovation of the Colombian National Agency for Overcoming Extreme Poverty ("Centro de Innovación Social de la Agencia Nacional para la Superación de la Pobreza Extrema del Gobierno de Colombia").

More info:

<http://www.iadb.org/es/proyectos/project-information-page,1303.html?id=CO-M1091>

Video: Watch the CNN Discussion at Davos <https://www.youtube.com/watch?v=eIKStHKVYSU>

CONCLUSIONS

Social and environmental entrepreneurs

1. BUSINESS CASE/ LINK TO STRATEGY
2. IMPACT MEASUREMENT
3. UNDERSTANDING THE ENTREPRENEUR
4. RISK MANAGEMENT / EXIT STRATEGY
5. COLLABORATION AND POSITIONING

CONCLUSIONS

Social and environmental entrepreneurs

I. BUSINESS CASE/ LINK TO STRATEGY

It is important to develop the business case to help integrate entrepreneurship support activities within the company strategy. As well as building these initiatives as profitable business models in the long term, they also must have a positive social and environmental impact.

CONCLUSIONS

Social and environmental entrepreneurs

2. IMPACT MEASUREMENT

Being able to assess a project's social impact is a key aspect of any entrepreneurial initiative. Impacts inside the company such as motivation, financial return, new business opportunities, reputation, etc. Are to be measured too.

When it comes to measuring, not a single methodology prevails. Current indicators and metrics (sroi, iris and community footprint among others) are being evaluated and adapted on the basis of two dimensions: economic and social/ environmental. The very concept of "social benefit" is vague, that is why new methodologies and trends are to be expected.

CONCLUSIONS

Social and environmental entrepreneurs

3. UNDERSTANDING THE ENTREPRENEUR

Entrepreneurs' projects and initiatives will determine the nature of entrepreneur to be supported, together with the type of support provided (skills, technology, networking, integration into the value chain, access to funds, etc.).

Local specificities are to be taken into account, as support needs to be adapted to the models and standards of each country.

CONCLUSIONS

Social and environmental entrepreneurs

4. RISK MANAGEMENT / EXIT STRATEGY

Exit strategies are not only not to jeopardize a project's feasibility but also help it gain maturity. It appears necessary to control when projects need to be abandoned or the type of support modified.

Entrepreneur and company mutual dependency needs to be clearly understood in order to set the grounds for the relationship and boost collaboration and business, beyond the project's main objective.

CONCLUSIONS

Social and environmental entrepreneurs

5. COLLABORATION AND POSITIONING

New collaboration opportunities may arise from projects supporting entrepreneurs. In addition, inside the company, different areas can get involved (for example through corporate volunteering projects), thus adding value to the project.

Mutual trust and capacity to react and adapt are key factors when selecting partners.

On the other hand, both internal and external communication of entrepreneurial initiatives needs to be considered. Communication can be improved through the use of brands that make it possible to establish a common platform or slogan.

PARTICIPANTS

The CSR Innolabs are focused on the combined work of a series of leading organizations on CSR in Latin America and the Caribbean. These Organizations are:



PARTICIPANTS

IDB



IDB

INTER-AMERICAN DEVELOPMENT BANK (IDB)

The IDB is a major source of long-term financing for Latin America and the Caribbean. Founded in 1959 and with a present membership of 48 countries, the Bank helps to accelerate the economic and social development of its 26 borrowing member countries in the region.

As one of the largest regional multilateral development institutions, the IDB collaborates with many partners through its Office of Outreach and Partnerships.

www.iadb.org

PARTICIPANTS

CEMEX



CEMEX es una compañía global de materiales para la industria de la construcción que ofrece productos de alta calidad y servicios confiables a clientes y comunidades en América, Europa, África, Medio Oriente y Asia.

Nuestra red de operaciones produce, distribuye y comercializa cemento, concreto premezclado, agregados y otros productos relacionados en más de 50 países, a la vez que mantenemos relaciones comerciales en aproximadamente 102 naciones. Impulsa el desarrollo de los países en los que tiene presencia mediante la creación de soluciones innovadoras y sustentables para la construcción que mejoren la calidad de vida de la gente.

www.cemex.com

PARTICIPANTS

CITI



Citi, the leading global bank, has approximately 200 million customer accounts and does business in more than 160 countries and jurisdictions. Citi provides consumers, corporations, governments and institutions with a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage, transaction services, and wealth management.

www.citigroup.com

PARTICIPANTS

GAS NATURAL FENOSA



Gas Natural Fenosa is the largest integrated gas and electricity company in Spain and Latin America. Currently, the company is present in more than 25 countries and has over 20 million clients. One of their main challenges, as a leading energy multinational, is satisfying the energy demand of the developing world and doing so in a cleaner, safer and more efficient manner.

The company's CSR policy highlights its commitment to recurrent stakeholders and is articulated around the following concepts: client orientation, commitment to results, environment, and interest for people, health and safety, commitment to society and integrity.

www.gasnaturalfenosa.com

PARTICIPANTS

MICROSOFT



How to help people reach their maximum potential.

Being a good corporate citizen plays a vital role in the achievement of the mission of Microsoft as a company: enable people and companies around the world to realize their full potential.

Microsoft has a permanent commitment to comply with our public responsibilities and serve the needs of the people in communities around the world. The role that we play as a responsible global corporate citizen is fundamental for this commitment.

<http://www.microsoft.com/es-xl/news>

PARTICIPANTS

PEPSICO



PepsiCo is a world leader in the food and beverage industry. The company has a net income of more than US\$ 65 billion and a product portfolio that includes 22 brands that individually generate more than US\$ 1 billion in annual retail sales. Its main businesses –Quaker, Tropicana, Gatorade, Frito-Lay and Pepsi-Cola– produce hundreds of delicious foods and beverages that are appreciated around the world. PepsiCo is committed to sustainable growth through its investments in a healthier future for people and the environment, which also means a more successful future for PepsiCo. The company calls this commitment “Performance with Purpose”: PepsiCo is committed to providing a wide range of foods and beverages to suit local tastes, find innovative ways to minimize its impact on the environment by conserving energy and water and reducing the volume of its packaging, provide excellent working conditions for its employees, and respect, support and invest in local communities where it operates.

www.pepsico.com

PARTICIPANTS

SAB MILLER



SABMiller is one of the world's leading brewers with more than 200 beer brands and some 70,000 employees in over 75 countries. We also have a growing business in soft drinks and are one of the world's largest Coca-Cola bottling companies. We have become a global leader nurturing strong local brands and building brand portfolios which respond to the needs of our consumers in each of our markets. Our portfolio includes premium international beers like Pilsner Urquell, Peroni Nastro Azzurro, Miller Genuine Draft and Grolsch, as well as local leading brands like Águila, Castle, Miller Lite, Snow, Tyskie and Victoria Bitter. We have grown thanks to a culture of excellence in operations, providing high quality products, innovation and sustainable development. We believe that our business is not isolated from society and that the success of SABMiller is completely linked to the wellbeing of the general community. Everywhere we operate, we are working to build strong local businesses that can contribute to the local economy.

www.sabmiller.com

PARTICIPANTS

FORÉTICA



Forética is the leading CSR organization in Spain and Latin America. Its mission is to promote ethical management and social responsibility by providing organizations with the knowledge and tools to successfully develop a sustainable and competitive business model. Currently, it has over 200 members.

Forética is present in the main CSR forums at the European level and in Latin America. It is CSR Europe's national partner in Spain and a member of Forum Empresa in Latin America. In Spain, Forética is a member of the State Council on CSR (Consejo Estatal de RSE) as an expert organization in the field. Additionally, it is the owner of the standard SGE 21, the first CSR management system which permits voluntary certification.

www.foretica.org



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