



Enhancing Sustainable Development requires predictable external circumstances



bcsdh

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

The current situation and future expectations for Sustainable Development based on the opinion of the Signatories of 'The Complex Interpretation of Corporate Sustainability' Recommendation for Business Leaders

List of contents

- 4 Message from the President
- 5 Current situation of Sustainable Development
- 7 Situation in Hungary
- 10 Strategic Approach
- 12 Respondents' performance and plans

About the BCSDH

The Business council for Sustainable Development in Hungary (BCSDH) is the national partner organization of The World Business Council for Sustainable Development (WBCSD). WBCSD is a CEO-led business organization that was founded in 1992 and is located in Switzerland. It works with more than 200 corporations in over 70 countries across the world and deals exclusively with business and sustainable development. The organization's goal is to promote business solutions for sustainable development by harmonizing and translating into business operations the following elements of the three pillars of sustainability: economic development, ecological balance and social justice.

About the report

This report describes the outcome of a survey conducted by the Business Council for Sustainable Development in Hungary. It provides information about the opinions, experiences and expectations of respondents about the current situation of and trends in sustainable development in Hungary, and gives details about their performance and targets. The survey was based on the 'Recommendations for Business leaders: The Complex Interpretation of corporate Sustainability'. To continue the tradition (the survey was conducted for the first time in 2013), this is the second year that BCSDH has examined the Signatories' experience and performance. This year, beyond collecting information about general trends and accomplishments, the survey has a special focus on the strategic integration of sustainability. The survey is neither statistically valid nor representative but it highlights the opinions of company leaders who are shaping approaches to local sustainability through their commitment and action. For more information, visit www.bcsdh.hu



List of Respondents



The Complex Interpretation of Corporate Sustainability

1 Strategic Approach

The management of a company that interprets sustainability in a complex way should draw up its business strategy by integrating long-term, value-creating economic, environmental and social aspects and should provide the resources necessary for implementing such strategy.

2 Responsible management

An executive from the top management level of the company should be appointed to be responsible for its sustainability performance. Each member of management, at every level, should be individually responsible for promoting the sustainable operation of the company. The executive incentive scheme should include environmental and social goals as well as economic ones.

3 Ethical operations

The company should operate in a way that respects the law and is ethical (for example, endeavour to be free from corruption and provide fair employment). The behaviour expected should be recorded in writing, resources should be provided for implementation and enforcement and the policy should extend to all stakeholders.

4 Respect for human values

The company should consider the protection of human life and safety, equality and the right to a healthy environment to be basic values and should take them into consideration when business decisions are made.

The present recommendation has been drafted by the Business Council for Sustainable Development in Hungary in cooperation with business leaders and sustainable development experts.

5 Environmental responsibility

The life cycle approach, as well as both economic profit and environmental impact, should inform decisions made by the company. The company should be committed to environmental sustainability and should extend this responsibility to the entire supply chain (suppliers, partners and customers).

6 Partnership with stakeholders

The company should cooperate with its stakeholders and maintain open and bilateral communication with them. When stakeholders are impacted by its operations, the company should aim to create mutual satisfaction and long-term cooperation and partnerships. It should set an example by taking advantage of its size and position. When selecting its business partners, it should consider and prioritise sustainability factors. Through professional organisations and extensive cooperation the company should endeavour to integrate into its operations the sustainability principles of regulatory processes and policies.

7 Transparent operations

The company should collect reliable data and information about its activities, economic, environmental and social impacts and performance on an ongoing basis. The information should be made available and the company should inform its partners in a regular and credible way.

Message from the President

The Business Council for Sustainable Development in Hungary aims to monitor on an annual basis the opinions of the Signatories of ‘The Complex Interpretation of Corporate Sustainability’ Recommendations for Business Leaders about current trends, results, expectations and best practices. Although this annual survey is not statistically valid or representative, it brings up important phenomena as it shows the experiences and expectations of business leaders who are clearly shaping Hungarian sustainable development trends.

Sustainable development is clearly occurring but at the same time the number and difficulty of the challenges that are arising is increasing, and overcoming some of the barriers seems to be more difficult than expected.

More flexible companies and new business models are indisputably needed. These will be better able to deal with the radical, ongoing changes. But the transformation is a difficult and complex process, in which CEOs’ commitment, shareholder support and successful

dialogues and partnerships with stakeholders are of key importance.

Business leaders are optimistic – as am I – as we believe that sustainable lifestyles can be popularised and made widely acceptable. More and more technological and research findings about tackling sustainability challenges are becoming available; we just have to learn to use them more effectively. For this to happen we have to overcome numerous barriers - for example, short term business decision making.

The results of this survey and the work of BCSDH in the last year underline to me that the Recommendations for Business Leaders really emphasizes the most important principles and tasks that are related to sustainability.

I hope that, through our work with BCSDH, and especially through the Action 2020 Hungary Program, we can deliver real business solutions to committed companies who also want to contribute to sustainable development.



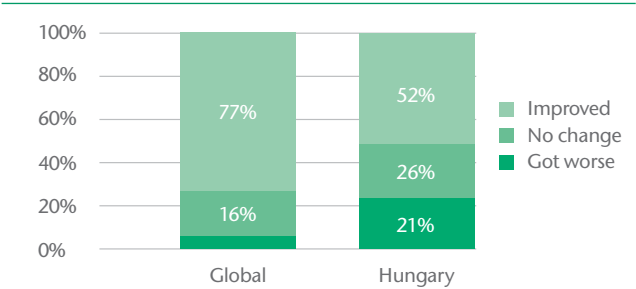
István Salgó, President,
Business Council for Sustainable Development in Hungary

The current situation of Sustainable Development

Sustainable Development has improved

Both globally and locally, advances in sustainable development have occurred but the tendency seems to be for Hungary to be lagging behind this positive global trend. Last year most Respondents articulated a pessimistic view about Hungarian trends, while this year they seem to agree on the fact that **local trends seem to be similar to global ones, only they are behind schedule and are affecting Hungary more slowly** than expected, mostly because of internal and external barriers.

How do you evaluate the evolution of sustainable development over the last year, globally and in Hungary?



Sustainability is inevitable

Sustainability is more than a choice: it is core business – says the BCSDH. It is not only natural disasters but numerous other indications that show the necessity of dealing with sustainable development, especially in the business sector:

**POSITIVE TRENDS
IN SUSTAINABILITY – ESPECIALLY GLOBALLY:**

- sustainability has become an everyday practice rather than being only fashionable
- corporate leaders’ attitudes and commitment to SD are improving
- more companies are monitoring, measuring and managing their direct environmental and social impacts
- challenges relating to employment and social justice have come into the spotlight
- more importance is being placed on supply chain issues
- dialogues with stakeholders have increased: in some industries stakeholder groups are increasing the pressure and making their expectations known
- having a minimum level of environmental awareness has become a basic expectation
- sustainable technological development and innovation
- the transparency of company operations is increasing
- increasing number of sustainability reports: the new G4 guideline focuses on materiality and report quality
- sustainability is increasingly part of the way people think
- more and more platforms are available for increasing awareness about sustainability



The multiplication of the above-mentioned trends may further strength the evolution of sustainable development. These global phenomena may be partly triggered by the fact – which is partly already evident in Hungary – that **more and more companies and industries are recovering from the crisis and are again entering a period of growth.**

Respondents say that sustainability is strongly influenced by the economic situation. This means that in countries, industries and segments where there is still no sign of an economic recovery and basic needs are not fulfilled, business interests may still be prioritised over sustainability interests and development plans. This is why most people think that individual, mostly ad hoc but in themself very forward looking examples of good practice are not yet showing results on the macroeconomic level, and this is the reason why there has been no break-through in sustainability performance. This also underlines the message that sustainability needs to be integrated into business strategy otherwise it will not be successful.

“Corporate raters and analysts are more and more recognizing the importance of non-financial risks and integrate them into their methodology, helping at the same time to promote corporate sustainability. Consequently, there is a growing expectation to transparently manage and demonstrate the social and environmental impacts and results. At MOL Group, this is a measure of success, that through these ratings we can monitor our development and feedback of our stakeholders. Based on this we could get into the best companies in the emerging market.”

Sándor Fasimon
COO, MOL Hungary



The European Union is committed to support sustainable development - this is illustrated in numerous areas such as the EU2020 framework and the related sustainability and CSR programs and funds which may influence countries and governments, civic initiatives and corporate practices in the right direction. The new mandatory reporting directive for large sized companies in the EU also emphasizes the priority of SD. Respondents think that, beyond the EU, global trends are strongly influenced by China (e.g. production technologies) and the USA (e.g. consumption patterns).

“The issue of employment, job creation and equality has become important, as has mitigating social inequality, endeavouring to reduce waste (food waste, for instance) and eradicating poverty. Presumably, sustainability is attracting more attention because of current changes in the economic situation.”

Ágnes Horváth
Managing Director, McDonald’s Hungary

“The social and environmental and economic elements of sustainability have not improved in the same way either globally or locally. There have been only a few common approaches and concrete developments. Still, positive changes in environmental issues have clearly occurred. Environmental responsibility and sustainability are increasingly coming into the spotlight within large company operations, even if profits are sometimes prioritised over development plans.”

Tímea Szabó Dr.
Managing Director, Folprint Printing-House

“Some time ago, it was “fashionable” to talk about sustainable development. But today it has become an integral part of companies’ everyday practices: action is being taken! It is important that the discussion continues as it is necessary to go forward in order to make progress truly sustainable.”

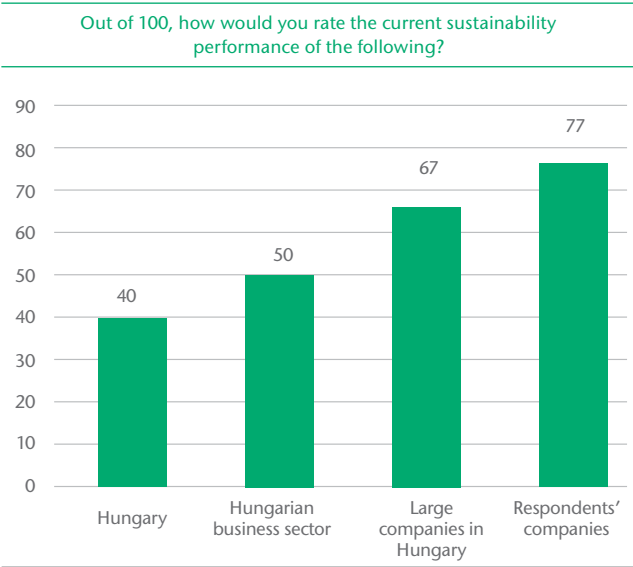
Dale A. Martin
CEO, Siemens Hungary

The Situation in Hungary

Significant obstacles in Hungary

Hungary’s sustainability performance is ‘low-average’

Respondents evaluate the sustainability performance of Hungary overall at between ‘satisfactory’ and ‘average’ while the business sector is doing better, and large companies are almost doing well (‘good’). This self-evaluation indicates that higher scores are based on leading practices and non-financial performance.



Positive developments that contrast with the slightly gloomy picture in Hungary are the existence of the Hungarian National Sustainability Framework, the CSR Action Plan, the National Climate Change Strategy and other governmental initiatives and several examples of company good practice. Based on these initiatives, although they only have isolated impacts, Respondents feel that there has been some improvement in the field of sustainable development in our country. Nonetheless, in absolute terms they perceive that Hungary is lagging behind expectations – and that, as concerns sustainability, many challenges still await us.

THE RESPONDENTS STATED THAT, IN HUNGARY, THE FOLLOWING OBSTACLES ARE THE MOST IMPORTANT OR DIFFICULT TO OVERCOME - SIMILAR TO LAST YEAR’S SURVEYS RESULTS:

- the economic recovery is late in arriving, there are basic existential problems in society, companies are holding back investment and development because they are not independent from external influences, which is resulting in short term decision making,
- the break-even point for the required investments is too long - for example, with renewable energy investment,
- pressure from consumers and NGOs is lacking,
- consumers are highly price sensitive, which makes the popularisation of sustainability initiatives, especially product and service development, very difficult,
- local government/central decision making has resulted in a rapidly and continuously changing environment instead of fostering responsible, predictable and transparent decision making processes,
- the regulatory environment is not currently supportive of the evolution of sustainable development.

“It seems that the Hungarian economic recovery may be late, and companies, because of difficult financing criteria and the unpredictable environment, are still limiting their development and investment and spending on sustainable operations.”

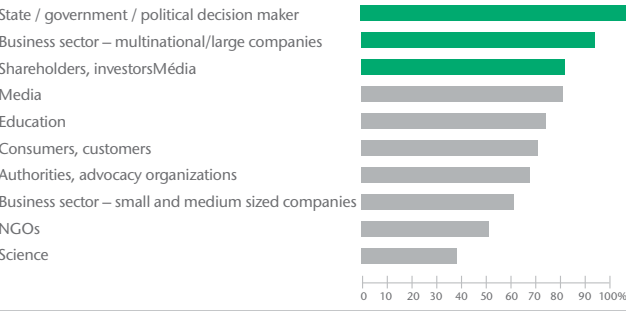
Péter Csiba
CEO, GDF Suez Energy Hungary

Government and large companies have the biggest influence on sustainable development in Hungary

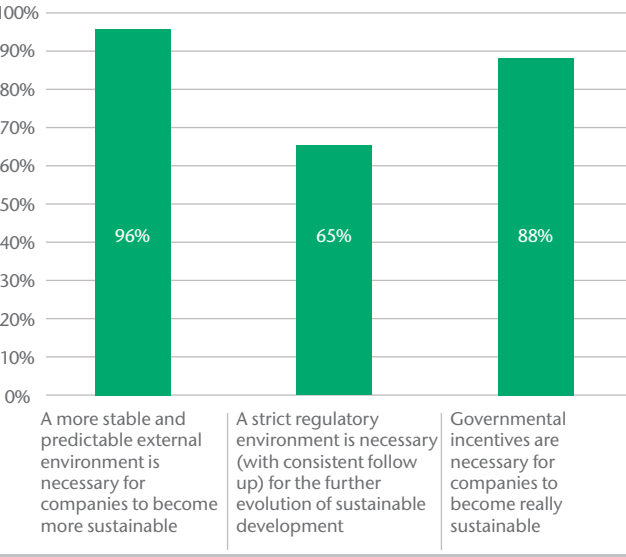
“Real political willingness, as well as supportive decisions and regulations, are needed to create the appropriate financial background, as well as effective governmental, business, academic and civic partnerships.”

Zoltán Reng
CEO, Pannonia Ethanol

Who is most influential/responsible for the further evolution of sustainable development?



The majority of respondents think that political decision makers, governmental regulation and incentives can have the biggest influence on the future evolution of sustainability. In Hungary it is not surprising that the role of government is emphasized, but because survey respondents are mostly opinion-leader company managers, these results may still be surprising. The challenging obstacles already detailed in the chapter on trends might explain these attitudes - we have already seen that the unpredictable and untransparent economic and regulatory environment in Hungary forces companies to engage in short term decision making. Struggling with this, company leaders wait for stabilisation before they can engage in planning which integrates sustainability concerns.



After the role of the government, respondents emphasize the importance of their own (and in general, the influence of the power of all) multinational companies in Hungary. Survey respondents clearly recognize their own role, responsibility and opportunities for hastening the evolution of sustainability, which of course may be further influenced by shareholders, investors and parent companies.

The business sector has a key role in the realization and evolution of sustainable development actors goes to this sector.

Approximately 300 billion HUF of annual income is generated by Hungarian media, half of which comes from advertising spending; only a fraction is delivering sustainability messages.

Typical of the situation in Hungary is the fact that NGOs and SMEs are not viewed as likely to be influential stakeholders in the near future by survey respondents. There is no doubt the NGO sector has had an enormously influential role over the last several years, but based on the current complex economic-social-environmental situation company leaders don’t believe that these organisations will be among the most important drivers of sustainable development locally.

Hungarian SMEs are very important according to their number and the number of staff they employ. Nonetheless, respondents don’t trust that they have the strength to promote sustainability performance on a voluntary basis. Perhaps the currently unpredictable environment is affecting them more than other companies as SME leaders are more liable to short term decision making and fighting for survival. Large and multinational companies can improve SME sector performance through supply chain initiatives and partnering with them.

*Source of data: Médiapiaci körkép 2013, Médiatudományi Intézet

Focal areas of the Hungarian business sector

The Hungarian business sector has mainly focused on environmental responsibility and least on partnerships with stakeholders (from all the seven Recommendations, according to Respondents) over the last year.

Which recommendation principles did companies operating in Hungary mostly focus on last year?	Ranking 2014	Ranking 2013	
Environmental responsibility	1.	1.	
Respect for human values	2.	4.	▲
Ethical operations	3.	5.	▲
Responsible management	4.	2.	▼
Transparent operations	5.	7.	▲
Strategic approach	6.	2.	▼
Partnership with stakeholders	7.	6.	▼

The role of environmental responsibility does not seem to have changed in the strategies of companies operating in our country – which is in line with global and local trends. The focus was slightly more on promoting human values and ethical and transparent operations, while responsible management and the strategic approach were not highly ranked based on last year’s activity. Unfortunately – although it plays a potentially key role – partnerships with stakeholders remains at the bottom of the priority ranking. Sustainable development is lagging behind expectations. One reason may be that local companies, according to the survey results, may not be correctly prioritizing sustainability principles and tasks. Trendsetting and focus-shaping respondents say that **companies should focus more on having a strategic approach and improving the strategic integration of sustainability issues.**

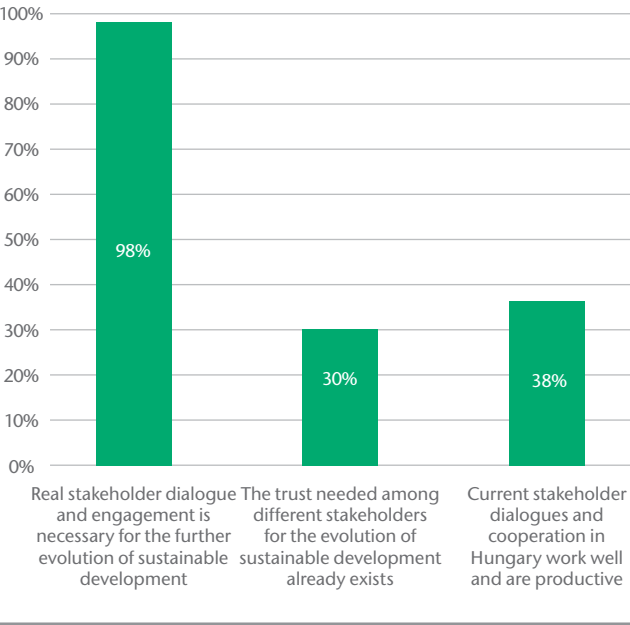
Which recommendation principles should companies operating in Hungary focus on, considering the economic, social and environmental challenges?	Ranking 2014	Ranking 2013	
Strategic approach	1.	2.	▲
Responsible management	2.	4.	▲
Ethical operations	2.	3.	▲
Partnership with stakeholders	4.	7.	▲
Transparent operations	5.	1.	▼
Respect for human values	6.	6.	
Environmental responsibility	7.	5.	▼

Although having transparent operations seem to play an important role in enhancing corporate sustainability, respondents tend to evaluate

responsible management, ethical operations and partnerships more highly as drivers of sustainability in the near future.

Improving partnerships is key

Respondents think that having more dialogue and cooperation with stakeholders is inevitable. Compared to global trends – where pressure, dialogue and partnerships are already playing a significant role – in Hungary companies do not feel the pressure of stakeholders’ interests and expectations. But an important starting point is that companies believe that conflicts of interests between stakeholders and business entities can be resolved.



Two reasons for the level of dissatisfaction about partnerships in Hungary are highlighted in the results of the survey:

- the trust that would be necessary to improve dialogue and cooperation among different stakeholders in order to develop more sustainable solutions is absent;
- respondents tend not to see/feel/believe that current dialogue and partnerships are successful (for example, because of issues with communication or conflict management skills, etc.).

Both obstacles are significant, and overcoming them will require a genuine multistakeholder approach.

Strategic approach

Most companies don’t have a long term strategy

Having a strategic approach is key to developing and strengthening sustainability within a company. On the one hand, this means that a company deals at a high level with sustainability and corporate responsibility issues. On the other hand, it means that sustainability concerns and features are clearly integrated into business strategy.

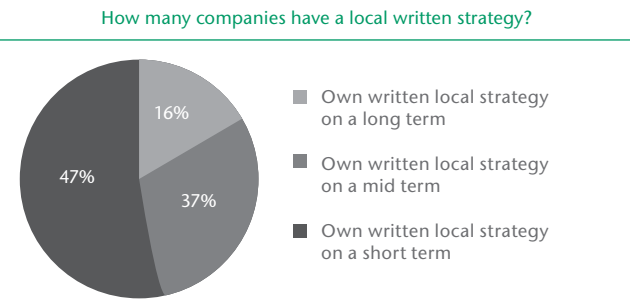
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‘The management of a company that interprets sustainability in a complex way should draw up its business strategy by integrating long-term, value-creating economic, environmental and social aspects and should provide the resources necessary for implementing such strategy.’

Strategic Approach / Recommendation for Business Leaders

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As a result of the currently radically changing external environment it is no longer obvious that companies have a long term strategy and that everyday business decisions are made in line with such strategies. It is nonetheless positive that **all the survey respondents had at least a written, local strategy.** Nonetheless, only a fraction of them are governed by a long-term strategic approach.



58% of respondents say that their strategy/business model already completely integrates sustainability considerations, while only 19% of companies still have a separate sustainability strategy. 63% of respondents reported that they have a formally nominated, dedicated person within the organization who is responsible for dealing with sustainability issues; 49% stated that they are dedicating resources to achieving their sustainable development strategic goals.

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‘As a part of our strategy review process we organize a strategic day for the company’s management, during which we dedicate a whole session to corporate sustainability. In this session we define specific goals in line with the basic principles of sustainability which are then further subdivided into individual projects that should be executed by employees’

Attila Chikán Jr.
CEO, Alteo Energy Services

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‘As part of our business strategy, sustainability became the basis of our business model.’

Tímea Szabó Dr.
Managing Director, Folprint Printing House

‘Grundfos’ strategy is based on four focal areas: customer focus, business differentiation, truly global, operational excellence, and sustainability. Projects launched under the sustainability heading are given the same weight as the others, from strategic planning to regular follow-ups, thereby ensuring the integration of economic, environmental and social targets.’

László Török
Managing Director, Grundfos Manufacturing Hungary

When talking about corporate sustainability, not only do the operations of a company need to be evaluated, but also the products and services they offer. 44% of respondents reported that their company has some sustainable products/services and one third stated that more than 60% of their portfolio is sustainable. These numbers cannot be generalized to provide estimates about the sustainability of the overall business sector in Hungary, as one of the most significant obstacles to sustainable lifestyles is the fact that sustainable products and services are generally unavailable and/or unaffordable for the majority of the population. 37% of respondents said that they formally analyse sustainability-related features (e.g. externalities, ecological footprints) during organizational changes and transformations and same proportion stated that they evaluate their financial results on the basis of their stakeholders' needs (e.g. by examining creating shared value and economic value generated and distributed). At the same time, we remind our Readers that the EU 2011-2014 CSR Strategy also had a focus on "creating shared value".

TANGIBLE RESULTS OF A STRATEGIC APPROACH TO SUSTAINABILITY

- If a company is able to fully integrate sustainability considerations into business strategy and dedicates resources to fulfilling their aims, tangible benefits can be realized. For example:
- introducing a totally new product line
 - increasing customer satisfaction through making processes more transparent
 - greater involvement of employees in corporate innovation
 - development of environmentally-friendly operations, mitigation of emissions and decreasing ecological footprint
 - rationalizing logistics
 - effectively using research findings
 - management commitment
 - ethical and transparent operations at a higher level
 - more positive investment appraisals
 - greater internal and external appreciation
 - internal and external community shaping
 - publishing sustainability reports

The most important driver: The CEO's commitment

A lot of subsidiaries of regional and global multinational companies operate in Hungary and a significant proportion of our respondents

represent them. For this reason it is a positive finding that respondents evaluate their own role as more influential than the expectations and commitments of shareholders, investors and parent companies as concerns taking a strategic approach. Almost half of all respondents believe that operating in a sustainable and responsible way has, or may have, clear competitive advantages. This perspective will encourage companies to consider sustainability to be a higher, strategic priority, and to integrate it into business strategy.



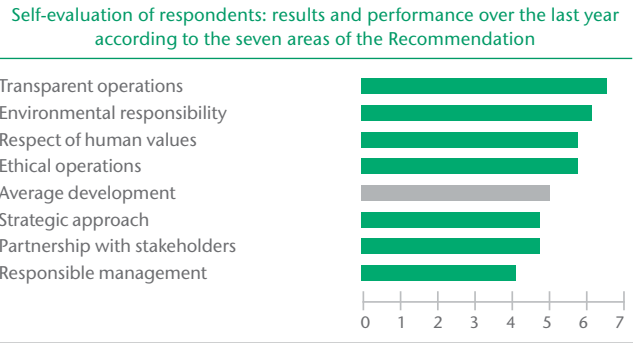
Most important barrier: unpredictable environment

Having leading companies, committed executives and innovation and ability for adaptation is not enough if the current company structures and business models are highly dependent on the existence of predictable and stable economic and legal environments, as these have been absent over the last few years – respondents claim. Moreover, decreasing stocks of resources and continuously increasing expectations about profits are not significant barriers to sustainable development. It does not appear to be a lack of availability of resources or commitment that is hampering the uptake and implementation of corporate sustainability practices.

Respondents' performance and plans

Signatories have improved across the board

Signatories that participated in the survey improved in all seven areas last year. It seems that their commitment to sustainability goes further than signing the Recommendations and has been translated into real action.



Respondents' self-evaluations indicate significant development. Respondents remark that the most significant improvement (or adherence to the principles in the Recommendations) has occurred in the area of 'transparent operations', while the least improvement, or the biggest deviation from the Recommendations, has occurred with 'responsible management'.

“Written strategy is becoming more and more important in building or developing relationships with investors, analysts and customers that are committed to sustainability. With the help of external consultants we gathered and evaluated our past sustainability practices, used industry-based and other benchmarking results and surveyed our stakeholders to create our sustainability strategy for the period until 2016. This strategy is strongly correlated to our business strategy and long term value generation process and serves as guideline at the international company group level for highlighting which management tools may be effective at minimizing sustainability risks and maximizing business opportunities related to sustainable development.”

Erik Bogisch
CEO, Richter Gedeon

“The “Sustainable Solution Steering” method of BASF is used to systematically review and evaluate sustainability aspects of product applications. More than 95% (by sales) of the analyzed 50,000 product applications are today making a specific contribution to sustainability, or meet the standard market requirements for sustainability. Our target is to systematically develop our sustainable solutions in order to help our customers align environmental and societal aspects with business success.”

Thomas Narbeshuber Dr.
Managing Director, BASF Hungary

“As a result of the climate protection and energy efficiency measures taken by Budapest Airport there was a significant reduction in CO2 emissions (equivalent to approximately 6000 tons) and we also met the target specified in the “Reduction” level of the Airport Carbon Accreditation scheme operated by the international airport alliance, Airports Council International (ACI). We are proud that, along with 111 large international airports, we have participated in this program, regarded by the European Union as one of the three most successful climate protection schemes on the continent, for four consecutive years.”

Gábor Szarvas
Community Affairs, Environment,
Health and Safety Director, Budapest Airport

“As part of the long-term strategy of Unilever by 2020 we will source 100% of our agricultural raw materials sustainably. 48% of our agricultural raw materials were sustainably sourced by the end of 2013, showing continued strong progress towards our interim milestone of 50% by 2015.”

András Gyenes
Managing Director, Unilever Hungary

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As part of the „Nestlé Youth Employment” initiative we have pledged to double the number of apprenticeships available at our company in Hungary by 2016. This means we are going to provide 180 apprentices with the chance to gain work experience, and we are going to offer jobs at Nestlé to at least 150 people under the age of 30. In September 2014 we launched the Alliance for YOUth with 10 of our business partners joining.

Michael Nixon
Managing Director, Nestlé Hungary

The company initiated the »Contivo« agricultural practice program which is designed to respond to climate change challenges. In 2014, 30 000 hectares of farmland became part of the Contivo soil conservation program. On this land intensive but environmental friendly and productive crop production methods are used

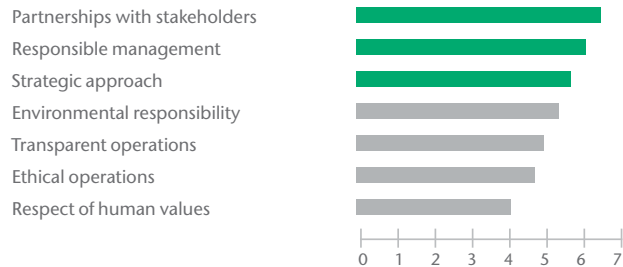
Tibor Czigány
Managing Director, Syngenta Hungary

Signatories want to focus on partnerships in the near future

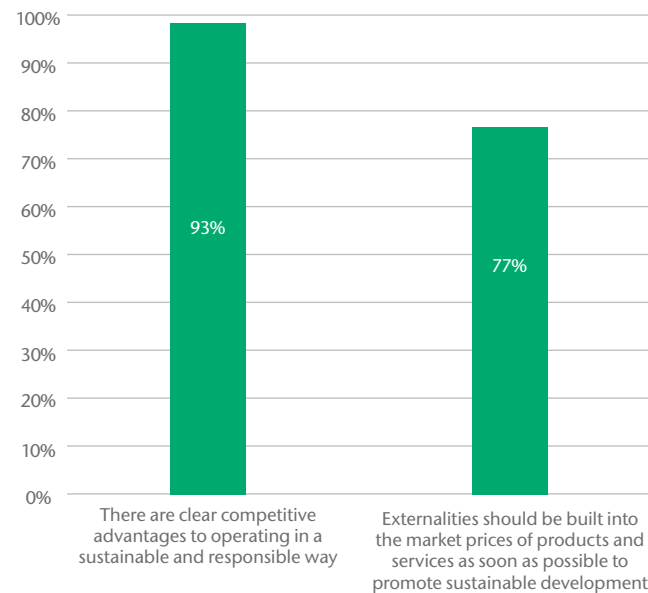
Every company is different according to their business challenges and situations. They face different challenges and are at different stages of the sustainability lifecycle – so their focus on the future varies to a great extent.

To summarise plans for the future: partnerships, responsible management and taking a strategic approach are fields where respondents believe that they need to improve most over the next 1-3 years. This goal is in line with the focus that has been defined for the local business sector by respondents that are aiming to enhance local sustainability.

What focal areas do you have for the next 1-3 years?



Respondents believe that sustainability has business benefits and/or potential – so no wonder they are genuinely putting effort into further developing their corporate sustainability during the coming years. Although there is not complete agreement about this fact, to enable this development the environmental and social externalities of business practices need to be integrated into company processes, products and service prices.



STAGNATION IN SUSTAINABILITY – STATED BY THE PROFESSIONAL ORGANIZATIONS

The opinion of the professional organizations slightly differs from that of the company Signatory Respondents. In their opinion, the process of sustainable development has stagnated, both globally and in Hungary. In the near future the business sector in Hungary should focus on partnerships as a first priority (from all the Recommendation principles). They believe that the business sector has the biggest influence on the evolution of sustainability: it is clearly large / multinational companies and shareholders/investors that have the most significant and positive impacts. The role of government only ranks fourth in influence (from the list), the same as the potential impact of the SME sector and consumers. Least impactful as regards enhancing

local sustainability in the next few years will be science. Their opinion about stakeholder engagement is variable: they also conclude that the trust among stakeholders which would be necessary for further development is lacking, and they also think that the current stakeholder dialogue and partnerships are not bringing the desired results. Moreover, they slightly agree that conflicts of interests among stakeholders may be impossible to bridge. Similar to corporate respondents, they also think that the most important driver of sustainability on a strategic level is the commitment of managers and leaders, and the most important barrier is the unpredictable environment.

Background information on the survey in 2014

43 Signatories out of the 71 (in June 2014) participated in the survey about the Recommendation for Business Leaders. Later on in the process, four advocacy organizations participated in the survey and disseminated the Recommendations among their member and partner companies. Summarized findings from their questionnaires are highlighted above in a separate box. Data gathering was conducted electronically, based on a questionnaire from August to October 2014. The questionnaire existed in Hungarian but also in English language, respondents could choose between filling Word format on online format. Data processing and analysis was managed by external

consultant, whose work was supported by dedicated working group and the colleagues of BCSDH. This brochure shows most important results and finding, highlighted good practices may also exist at other companies. We would like to display trends by highlighting some good practices but due to the limited extent of this report we are not able to present full case studies.

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More information: www.bcsdh.hu



KARBONSEMLEGESEN NYOMTATVA



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