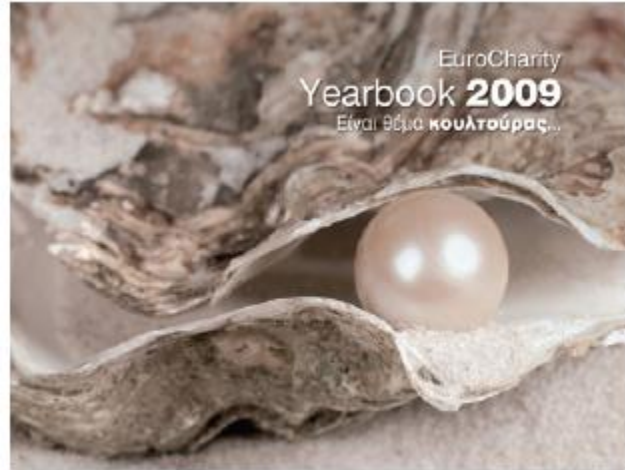
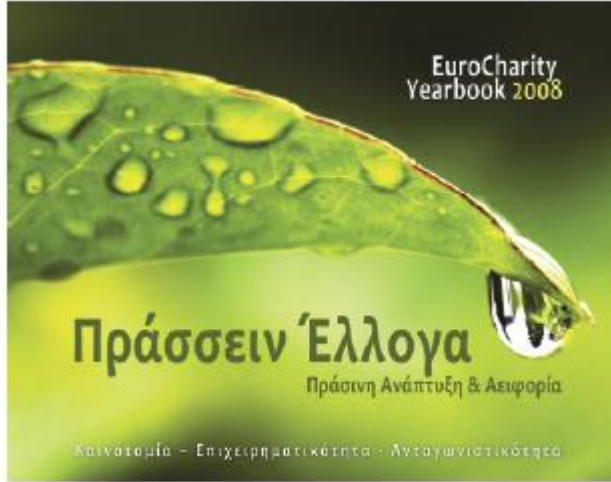
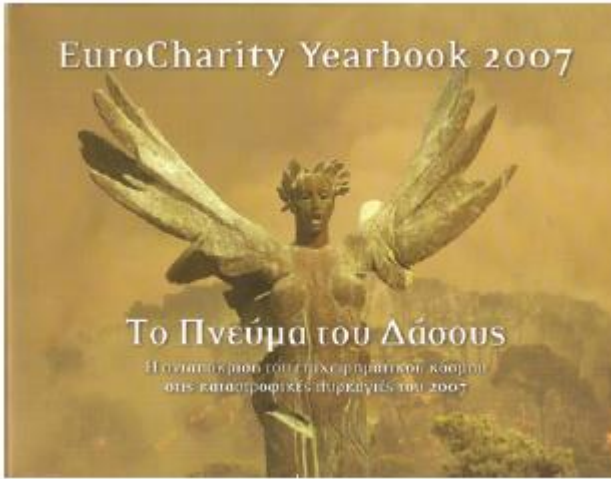


**INNOVATION
FOR EXCELLENCE**

EuroCharity Yearbook 2012/13







EUROCHARITY

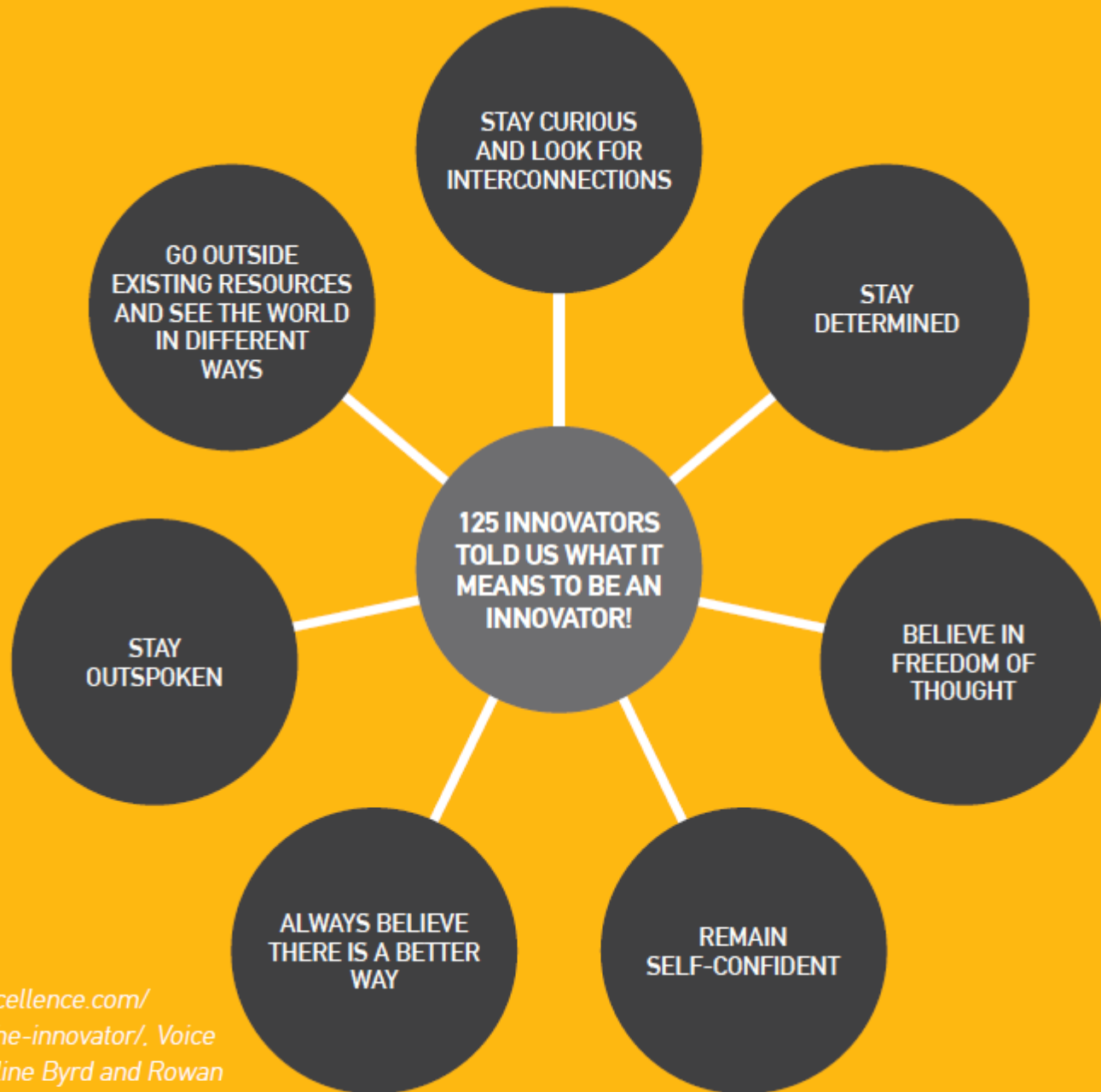
CSR • Green Economy

"EuroCharity Yearbook 2012/13: Innovation for Excellence



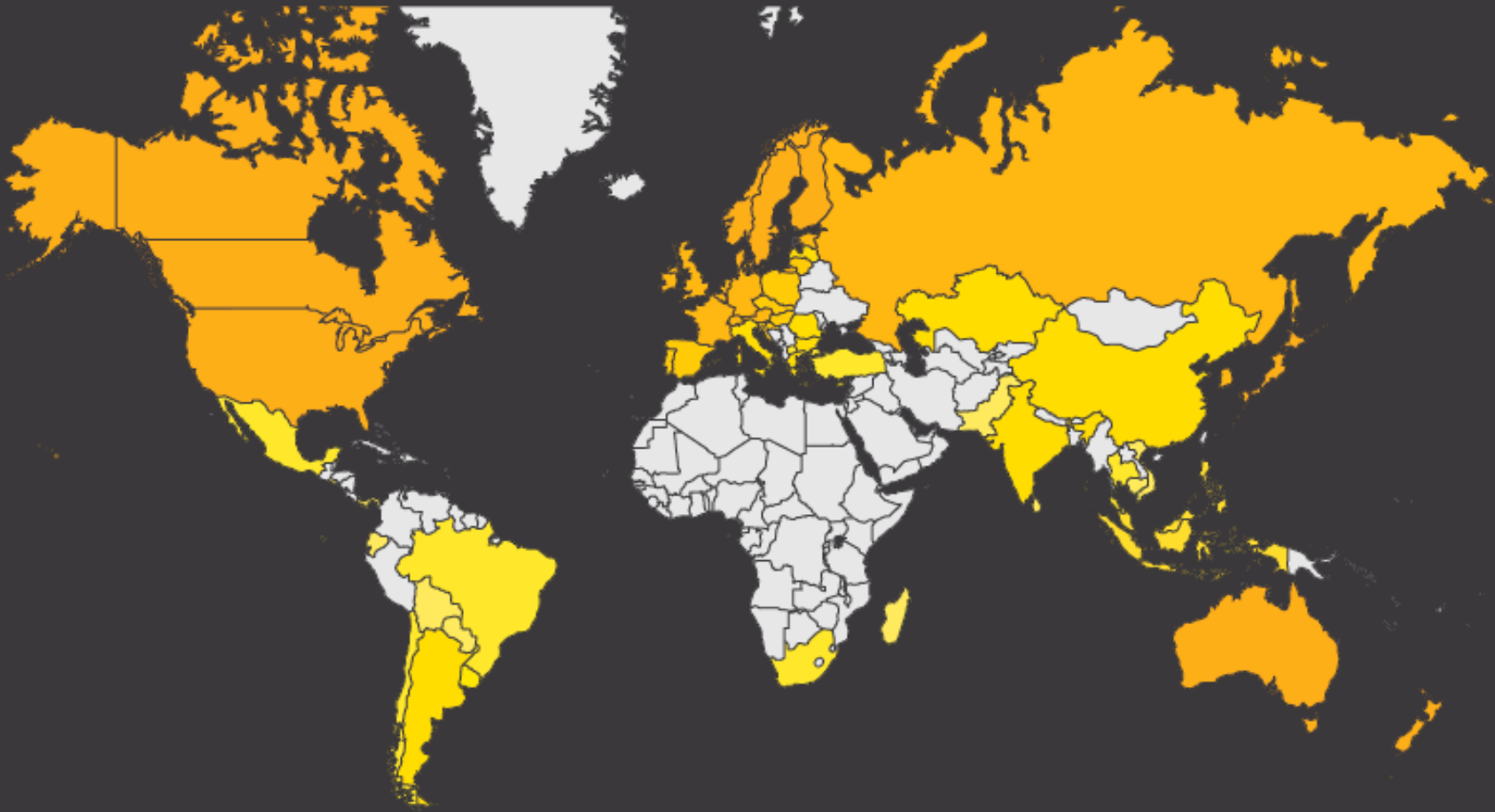
Voice of the innovator

p.14



Source: www.innovationexcellence.com/blog/2012/02/13/voice-of-the-innovator/, *Voice of the Innovator*, by Jacqueline Byrd and Rowan Gibson, February 2012.

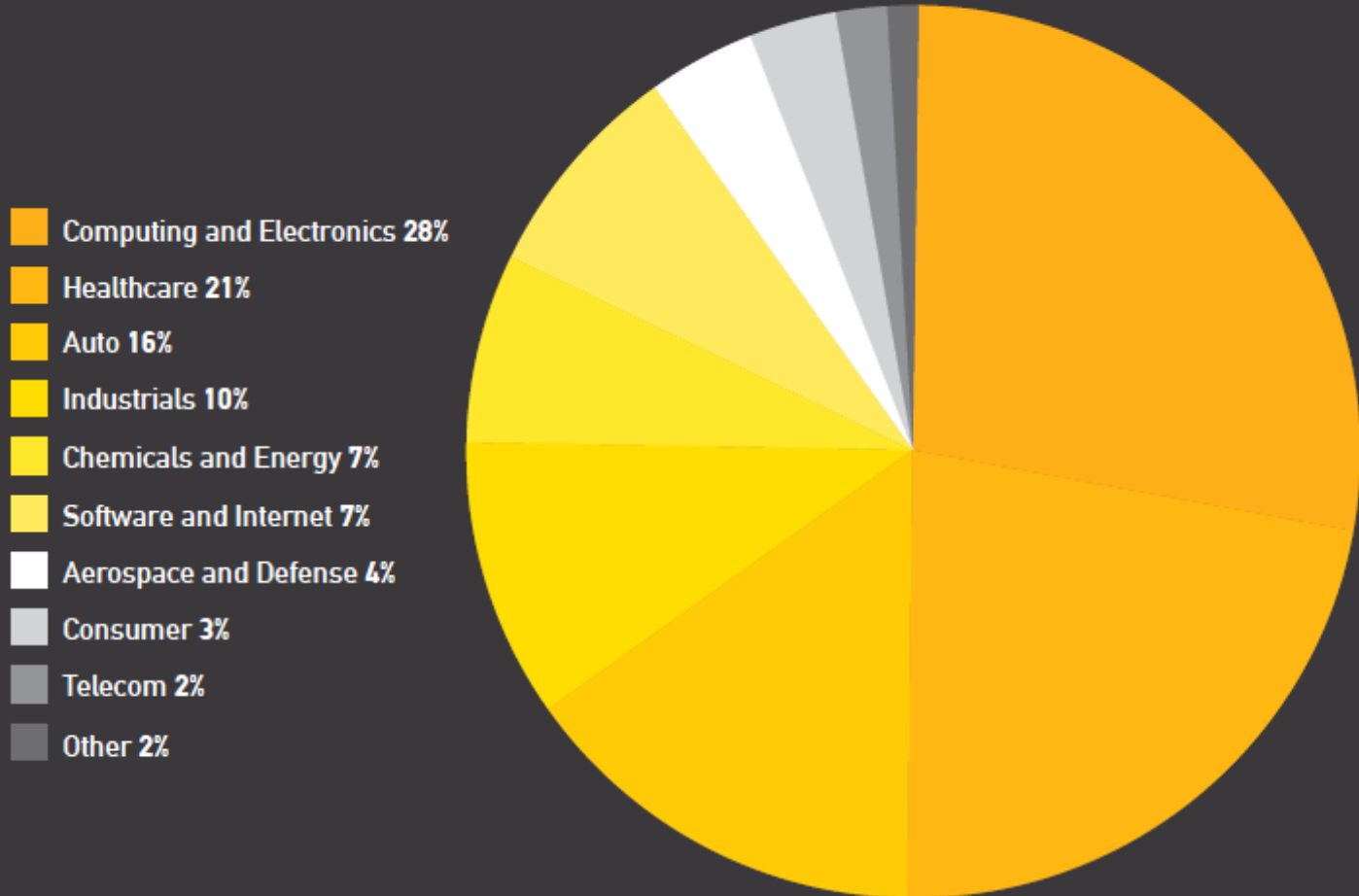
THE GLOBAL INNOVATION MAP



Source: *Creativity and Prosperity: The Global Creativity Index*, Martin Prosperity Institute, January 2011.



INNOVATION SPENDERS



Source: *The Global Innovation 1000 - Making Ideas Work*, Booz & Company, 2012, Bloomberg data.

BUSINESS MODEL INNOVATION

p.49

Phase of Innovation

Scale of Adoption

R&D/concept development

Pilot project

Launch

Growth/
profitability

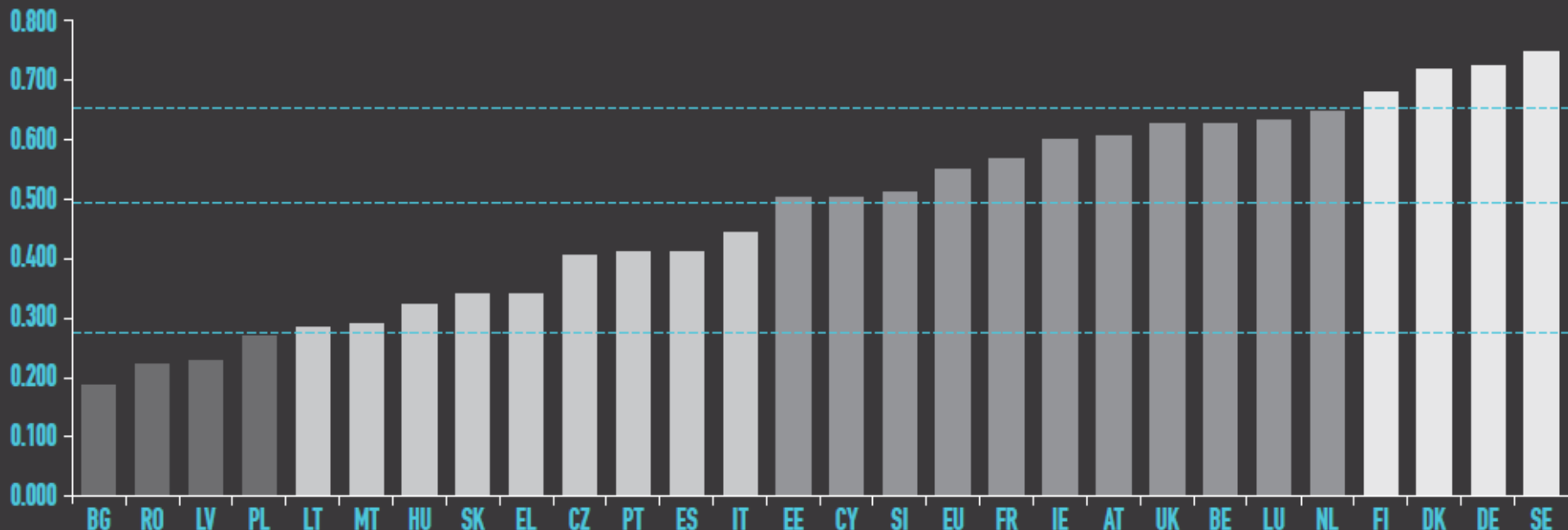
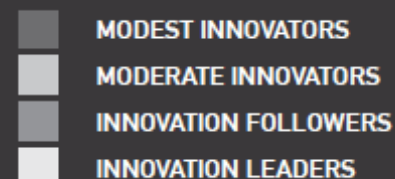
Core business

Business unit

Scalable solution

Source: Green game-changers - Insights for mainstreaming business innovation, a report produced by WWF-U.K. and researched by Verdantix, 2012.

INNOVATION LEADERS



Note: Average performance is measured using a composite indicator building on data for 24 indicators going from a lowest possible performance of 0 to a maximum possible performance of 1. Average performance reflects performance in 2010/2011 due to a lag in data availability. The performance of Innovation leaders is 20% or more above that of the EU27; of Innovation followers it is less than 20% above but more than 10% below that of the EU27; of Moderate innovators it is less than 10% below but more than 50% below that of the EU27; and for Modest innovators it is below 50% that of the EU27.

Source: Innovation Union Scoreboard 2013, the report was prepared by: Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT), with inputs from DG JRC G3 - Econometrics and applied statistics, European Commission, coordinated and guided by Bonifacio Garcia Porras, Head of Unit, and Tomasz Jerzyniak, Unit B3 - Innovation Policy for Growth, Directorate B - Sustainable Growth and EU 2020, Directorate-General for Enterprise and Industry, European Commission, 2013.

SUSTAINABLE DEVELOPMENT**ENVIRONMENT**

GREEN BUSINESS MODELS

1. Green processes
2. Green management principles

GREEN FINANCIAL MODELS

1. Green financial market
2. Green financial products

SOCIETY HUMANITYSOCIALLY RESPONSIBLE INVESTMENTS
AND JOBS CREATIONEMPATHY
FINANCIAL EDUCATION**ECONOMY**ENTREPRENEURIAL AND INTRAPRENEURIAL
ATTITUDESOLID REGULATORY FRAMEWORK, PRACTICALITY,
SIMPLICITY, TRANSPARENCY AND TRUST**FINANCIAL INNOVATION**

Company	Initiative	Bottom Line (in USD)
IBM	Telecommuting	700 million
Marks & Spencer	Plan A	296 million
Walmart	Packaging reductions	200 million (initially)
Intel	Energy savings	23 million (annually)
Johnson & Johnson	Employee wellness programmes	250 million
General Electric	Ecomagination Portfolio	105 billion



GLOBAL INNOVATION INDEX RANKINGS

p.78

Country/Economy	Score (0-100)	Rank
Switzerland	68.2	1
Sweden	64.8	2
Singapore	63.5	3
Finland	61.8	4
United Kingdom	61.2	5
Netherlands	60.5	6
Denmark	59.9	7
Hong Kong (China)	58.7	8
Ireland	58.7	9
U.S.A.	57.7	10
Luxembourg	57.7	11
Canada	56.9	12
New Zealand	56.6	13
Norway	56.4	14
Germany	56.2	15
Malta	56.1	16
Israel	56.0	17
Iceland	55.7	18
Estonia	55.3	19
Belgium	54.3	20

Source: *The Global Innovation Index 2012 - Stronger Innovation Linkages for Global Growth*, INSEAD and the World Intellectual Property Organisation (WIPO), 2012.

ESG GEOGRAPHIC COVERAGE

with 20.0% global coverage based on 10,315 companies

p.83



*of total number of listed companies in country

Data as of 03/27/2013

Source: Bloomberg, 2013.



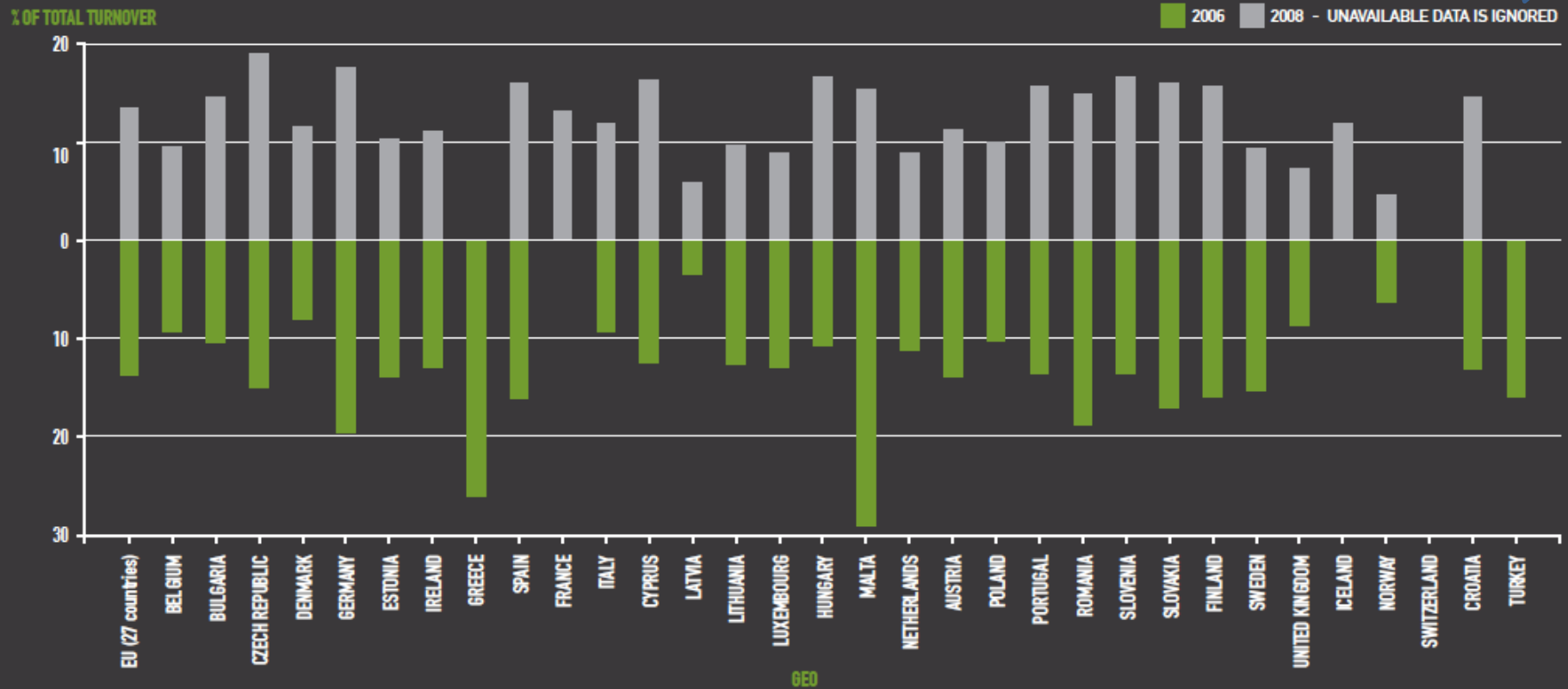
Energy = innovation: 10 disruptive technologies



p.84

1. **Unconventional gas**
2. **Electric vehicles**
3. **Advanced ICE (internal combustion engines)**
4. **Solar photovoltaics (PV)**
5. **LED lighting**
6. **Grid-scale storage**
7. **Digital power conversion**
8. **Compressor-less air-conditioning and electrochromic windows**
9. **Clean coal**
10. **Biofuels and electrofuels**

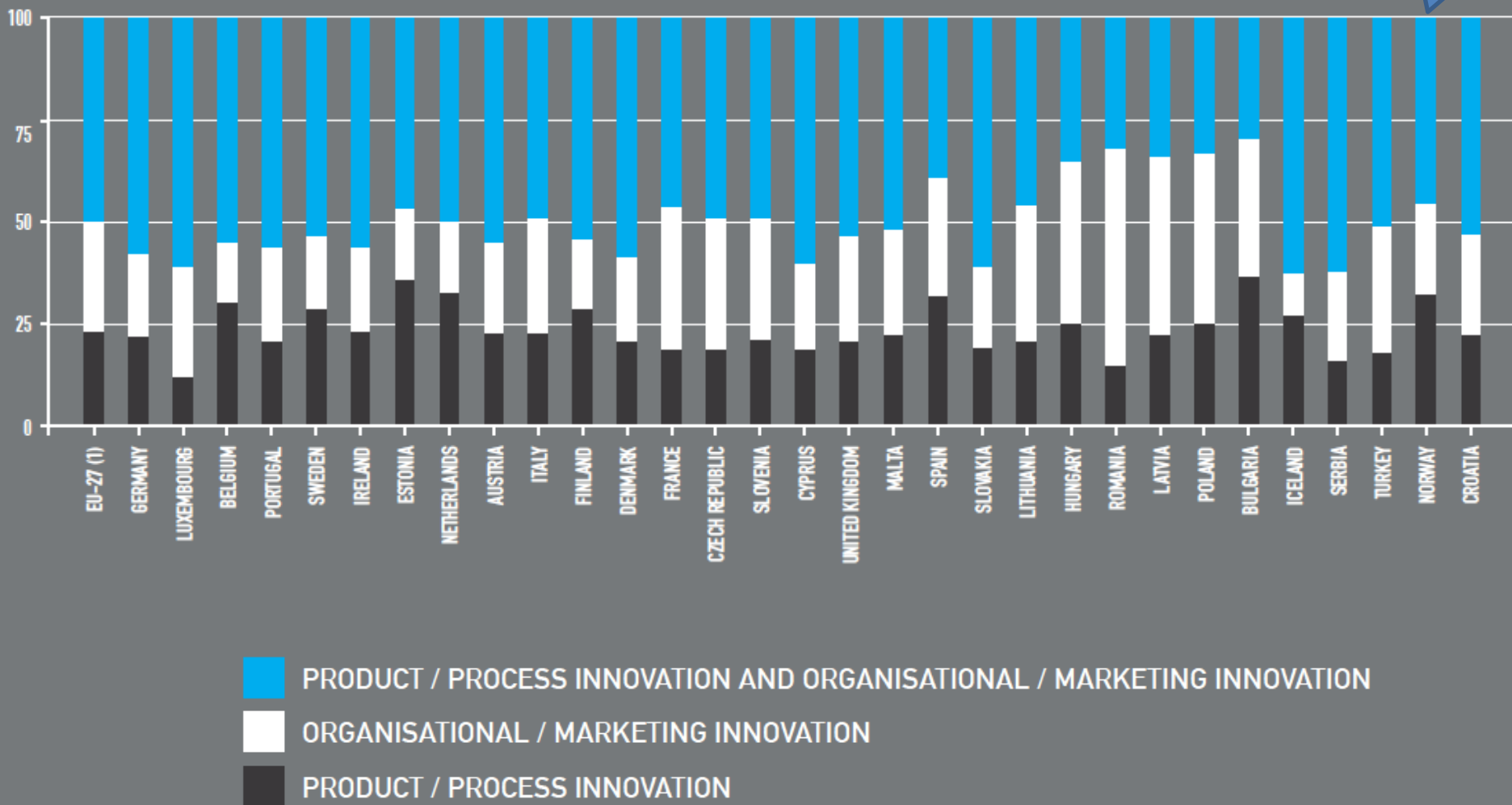
TURNOVER FROM INNOVATION



Note: This indicator is defined as the ratio of turnover from products new to the enterprise and new to the market as a % of total turnover. It is based on the Community innovation survey and covers at least all enterprises with ten or more employees. An innovation is a new or significantly improved product (good or service) introduced to the market or the introduction within an enterprise of a new or significantly improved process.

PROPORTION OF INNOVATIVE ENTERPRISES BY TYPE OF INNOVATION, 2008-2010

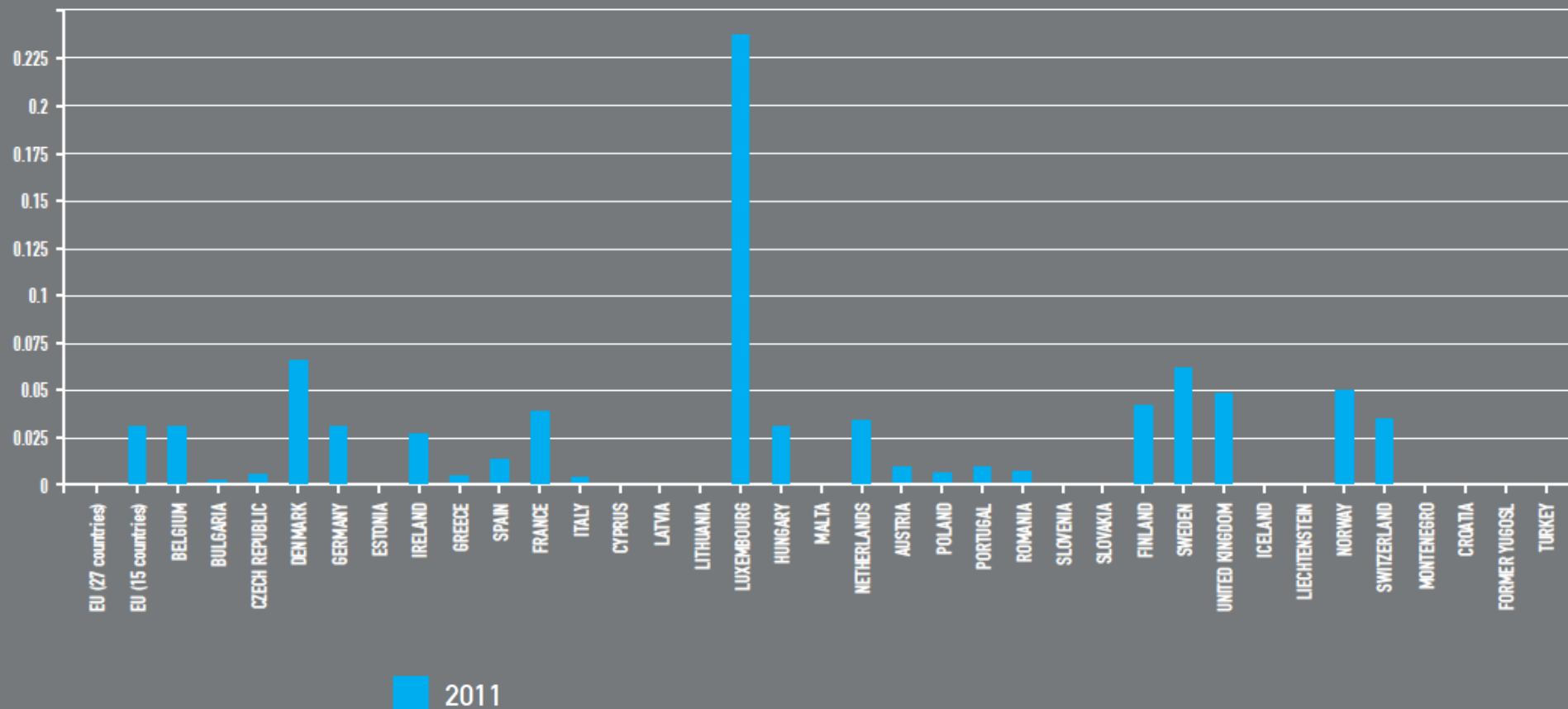
p.108



Source: Eurostat.

Note: (% of all innovative enterprises)

VENTURE CAPITAL INVESTMENTS



Note: Venture capital investment (VCI) is a subset of a private equity raised for investment in companies not quoted on stock market and developing new products and technologies. It is used to fund an early-stage (seed and start-up) or expansion of venture (later stage venture). NB : GDP = Gross domestic product at market prices.

VALUE CREATION FRAMEWORK

PRIMARY OBJECTIVE

Market value

FINANCIAL DRIVERS

Increased sales

Reduced costs

Increased cashflow

Brand value

Risk management

CORE NON-FINANCIAL DRIVERS

Human capital

Customer relations

Society

Environment

Innovation

Corporate governance

KEY METRICS

• Employee engagement

• Customer satisfaction

• Public perception
• Supply chain management

• Carbon emissions
• Waste management
• Lifecycle assessment

• Product / service development

• Ethical integrity
• Board composition

ESG FACTORS

• Absence rate
• Staff turnover
• Health & safety
• Fair restructuring
• Training
• Performance management
• Equality & diversity
• Reputation
• Commitment to customer
• Talent recruitment & retention

• Customer loyalty
• Retention
• Reputation
• Trust
• Price, product, service quality

• Opinion former perception
• Media coverage
• Community investment
• Stakeholder dialogue
• Social impact
• Legal / regulatory breaches
• Inclusion

• Energy efficiency
• Deployment of renewables
• Waste reduction
• Recycling
• Environmental impacts
• Environmental breaches

• New products and services
• Value of patents
• Customer perception
• Talent recruitment & retention
• Training
• R&D expenditure

• Nos of non-exec/ independent directors
• Equality & diversity
• Training & development
• Audit processes
• Reporting & transparency
• Reputation
• Shareholder interests
• Anticorruption policy/practice
• Competitiveness

Supporter



ATHENS UNIVERSITY of ECONOMICS & BUSINESS
mbainternational

Media Partners



H NAYTEMΠOPIKH



Re:CSR
VIEW

DAILYFAX

MarketingWeek

PLANT
MANAGEMENT



think.

Online Media Partners



naftemporiki.gr

CSRnews.gr



Energy Online.gr
Daily News for Energy & Environment

CSRwire®
The Corporate Social Responsibility Newswire

Audio Sponsor



Partners



Christina
Deligianni





on behalf of the team:

Michael Spanos
Managing Partner

michael.spanos@eurocharity.org

*Thank
You*