

Examples of good practice to be included in the 2nd CSR report

NORDZUCKER

1. Place and time	Nordzucker – Germany 1999
2. The issue	Education and training
3. The situation	After the creation of Nordzucker training programs and education were different among the factories
4. The project	<ol style="list-style-type: none"> 1. Proposals and Implementations of training programs according to homogenous principles. 2. Extension and standardization of the training programs (10% of trainee from the permanent staff).
5. The result	<ol style="list-style-type: none"> 1. Employees have the possibility to continue their formation in various fields such as: languages, social ... They are backed to carry out the tasks taking their own responsibilities. 2. The number of trainees has increased of 50% in 4 years, internal standards for training are worked out.
6. Resources	Yearly budget.
7. Contact	<p>Employers' representative : Dr. Heike Sanden Phone: 0049 531 2411-312 Fax: 0049 531 2411-310 E-mail: heike.sanden@nordzucker.de</p> <p>Employees' representative : Manfred Tessmann (NGG) Phone: 0049 531 242 740 Fax: 0049 531 242 7417 E-mail : region.son@ngg.net</p>

1. Place and time	Nordzucker – Germany since 1997
2. The issue	Health and safety
3. The situation	Safety at work and health protection are part of the legal requirement and part of the Nordzucker policy. The goal is the reduction of number of accidents and the improvement of presence rate.
4. The project	A working group was created to promote the safety at work and health protection. A pilot project on “promotion of the health protection in the factory” was launched with the national agency for safety at work and a report on health are established. Creation of rules in the framework of a management system at the company level.
5. The result	Standing decrease of declaration of accidents: 50 in 1997 to 14 in 2002.
6. Resources	Incentives, rewards.
7. Contact	<p>Employers' representative : Andreas F. Schulze Phone: 0049 531 2411-212 Fax: 0049 531 2411-109 E-mail: andreas.schulze@nordzucker.de</p> <p>Employees' representative : Manfred Tessmann (NGG) Tel: 0049 531 242 740 Fax: 0049 531 242 7417 E-mail : region.son@ngg.net</p>

1. Place and date	Nordzucker – Germany 2003
2. Subject	<i>Restructuring</i>
3. Context	After checking the structure of the production site, it was decided to close the Schleswig factory on the 31.12 2003. It then became a matter of applying the provisions of the collective agreement.
4. Project	<ol style="list-style-type: none"> 1. All employees at the factory were offered a new job. 2. Employee aged 55 had the opportunity to take early retirement. This proposal was aimed at creating new jobs and remains open until 2005. 3. Compensation is paid in cases of voluntary termination of the contract of employment. 4. Employees to whom the previous provisions could not apply were given the opportunity of commencing a training course (up to 12 months) at a specialised agency so as to improve their opportunities of rejoining the labour market. 5. Compensation in the form of time off until 2006 in cases of overtime being worked.
5. Result	Employees feel more secure as far as their future on the labour market is concerned. The age pyramid has remained stable at the different factories, with an average of around 45.
6. Resources allocated	The cost of compensation and early retirement is 2 to 3 times higher than if all the factory's employees had been made redundant.
7. Contact	<p>Employers' representative : Rüdiger Jaernecke Phone: 0049 531 2411 143 Fax: 0049 531 2411 107 E-mail: ruediger.jaernecke@nordzucker.de</p> <p>Employees' representative : Manfred Tessmann (NGG) Tel: 0049 531 242 740 Fax: 0049 531 242 7417 E-mail : region.son@ngg.net</p>

PFEIFER UND LANGEN

1. Place and date	Pfeifer & Langen, Germany
2. Subject	Health and safety
3. Context	Reduction in the number of accidents and absences due to accidents, and training of executives and other employees.
4. Project	Improvement in the management of safety at work, in organisation and in the training of executives. Introduction of vocational training seminars and continuing training concerning safety for all employees. Regular practical exercises relating to safety for all workers. Analyses of risks and accidents, improvements in the organisation of regular technical inspections.
5. Result	The number of accidents fell by 70% between 1995 and 2002 and the number of days' absence among employees was reduced by over 75%.
6. Resources allocated	
7. Contact	Employers' representative Günter Burow Tel: 0049 2274 701 106 Fax: 0049 2274 701 250 E-Mail: Guenter.Burow@pfeifer-langen.de Employees' representative : Wolfgang Endling (NGG) Tel: + 49 4038 0130 Fax: + 49 4038 013220 E-Mail: HV.Vorsizender@ngg.net

1. Place and date	Pfeifer & Langen, Germany
2. Subject	Education and training
3. Context	Improvement in the skills of coming/future executives
4. Project	<p>Since the early 90s, the “training programme for the trainers of young recruits” has been introduced. It consists of a 15-day seminar during 2 years. The training is extended over a 2-and-a half-year period, and aims at better managing the current and future tasks in a context of growing internationalisation.</p> <p>The objective is also to eliminate preconceptions, to create internal networks in order to make work more efficient at the levels of company departments, production sites and even between the countries.</p> <p>In concrete terms, the programme is made of debates on current topics, to work on communication systems, methodologies for solving problems, to control the quality of work done in team at a seminar, to tackle economic issues. The training partnerships and round tables with leading executives are a good complement to the programme.</p>
5. Result	Next to the skills of the each participant, the success of the programme relies above all on the networking of departments, production sites and countries. As a result, the work has become much more efficient. Up to now, more than 100 employees have participated in the training programme.
6. Resources allocated	
7. Contact	<p>Employers’ representative Holger Lessenich Tel: 0049 221 4980 347 Fax: 0049 221 4980 403 E-Mail : Holger.M.Lessenich@pfeifer-langen.de</p> <p>Employees’ representative : Wolfgang Endling (NGG) Tel: + 49 4038 0130 Fax: + 49 4038 013220 E-Mail: HV.Vorsizender@ngg.net</p>

FRENCH SUGAR INDUSTRY

1. Place and date	France – 2003/2004
2. Subject	<p>Health and safety. Awarding prizes at the annual health and safety meeting of the sugar industries for a transposable achievement in the field of health and/or safety at the workplace.</p>
3. Context	<p>Every year, French sugar companies have a day-long national meeting on health and safety at the workplace.</p> <p>This meeting is devoted to the presentation of themes relating to health and safety (current legal topics or technical themes dealt with either by sugar factory safety engineers or by external speakers – representatives of bodies specialising in risk management, university professors or researchers, doctors, prevention technicians from sickness insurance funds in France or other European countries, etc.).</p> <p>A prize is awarded to the sugar factory with the best results in terms of safety (overall frequency).</p> <ul style="list-style-type: none"> ○ Since 2003, a second prize called the "Leonardo de Cristal" has been awarded for a transposable achievement.
4. Project	<p>It is a question of an achievement which seems capable of being modelled and reproduced at other sites or in other organisations. This formula is seen as evidence of the progress that the profession can make by pooling reflections and efforts.</p> <p>A panel selects the best achievements presented by representatives of sugar factories to the participants in the meeting, and a prize is awarded for the best achievement according to the following criteria :</p> <ul style="list-style-type: none"> ○ Originality of the project ○ Reproducibility ○ Interest for the profession ○ Preliminary study and methodological input ○ Inclusion of the personnel in the process of reflection ○ Continuity or ease of maintaining the achievement in future.
5. Result	<p>In two years, eight initiatives selected and two trophies awarded, on subjects as varied as risk analysis, highly concrete achievements in the choice of personal protective equipment, skills management or management of co-activities at a site. For the 3rd year seven initiatives have already been selected.</p>
6. Resources allocated	<p>The creation of a trophy representing the character Leonardo, an imitation crystal statue symbolising safety. Apart from the cost of the sculpture and production of the start-up mould, the cost of manufacturing each statuette remains very modest (may serve for other CEFS members who so desire).</p>
7. Contact	<p>For further information, please contact M Jean-Pierre PINASSEAU. Tel : + 33 1 49 52 66 66 Fax : + 33 1 40 70 10 79 E-Mail : jpinasseau@snfs.fr</p>

1. Place and date	France – 2003/2004
2. Subject	Education, training and life-long learning
3. Context	A professional qualification certificate (CQP) as a packing machine operator in the sugar industry has been introduced under a joint agreement in the profession, with the organisation of a trial session in 2003 and another session in 2004.
4. Project	<p>In 2004, 20 trainees (2 sessions, each for 10 trainees) prepared for this certificate. Training is received by employees from all packing sites in France.</p> <p>The training is organised as follows :</p> <ul style="list-style-type: none"> - training in basic knowledge : 70 hours (multimedia course designed for : learning to learn, reading effectively, informing, calculating, writing precisely) - theoretical training : 210 hours - training at the workstation : 90 hours <p>Employees holding this certificate who are assigned to a machine operator job qualify as skilled workers. The certificate is also applicable to all other branches of the food industry that have packing operations, which offers additional retraining opportunities to employees holding this certificate.</p>
5. Result	In 2003, all 10 trainees passed, as did the 20 trainees in 2004.
6. Resources allocated	Engineering costs covered by the joint body collecting taxes on continuing vocational training
7. Contact	<p>For further information, please contact Mrs Geneviève CASTELLI</p> <ul style="list-style-type: none"> ➤ telephone: 01.49.52.66.70 ➤ fax: 01.40.70.10.70 ➤ e-mail: gcastelli@afisuc.com

SPANISH SUGAR INDUSTRY

1. Place and date	Spain – 2003
2. Subject	Restructuring
3. Context	Reindustrialisation following the closure of 2 sugar factories. The closure of the factories of Azucarera Ebro based in Monzon de Campos and in Benavente lead to a loss of 200 direct jobs.
4. Project	Azucarera Ebro committed itself to reindustrialise the areas by creating 120 jobs.
5. Result	<p>At the beginning of 2004, the company foresees the creation of a Logistics Centre in Benavente, which will create 60 jobs.</p> <p>In 2005, an alcohol distillery will come into production. The preparatory works will start in June and 30 jobs will be created.</p> <p>Other resources will be allocated to the construction of a malt house, where 30 jobs are also expected to be created.</p> <p>Following to the closure, a removal offer was proposed to workers less than 54 years age, who were proposed an other job in an other factory. Concerning workers over 54 years of age, they had the possibility of taking early retirement.</p>
6. Resources allocated	<p>Construction costs for the logistics centre : 9,2 M€</p> <p>Construction costs for the alcohol distillery : 17,5 M€</p> <p>Investment in the malt house : To be fixed</p> <p>Costs of the removal offer : 12 M€</p>
7. Contact	<p>Employers' representative: José Jimenez Latorre: Phone: 0034 90 210 20 31 Fax: 0034 90 210 14 19 Email: jose.jimenez@aeasa.com</p> <p>Employees' representative : Cecilia Sanz Fernandez (FSIABT-CC.OO) Tel: + 34 91 540 92 66/18 Fax: + 34 91 548 33 04 + 34 91 559 86 30 E-Mail : agroalimentaria@agroalimentaria.ccoo.es</p>

HUNGARIAN SUGAR INDUSTRY

1. Place and date	Mátra Cukor (Nordzucker Group) 2004
2. Subject	<i>Choice of supplier</i>
3. Context	Enlargement of the Code of Conduct on suppliers 1st stage
4. Project	A letter is sent out informing suppliers and service companies of the social commitment of Mátra Cukor and asking them also to comply with Conventions 138 and 182 of the International Labour Organisation (ILO), to apply no discrimination of any sort vis-à-vis their employees and not to tolerate child labour.
5. Results	Suppliers and service companies must return the letter, duly signed, to the Purchasing Department of Mátra Cukor within 15 days. If they do not reply, they will be excluded from the circle of suppliers. This point is now a prerequisite set out in all contracts.
6. Resources allocated	The procedure is already in effect in Germany, and in course in Hungary and also at Nordzucker subsidiaries in Poland and Slovakia.
7. Contact	For further information, please contact Mrs Marianne Nagy Phone: 0036 37 546 503 Fax: 0036 37 546 506 E-mail: marianne.nagy@nordzucker.hu