



**Flexible solutions  
for a sustainable  
labour market**



**bcsdh**

Magyarországi Üzleti Tanács a Fenntartható Fejlesztésért  
Business Council for Sustainable Development in Hungary

**10 év**  
Vállalatok a  
fenntartható  
jövőért



**Action2020**  
led by the WBCSD

# The corporate members of the Business Council have been taking sustainability seriously for 10 years

The Business Council for Sustainable Development in Hungary (BCSDH) is celebrating its 10th Anniversary in 2017. At the time of its establishment, 15 companies and one private person agreed that Hungarian businesses should take action to promote sustainability. Now the organisation has 80 members and has become the value-creating community for the main businesses leaders whose companies create 30% of the national GDP.

The organisation helped lay the foundations for sustainability in 2012 when the fundamentally important document entitled 'The Complex Interpretation of Corporate Sustainability' was formulated as a recommendation for business leaders.

During the past years, a combination of 200 professional events, 200 active business leaders, 100 gifted participants of the 'Future Leaders' talent programme, and more than 130 experts from NGOs, scientific, academic and business sectors involved in the Action 2020 Hungary programme, more than 70 business solutions which offer real answers to sustainability challenges have demonstrated BCSDH's strong commitment to sustainability.

Our most important task now is to help with implementing the basic principles of sustainable company management that will actively assist in realising the UN Sustainable Development Goals.



“The future is already here - but most of us haven't noticed. We are facing exponential technological change and it's only just the beginning. Humanity will change more in the next 20 years than in the previous 300 years. 50% of our jobs will automated within the next 10 to 15 years. This could be heaven - or it could be hell; all depends on how we collaborate, going forward.

**Gerd Leonhard** futurist;  
one of the top 100 influencers  
in Europe (*Wired Magazine*, 2015);  
CEO, Future Agency



“We are all looking for security in work and income. At the same time, we need flexibility in terms of when, where and how we work. This means that the inclusive and competitive labour market workers and business want for our future should be agile and adaptable. By combining a variety of decent employment contracts with modern social security models and accessible employability schemes we can do that. And provide sustainable prosperity for all.

**Annemarie Muntz**,  
President, WEC  
(World Employment Confederation)

”

*„Can business be a positive force for solving environmental and social challenges? We say: Yes”*



Members of the Business Council for Sustainable Development in Hungary  
Status – September 15, 2017

## LIST OF CONTENTS

- 2 About the program
- 3 Welcome
- 4 Employment situation
- 6 Employment goals of Action 2020 Hungary
- 7 Recommendations of BCSDH
- 8 Employment systems fit life status
- 10 Lifelong development
- 12 Support the career paths of women
- 14 Beyond business as usual
- 15 Employment business solutions
- 16 Joining
- 17 'For a Sustainable Future' Prize
- 19 List of contributors
- 21 SDG Compass
- 22 Impressum
- 23 Sponsors

# Action 2020 Hungary

The Action 2020 Hungary program is an initiative from the Business Council for Sustainable Development in Hungary (BCSDH) that calls the Hungarian business sector for immediate action. The program is the Hungarian adaptation of the global program of the World Business Council for Sustainable Development – WBCSD.

Within the framework of the Action 2020 Hungary program five priority areas (Food and Feed, Sustainable Lifestyles, Employment, Climate Change and Water) and 20 specific macro-level goals are defined.

More than 100 experts from NGOs, scientific, academic and business sector, and business leaders actively contributed to defining these goals for Hungary.

The exploration and dissemination of business solutions that support the attainment of employment-related targets was the goal in 2017. With the involvement of nearly 70 experts and business leaders, we examined how the positive effect of the business sector can be increased in the area of employment in Hungary.

**5** priorities

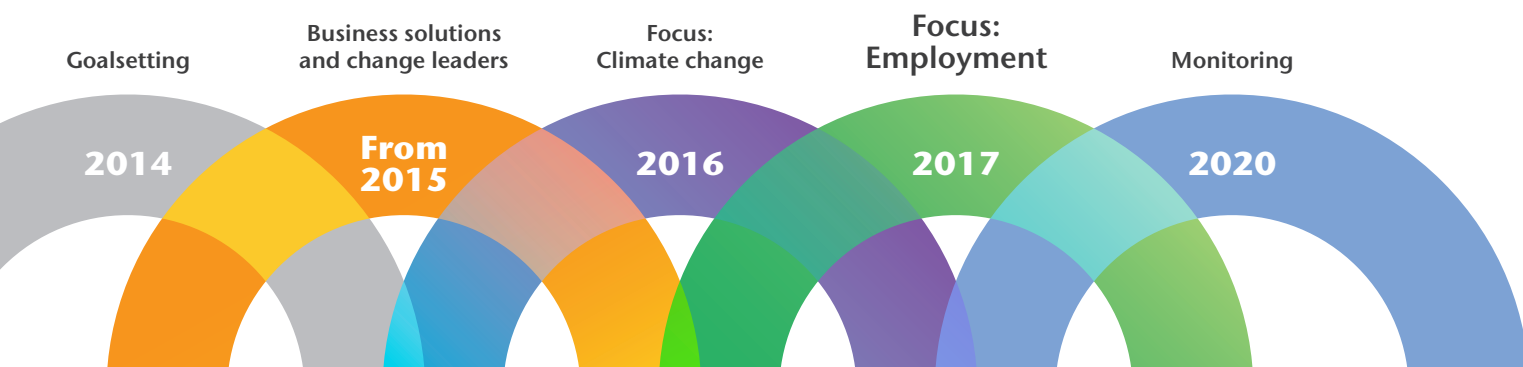
**20** macro level goals until 2020

involving more than **130** scientific, NGO and corporate professionals

**65** company leaders involved in **15** CEO-roundtable discussions

with more than **50** companies joined

with more than **70** business solutions which can be adapted by others





# Flexible solutions for a sustainable labour market

The labour market has been changing at an accelerating pace, and there is no company in Hungary which is not affected by these changes. The ever-greater shortage of specialists experienced today poses a new challenge to the leaders and HR experts of companies - especially because labour shortages can threaten market positions, and may become serious impediments to development.

Taking into account the decreasing number of children per family, the strong tendency to emigrate and the difficulty of recruiting and retaining young talent, the severity of the problem will probably remain or increase in the future.

In the meantime, the European Union and the Hungarian government have set themselves the challenging goal of achieving a 75% employment rate among 20-64 year-olds by 2020.

BCSDH's Action 2020 programme is striving to achieve this by helping support decent, value-producing workplaces and discrimination-free employment, in which businesses play a key role.

Those companies who regard challenges as opportunities and that are open to implementing unconventional solutions may become the winners of this process.

In order to reach this goal, the employment of the young and the old, women and men, highly qualified and low-skilled workers is necessary. However, this requires the harmonization of needs and expectations.

Getting to know target groups of employees and taking into consideration their needs can open the door towards a more flexible, more colourful labour market.

The BCSDH, together with the leaders of its member companies, has created the following three recommendations which can help the business sector take the necessary steps towards meeting the employment goals:

1. Form and implement employment systems which fit life status,
2. Support proactively the lifelong development of employees, in accordance with changing expectations,
3. Support the career paths of women.

In order to support companies and the career paths of women, our organisation established the Leading Women Award in 2017. Moreover, we are planning to create a forum where we can further develop the pillars of sustainable education with the cooperation of those concerned, since the mission of BCSDH is to support its member businesses in becoming not just followers, but active shapers of forthcoming changes and global trends.



A stylized blue ink signature of Attila Chikán Jr.

**Attila Chikán Jr.**  
President



A stylized blue ink signature of Irén Márta.

**Irén Márta**  
Managing Director



A stylized blue ink signature of Sándor Baja.

**Sándor Baja**  
Action 2020  
Employment Working  
Group Leader

# The employment situation

---

The development and competitiveness of an economy is strongly tied to the strength and quality of employment. Although the employment rate among 20-64 year-olds in Hungary has increased in past years (71.5%, according to Eurostat data from 2016), one of the most crucial problems businesses face is the **labour shortage**: it is difficult for businesses to find suitably qualified and experienced workforce.

This situation can be traced back to several factors. On the one hand, the overall **proportion of youth** in the population

has **decreased**; furthermore, their disposition to migrate is high. **Faster technological progress** has brought numerous changes to the labour market: it has created **new jobs**, while old ones have disappeared; **new skills and competencies** have come to the foreground.

Thus, we predict that **competition for qualified workers will intensify** in the near future.

However, for most **groups of underprivileged** in society, **employment is lower** than their proportion in the population.

In this case, the need to create **employment structures which fit their life status** is emphasized.

Based on the statistics, we know that a little over a quarter of all employees do jobs regarded as atypical. However, international statistics indicate a strong correlation between an increase in the employment rate and the spread of atypical employment.

One of the means of solving the increasingly serious labour shortage is to provide a **variety of work**.



” KPMG's latest Global CEO Outlook also confirmed that CEOs see the future in change, technology, and talented employees. More and more CEOs are convinced that focusing on skilled workers is key, being the lack of adequate skills and competencies a significant business issue.

**Robert Stöllinger**, National Senior Partner, KPMG



” The mission of Randstad is "shaping the world of work". Today in Hungary we face many challenges in the labour market. The short- and mid term solution is to find the reserves and consider much more the employees' needs: this is employer branding, employee marketing.

**Sándor Baja**, CEO, Randstad Hungary

# In accordance with UN Sustainable Development Goals

In September 2015, 193 countries accepted the Sustainable Development Goals (SDG) that defined worldwide sustainable development priorities and endeavours until 2030.

The framework defines 17 goals and 169 sub-goals, and calls governments, the business sector and civil society to action to eliminate poverty and ensure the existence of dignified living conditions and equal opportunities for everyone, within the capacity of Earth's resources.



## SUSTAINABILITY MEASURES IMPLEMENTED IN THE FIELD OF EMPLOYMENT SIGNIFICANTLY CONTRIBUTE TO THE ATTAINMENT OF THESE FOLLOWING GOALS:

- 1.** End poverty in all its forms everywhere
- 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- 4.** Ensure inclusive and quality education for all and promote lifelong learning
- 5.** Achieve gender equality and empower all women and girls
- 8.** Promote inclusive and sustainable economic growth, employment and decent work for all
- 9.** Build resilient infrastructure, promote sustainable industrialization and foster innovation
- 10.** Reduce inequality within and among countries

# The employment goals of the Action 2020 Hungary programme

In accordance with the Sustainable Development Goals, the aims of the European Union and the Hungarian government, the Action 2020 programme is striving to create a **75% EMPLOYMENT RATE** among 20-64 year-olds by 2020, and would like to accomplish this by establishing decent, value-producing workplaces and discrimination-free employment, with special emphasis on minorities, young people and women.

## GOALS WE WORK FOR:



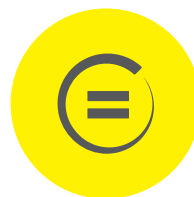
Provide a living wage which ensures that basic needs for living can be provided



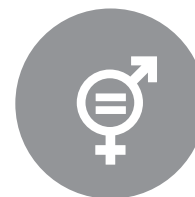
Take individuals from education to workplace by providing them with the right qualifications, professions and skills



Encourage life-long learning and adult education and training, especially for developing the ability to adapt and build resilience in a rapidly-changing environment, and promote leadership skills



Improve the inclusive employment of disadvantaged people according to their share of the population, especially that of young people and minorities through the whole value chain



Promote women to management and leadership positions, improve diversity in decision-making bodies, increase the proportion of female mid-level and executive managers to 20% in the business sector



**“** We believe, that our greatest values are our employees, thanks to them we have succeeded and developed. They are also the key to a long-term sustainable operation. That's why we are trying to support every initiative, that helps them to create their well-being, whether in the work-life balance or in career planning and management or even in equal opportunities.

**Zsolt Jamniczky**, Board member, E.ON Hungary



# Recommendations of BCSDH for the business sector in the field of employment

**Although reaching an employment rate of 75% is not only the task of the economic sector, businesses have the means to support this goal.**

After examining these means, BCSDH created its recommendations for the business sector that help define how the conditions for sustainable employment can be established.

The recommendations were created during a nearly one-year period of professional work, which included the Action 2020 Specialist Forum, the meetings of the BCSDH Action 2020 Employment Working Group, roundtable discussions of business leaders, the meetings of the BCSDH's board of directors, and several other professional consultations with experts on the topic.

---

## BCSDH'S RECOMMENDATIONS FOR THE BUSINESS SECTOR IN THE FIELD OF EMPLOYMENT:

---



Form and implement employment systems which fit life status



Support proactively the lifelong development of employees, in accordance with changing expectations



Support the career paths of women

## Activities of BCSDH

Two fields were identified in which the Business Council itself can start supporting the attainment of these goals.

---

### ACTIVITIES

---

#### 1. Establish the Leading Women Award

BCSDH's aim with the establishment of the Leading Women Award was to contribute to the accomplishment of the fifth goal of the SDG, and to support the career paths of women by acknowledging those prominent female leaders who are working towards one of the Sustainable Development Goals.

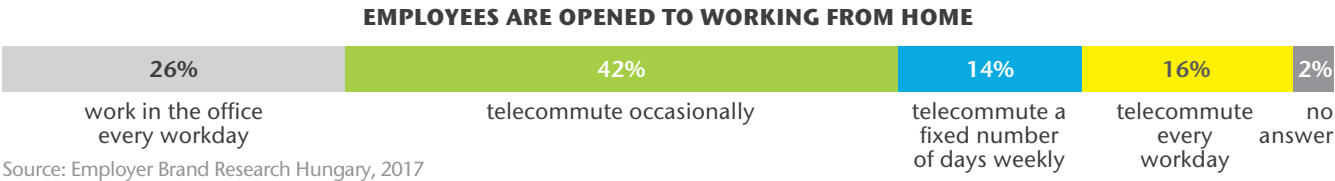
#### 2. Help define sustainable education

To be able to educate people with appropriate knowledge, it is necessary that we define what we mean by 'sustainable education'. For this purpose, we recommend that the BCSDH initiate the establishment of a forum which promotes shared thinking about this topic by the parties concerned.

## Recommendation 1

### Form and implement employment systems which fit life status

An **increasing number of employees need forms of employment that are different to traditional ones** (i.e. the 40-hour working week, office work). According to Employer Brand research published by Randstad in 2017, **72% of all employees are open to working from home to some extent.**



Over the past few months, BCSDH has identified a number of options for implementing employment systems fit the life status. Flexible working hours, fewer-than-40-hour working weeks, and working from home are just a few examples of these alternatives.



In addition, more employees on the labour market would like to work for one or more businesses **on a project basis**. Fortunately - as a result of technological development -, this way of working does not face any serious obstacles. Changing **internal organisational frames and the regulatory environment** represents a greater challenge.

It is also well known that **certain groups start from a disadvantaged position on the labour market**. Changes in functional capacity, age, and minority status (and also life status such as being a student, having small children or looking after a family member) may only allow individuals to **undertake flexible work**.

Although developing a flexible employment structure that complements the life status of employees **may pose a great challenge** to organisations, it **may also be associated with numerous business advantages** (e.g. decreases in fluctuation, greater loyalty, more effective work). The implementation of such systems often requires **changes in the attitudes** of the top management of an organisation, making them open to new kinds of problem solving.

---

## BUSINESSES ALREADY HAVE SOLUTIONS

---

It is of fundamental importance from both a social and economic perspective that businesses create job opportunities for unskilled and inexperienced young people. This is a social issue which can only be solved through cooperation, and with the involvement of all parties concerned.



**”** We launched our Nestlé Youth Employment Initiative in 2013 to support the employment of young people in the labour market. Our initiative was welcomed nationally and internationally as progressive, and we set further commitments by 2020 with particular focus on the opportunities of white and blue collar employees. We are proud that numerous companies and professional organisations have joined our Alliance for Youth partner programme. Our joint efforts can offer real solutions for youth and an opportunity for dialogue.

**Jean Grunenwald, Managing Director, Nestlé Hungary**



**”** The majority of our restaurant colleagues are below 30, starting their careers without any qualifications. For most of them McDonald's is the first place they face workplace requirements and expectations, learn how to work in teams, and collaborate. Those with outstanding performance are given the opportunity to try themselves in a leader position. In the restaurant environment they also personally experience important topics such as equal treatment and diversity, trust, environmental awareness, or corporate ethics. We work in an advantegous employment model, the positive social impact of which we consciously seek to strengthen.

**Ágnes Horváth, CEO, McDonald's Hungary Restaurant Chain LLC.**

Companies may experience several advantages from the regular employment of people with reduced working capacity. For example, the presence of such individuals can play a significant role in maintaining a tolerant, flexible organisational culture. Moreover, such employees can significantly contribute to the performance of their company through their value-creating activity.



**”** We can be fair, but that's not always enough to provide equal opportunities. That's why we have increased responsibility for promoting integrated employment and rehabilitation. Our employees with changed work ability are our colleagues with high added value, although they are disadvantaged in employment, they are full team members during the work. A company can only benefit when it makes decisions with flexible attitude.

**László Török, CEO, Grundfos**



**”** When we have committed to employing disabled workers in 2013, we did not even imagine that our best practices could help other companies to find good solutions. We are proud of our success in employing 47 people with reduced work ability. It is important to provide them a job, working environment and team where they feel useful again after several years outside the labour market. Our secret may be that everyone takes his or her part during the whole process from the bottom of their hearts.

**László Flórián, CEO, Rossmann Hungary**

## Recommendation 2

***Support proactively the lifelong development of employees, in accordance with changing expectations***

We are witnessing radical changes in job descriptions, partly because of the process of **digitalisation**. Numerous new jobs have come into existence, and an increasing number of these are becoming automated. The importance of **teamwork is coming to the forefront, often through the need to create virtual communities** with colleagues who work abroad. **The number of years an employee spends working is also growing**, which means different generations are increasingly working together.

These changes **require new or different skills and competencies** from employees, as well as a willingness to engage in **lifelong learning and development**. If businesses want to stay competitive, it is essential that they become part of this process.

---

### WHAT SKILLS AND COMPETENCIES WILL BE NEEDED MOST IN 2020?

---



**Complex Problem Solving**



**Critical Thinking**



**Creativity**



**People Management**



**Coordinating with Others**



**Emotional Intelligence**



**Judgement and Decision Making**



**Service Orientation**



**Negotiation**



**Cognitive Flexibility**

Source: Future of Jobs Report, 2015

**Companies that take an active part** in these processes **will reap the benefits** because employees will become more effective and more loyal, significantly reducing staff turnover.

It is also clear that it is becoming more difficult for the traditional educational system to meet the requirements of a rapidly changing labour market. This is why **businesses should collaborate with educational institutions**. On the one hand, businesses can help by identifying the skills and competencies that will be necessary for future employees, while on the other they can show young people a real picture of the variety of jobs and specific work activities that are open to them.



---

## BUSINESSES ALREADY HAVE SOLUTIONS

---

The key to lifelong development is understanding what skills and competencies employees have, which jobs match them best, and what their long-term plans are. Businesses can survey employees to gather this information, and draw up tailored, personal development plans that include training and regular feedback on their performance.



**“** *We need to pay attention during the evaluation process of our co-workers, to be sure that we are hiring a colleague with the right skills and competences. But this is not enough. We need to support their work and professional development with internal trainings, and with the right feedback of their performance continuously. That is why we have started to work on our internal feedback system.*

**Ferenc Batári**, CEO, Future FM Facility Management

Several initiatives have been launched with the cooperation of businesses and educational institutions to enhance the skills of students and to organise practical training events. As a result, these young people will be able to get involved in the labour market faster and more efficiently after finishing school.



**“** *I believe that, in addition to theoretical courses at university, students need to meet with the industrial sector as early as their university years. If this happens, they can be more prepared for the labour market. That's why we agreed with the Budapest University of Technology and Economics, which resulted in an absolute win-win situation. This is beneficial for the University as it brings the latest technology of Daikin to the school, beneficial for students who will obtain theoretical knowledge during lessons, get internship opportunities, diploma consultations and industry knowledge, and beneficial for our company that will be able to expand its pool of employees with committed young professionals who have the appropriate knowledge.*

**Balázs Zuggó**,  
CEO, Daikin Hungary



**“** *Innovation in chemistry and the chemical industry requires highly educated and skilled professionals. Without them there is no research, and without research there is no innovation and development. Support of education therefore is a priority for BASF also in Hungary. We have to promote natural sciences and chemistry as early as in elementary school.*

**Dr. Thomas Narbeshuber**,  
CEO, BASF Hungária Kft.

## Recommendation 3

### Support the career paths of women

There are many factors that today **hinder the fulfilment of women's careers**. For example, having children, and the existence of a real or imaginary 'glass ceiling'. Additionally, women are sometimes burdened by tasks resulting from the traditional roles of women in the family.

Although an increasing number of companies have measures that support the career paths of women, **a lot of women still have difficulty integrating work and personal life**. Companies can do a lot to help them in this regard, although this often requires a **significant change of attitude**. Over the past few months, the BCSDH has published details about a number of tools that support this process.

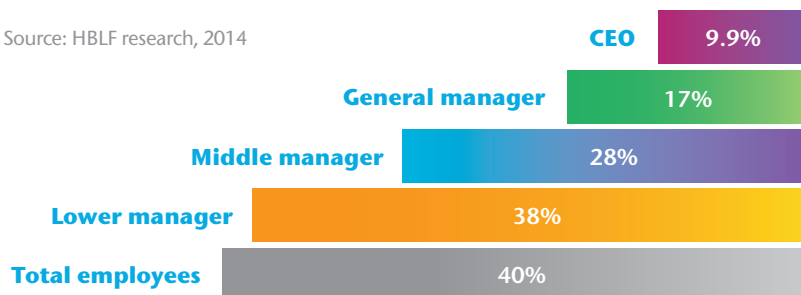
#### INSTRUMENTS THAT CAN SUPPORT THE CAREER PATHS OF WOMEN



In Hungary, the proportion of female leaders is still low both in business and government sectors. As we move up the levels of business hierarchy, the proportion of female leaders decreases.

#### PROPORTIONS OF WOMEN IN THE TOP 200 BUSINESSES IN 2014

Source: HBLF research, 2014



BCSDH's Action 2020 programme has among its goals the need to raise awareness of the promotion of women to management and leadership positions: **our aim is to increase the proportion of female mid-level and executive managers to 20% in the business sector**.

Not all women want to become leaders. However, it is important for all of them to be fulfilled in their work, to develop, and to have a chance to experience other fields of work. The use of **flexible forms** of employment may become an important means of supporting this goal.

---

## BUSINESSES ALREADY HAVE SOLUTIONS

---

Several member companies are supporting women's career paths at the level of corporate strategy - for example, by introducing female quotas, diversity strategies, or modifying corporate policies.



**”** *If there are woman represented at all hierarchical levels of a company, it brings business benefit to that company. The presence of woman leaders results that we get to know the needs of our customers and the top-management makes better business decisions. The more the question of woman workers is relevant in corporate culture, the more the presence of woman is accepted in top-management.*

**Andrea Bujdosó**, Chair of the Board, Shell Hungary

Supporting women's professional development either within the organisation or within an external supporting network or program also greatly contributes to the process of making successful promotions.



**”** *We are supporting women working at GE to develop their professional skills, business models, personal relations and career prospects through the GE Women's Network. By strengthening our presence among others in the fields of technology and sales, we educate leaders, who are ready to develop and ensure GE's growth and success. We enhance work-life balance to help our colleagues to perform their best at work.*

**Joerg Bauer**, President, GE Hungary



**”** *Our company is committed to diversity: one of the pillars of our activities that reinforces this issue is supporting women in the oil industry. The goal of the Female Engineers MOL Program is to support female students with outstanding skills and competencies and outstanding academic knowledge from selected universities.*

**Sándor Fasimon**, COO, MOL Hungary

In many cases, the career paths of women are influenced by their having children and the time they spend at home with children. At times like this, different programmes that can help women return to work and to maintain an unbroken career path should receive significant attention.



**”** *One of our sustainability strategy's pillar is to create attractive jobs, because K&H considers its co-workers as the most important resources. We have more programs that are helping woman career path, for example the Welcome back program for new mothers. Furthermore, we are paying highlighted attention on creating our co-worker's work-life balance.*

**Patrick Van Overloop**, Head of Business Banking Division, K&H Bank

# Beyond business as usual



**“** Every aspect of sustainable business efficiency is linked to people. We need to do our utmost to keep the worker engagement as high as possible. The energy we invest in people will return, solving the problems of our workers will immediately lead to eliminating waste, so the profitability of the company increase.

**Zoltán Gazsi,**  
CEO, Eisberg Hungary



**“** Young generation is a big opportunity for companies. However, we need to tackle that work-life balance is much more important to them, like to the older generations. That's why we are trying to launch a traineeship, which is considering that, while offering possibilities to widen their professional relations, and to get work experiences.

**Ágnes Fábián dr.,**  
CEO, Henkel Hungary



**“** Diversity is one of the main features of a responsible company's HR politic. So, we decided to move to hiring disadvantaged workers, and we've launched more programs to help their integration into our organization. But I think it is very important to open not only to the inside, but also to the outside, that is why we would like to be actively part of such initiatives.

**Botond Szirmák,**  
CEO, Provident

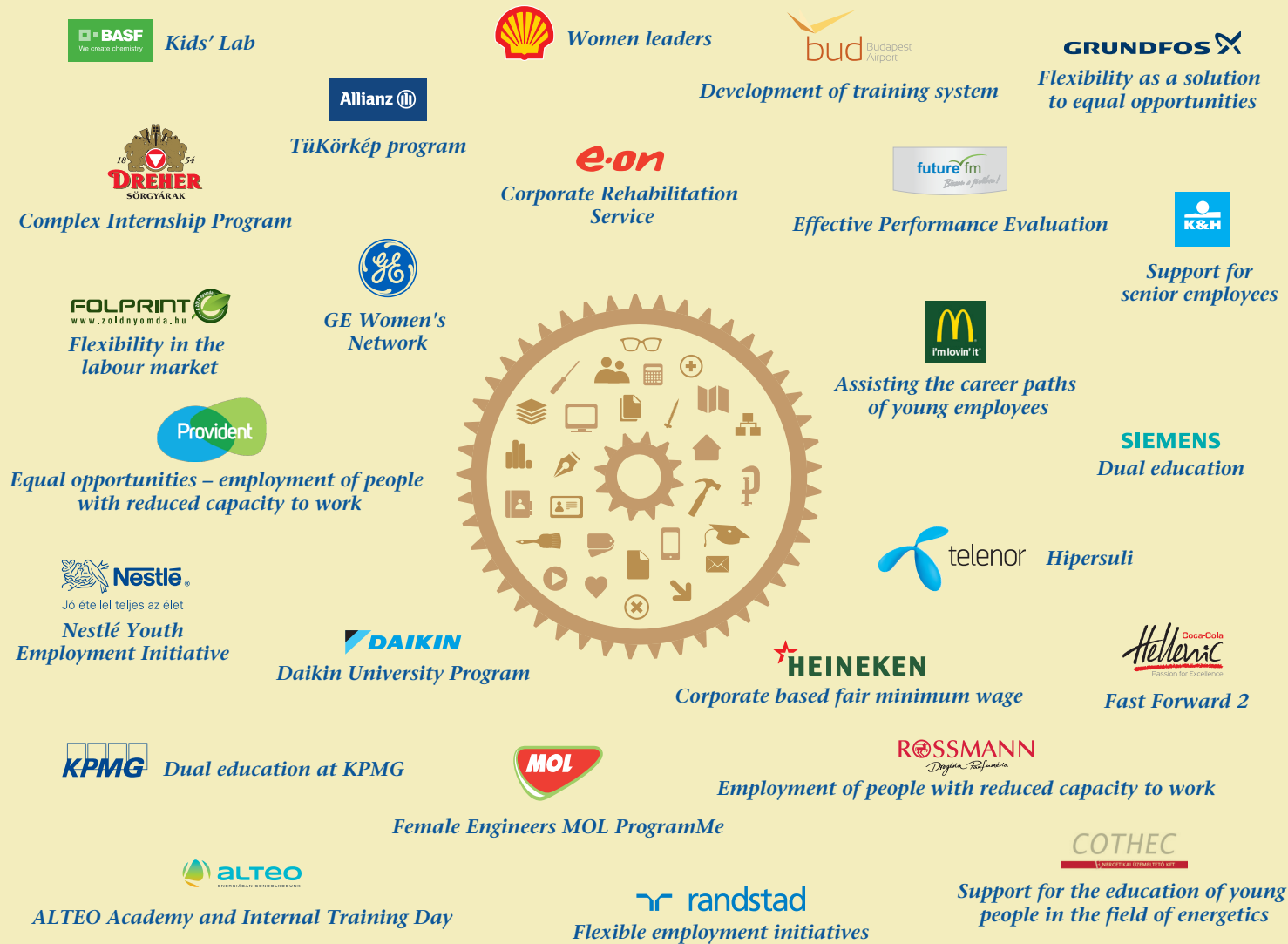


**“** Our employees play a very significant role in implementing activities related to sustainable development, which is the base of our corporate success. Employees who are satisfied with their work, are more open to personal development and renewal, and work more easily and efficiently. While we consider the need to provide a workplace with a friendly atmosphere based on respect for others as evident, it is obvious that it is a competitive advantage as well. This is why we pay special attention to the development of our training system.

**José Matthijsse,**  
CEO, Heineken Breweries



## EMPLOYMENT BUSINESS SOLUTIONS



**Search for business solutions here:**  
[www.action2020.hu](http://www.action2020.hu) → Business solutions

# Join the program

## IMPLEMENT

Action 2020 Hungary program provides inspiration by several business solutions.

Choose successful solutions and implement them at your own company.

## INNOVATE

Innovate and develop own business solutions.

Introduce them to others through the Action 2020 Hungary program, it may be useful to others.

## INFLUENCE

Become change leader beyond being a business leader.

Inspire other business leaders.

## Companies joined the program \*



\*Status: September 15, 2017.

[www.action2020.hu](http://www.action2020.hu)

# 'For a Sustainable Future' Prize

With the establishment of this prize this year, the now 10-years-old BCSDH seeks to **recognise and disseminate to a wide audience the outstanding performance of companies, leaders and individuals in the field of sustainability**, thereby promoting and increasing the contribution of the business sector to meeting the UN Sustainable Development Goals.

**This complex award has 3 categories:**

**THE CHANGE LEADERS' PRIZE** acknowledges business leaders and general managers who are innovative and who have demonstrated significant achievements in the field of sustainability



**László Károlyi**  
CEO,  
Legrand Hungary



**Károly Kovács**  
Managing Director,  
BDL Plc.

## THE BUSINESS SOLUTION PRIZE

acknowledges innovative business solutions which go beyond 'business as usual'



'No bite should be wasted' program



**”** *The leading role of women is crucial to the success and sustainability of business. It is an honor to recognize the contribution the 4 Leading Women are bringing to the sustainable development agenda in Hungary.*

**Peter Bakker,**  
President and CEO,  
WBCSD

**THE LEADING WOMEN AWARD** recognises leading women who are prominent in the field of sustainability



**Kamilla Csomai**  
CEO, MAVIR



**Andrea Istenesné Solti**  
HR Manager for Downstream  
Central Eastern Europe,  
Member of the Board,  
Shell Hungary



**Márta Pálfalvi**  
Human Resources and  
Corporate Affairs Director,  
Heineken Hungary



**Mónika Vörös**  
HR leader Hungary-Adria  
and Food Solutions  
South-Eastern Europe,  
Unilever Hungary

**CONGRATULATIONS TO THE AWARD WINNERS OF 2017!**



**all4**  
**YOUth** Alliance  
for Youth

"By learning from each other, giving answers to different challenges and sharing best practices this programme enables us to help the youth, to improve the current national employment situation and to make the Hungarian economy as well as our companies more sustainable. We believe that the key to our success is collaboration and thus we would like to thank all of our Partners for their work!" Barbara Verő, Head of HR, Nestlé

**2013**

The Alliance for YOUth is initiated and Nestlé makes a promise that by 2016 it will provide internships or fresh graduate jobs for 20 000 young adults under 30 years all around Europe.



**2014**

The Alliance for YOUth starts its Hungarian operations with 10 Partners.



**2014-2016**

Continuous professional work and jointly organized programmes to ensure young persons can receive targeted support.



**2016**

The Alliance for YOUth enlarges with 6 more engaged Partners.



**2017**

With redefined goals; promoting dual and vocational education, activating inactive youth and keeping the Hungarian talents home, we continue our work.



**16**

corporate  
partners

**12**

stakeholders  
involved

**14**

partner  
workshop

**11**

round-table  
discussions

**2**

common  
internship  
programme

**14**

best practices

**10+**

teaching and  
orientation  
programme

#### Partners



We share  
the future



#### CHALLENGES TAKE US FORWARD

ALTEO PLC helps its partners to meet the challenges of the energy market and the business environment to become the winners of today's economy. Based on many years of professional experience and up-to-date knowledge in the energy sector, gained through the operation of environment friendly, innovative and modern energy sources, ALTEO can provide its clients with sustainable, environmentally-conscious energy supplies for the long run.



[www.alteo.hu](http://www.alteo.hu)



**We are grateful to the following scientific, NGO and corporate experts and the CEOs who have personally contributed to the program in 2017.**

Baja Sándor	Randstad Hungary	Istenesné Solti Andrea	Shell Hungary	Pulay-Virág Borbála	KPMG
Batári Ferenc	Future FM	Jamniczky Zsolt	E.ON Hungária	Reng Zoltán	Hungrana
Bauer Dávid	MOL Hungary	Jancsár Gergely	MOL Group	Sándor Zsuzsanna	ALTEO Energy Services Plc.
Bercsi Gábor	Cothec Energetic Operator Ltd.	Joerg Bauer	GE Hungary	Simon Anita	BCSDH
Bodor Tibor	ING Bank	Kardos Anita	Tempus Public Foundation	Simon Katalin	Pricewaterhouse-Coopers
Boncz Eszter	Syngenta	Karsai Janka	Pricewaterhouse-Coopers	Szabó István	KPMG
Brand Éva	IBERDROLA Renovables	Katona Melinda	Professional Women Association	Szabó Rita	HungaroControl
Bujdosó Andrea	Shell Hungary	Kelemen Attila	ProSelf International Inc.	Szauer Péter	HVG Publisher
Chikán Attila Jr.	ALTEO Energy Services Plc.	Keveházi Katalin	JÓL-LÉT Foundation	Szederkényi Zita	Dreher Breweries
Csizmadia Edit	MOL Hungary	Kocsány János	Graphisoft Park	Szirmai Zoltán	Prímaenergia
Dale A. Martin	Siemens	Kovács Károly	BDL Ltd.	Szirmák Botond	Provident Hungary
Fábián Ágnes Dr.	Henkel Hungary	Köves Alexandra Dr.	Corvinus University of Budapest	Szűts Ildikó	Hungarian Association for People Management
Fazekas Orsolya	Havranek Family Farm	Kreiter Éva	Dreher Breweries	Takács Katalin	Future FM
Flórián László	Rossmann Hungary	Kricbacher Vivien	METRO	Tápai Dezső	SCA Hygiene Products
Fodor János	Folprint Greenpress Ltd.	Márta Irén	BCSDH	Tardos Katalin	mtd Consulting Group
Galambosné Dudás Zsófia	BCSDH	Martin Olivér	Szentkirályi-Kékkúti Ásványvíz	Thomas Narbeshuber Dr.	BASF Hungary Ltd.
Gáspár Ferenc	McDonald's Hungary Restaurant Chain LLC	Megyeri Mirtill	Colibri HR Solutions	Tókos-Tari Szilvia	Dreher Breweries
Gazsi Zoltán	Eisberg Hungary	Mezei Andrea	Henkel Hungary	Török László	Grundfos
Gion Gábor	Deloitte	Nagy Andrea	Nestlé Hungary	Vadkerti Zoltán	the WorkLife HUB
Horváth Ágnes	McDonald's Hungary Restaurant Chain LLC	Nagy Gréta	DANDELION Group	Vadnai Ágnes	McDonald's Hungary Restaurant Chain LLC
Horváth Imre	METRO	Patrick Van Over-loop	K&H Bank	Virágh Adrienn	Siemens
Horváth János	MVÜK	Póka Valentin	Coface Hungary	Zuggó Balázs	Daikin Hungary
Horváth Vanda	BASF Hungary Ltd.				

Check full list of contributors on our website!  
[www.action2020.hu](http://www.action2020.hu) → **Experts**



# TOGETHER WE HAVE A BRIGHT FUTURE AHEAD

As a leading company in Central Eastern Europe, we feel responsible for the communities who live in the vicinity of our operational areas. We are striving to integrate economic, social and environmental concerns into our programmes in the highest possible level. This is why we support professional and young talents, as well as green projects in our region.

► MOLGROUP  
**2030**

**ENTER  
TOMORROW**

MEMBER OF  
Dow Jones  
Sustainability Indices  
In Collaboration with RobecoSAM

## McDonald's carbon footprinting – for a sustainable future

From 2011 we have measured both our direct and indirect carbon emission in order to be able to improve our performance along the critical points of intervention, and to reduce our contribution to climate change.

We can only manage our climate change related responsibilities efficiently if we measure our impact in its full complexity including the operation of our suppliers, our entire supply chain, our restaurants, as well as the behaviours of our customers. Carbon footprint gives the total set of greenhouse gas (GHG) emissions caused directly by our restaurants and those caused indirectly by our supply chain expressed in carbon dioxide equivalent (t CO<sub>2</sub>e).

The carbon footprint index helps us identify the outstanding areas, those points of intervention, for which we set objectives based on the analysis of the results measured. We then plan and execute our course of action to meet these objectives. This is how we ensure that a responsible and sustainable supply chain forms a basic pillar of our strategy.

Our sustainability strategy is based on partnership, as we could not be successful without cooperating closely with our suppliers and franchise partners, and without receiving support from our other key stakeholders.



# SDG Compass for CEOs

## *How can companies contribute to the Sustainable Development Goals?*

Developed by Global Reporting Initiative (GRI), the UN Global Compact and the World Business Council for Sustainable Development (WBCSD), the SDG Compass incorporates feedback from companies, government agencies, academic institutions and civil society organizations worldwide.

**The objective of the SDG Compass is to guide companies on how they can align their strategies as well as measure and manage their contribution to the SDGs.**

The guide presents **five steps** that **assist companies** in maximizing their contribution to the SDGs. Companies can apply the five steps to set or align their course, depending on where they are on the journey of ensuring that sustainability is an outcome of core business strategy.

The five steps of the SDG Compass rest on the recognition of the responsibility of all companies to comply with all relevant legislation, respect international minimum standards and address as a priority all negative human rights impacts.

The SDG Compass is developed with a focus on large multinational enterprises. Small and medium enterprises and other organizations are also encouraged to use it as a source of inspiration and adapt as necessary. It is also designed for use at entity level, but may be applied at product, site, divisional or regional level as required.



### **MORE INFORMATION:**

[www.sdgcompass.org](http://www.sdgcompass.org)

[www.bcsdh.hu/projects/sdg-compass](http://www.bcsdh.hu/projects/sdg-compass)





The brochure was printed by Folprint Green Printing-House on FSC certified paper with Michael Huber München RESISTA mineral oil free, recycled vegetable oil-based environmental friendly ink. Folprint uses Process-free thermal CtP and Alcohol-free Printing technologies.

## IMPRESSUM

**Publisher:** Business Council for Sustainable Development in Hungary

**Year of publishing:** 2017

**Responsible for publishing:** Attila Chikán Jr., President

**Editing and text:** Eszter Chikán-Kovács, Enikő Fábiánfy, Zsófia Galambosné Dudás, Irén Márta, Zsuzsanna Répássy, Ivett Takács, and colleagues of our member companies

The global Action 2020 program is the intellectual property of WBCSD; Action 2020 Hungary is the intellectual property of BCSDH. All rights reserved.

**Design and graphics:** WBCSD and Acnecom

**Contact:** Irén Márta, Managing Director  
iren.marta@bcsdh.hu

**More information:** [www.action2020.hu](http://www.action2020.hu)

## SUSTAINABILITY IS THE ONLY BUSINESS PLAN

As the 7 billion people inhabiting our planet are gravely exhausting its resources, it is in responsible companies' best interest to make sustainability a key component to their day-to-day operations. At Unilever, we firmly believe that sustainability and growth are not mutually exclusive – in fact, sustainability opens exciting new opportunities. We want to live in a world where, in addition to the welfare and wellness of people, we consider the Earth's natural limits as key factors in decision-making. Our objective is “to make sustainable living commonplace”, and facilitate profitable growth by doing so.

Since 2010, we have been working to implement our Unilever Sustainable Living Plan for achieving our vision to double our business, whilst decoupling our environmental footprint from our growth and increasing our positive social impact. The Plan

sets wide-ranging targets, including for how we source raw materials and how consumers use our brands.

Through well-considered and sustainable operation, in addition to achieving our environmental objectives, we can significantly improve our efficiency and save costs. Some examples in Hungary: all three of our plants here have ceased sending any non-hazardous waste to landfill sites by 2013 – they are recycling all waste that is feasible. In addition, we have reduced CO2 emissions from manufacturing by three-quarters at our domestic plants since 2008.

Another important element to our Sustainable Living Plan is the improvement of gender equality. As much as 70% of Unilever's sales are thanks to female consumers, so it's only natural that women play key roles in our company as well. Over half of our senior leadership are wom-

en, and 44% of management positions are filled by women. And starting this year, we are implementing an initiative to fight gender stereotypes, offering a highly visible and, we hope, inspiring example to consumers. We are committed to promoting a more inclusive, more colorful and more equal world in our advertising.

The progress we made in implementing the Unilever Sustainability Plan is recognized by independent evaluations. Repeating last year's success, Unilever has been named the leader of the Household and Personal Products Industry Group in the 2017 Dow Jones Sustainability Index. Since the 1999 first publication of the annual DJSI, Unilever led sector lists a total of 18 times – a tradition we fully intend to continue in years to come.

**Regina Kuzmina, Managing Director, Unilever Hungary**



---

**SPECIAL THANKS TO THE SPONSORS OF ACTION 2020 HUNGARY IN 2017**

---

**HIGHLIGHTED SPONSORS**



**SPONSORS**



**Watch our  
Action 2020 Hungary  
video on the website.**

[www.action2020.hu](http://www.action2020.hu)