



**GET AN IDEA OF OUR SUSTAINABILITY STRATEGY  
AND WORK WITH US TOWARDS THE GLOBAL GOALS!**

## **SUSTAINABILITY REPORT**

**[SUSTAINABILITY-REPORT.HAUSKA.COM](https://www.hauska.com/sustainability-report)**

# THIS REPORT

This Online Sustainability Report about the Hauska & Partner Group covers our activities in Austria and Croatia, and fulfils the requirements from UN Global Compact regarding the yearly Communication on Progress Report.

We update this permanently established online report on an ongoing basis and prepare PDF extracts according to the specified reporting dates.

# UPDATES

This online report has been published January 17, 2018. Following additions/changes have since been made:

2018-04-16 **OUR CONTRIBUTION TO THE SDGS**

We embedded the SDG box in this article, linking this article with the website of the UN Global Compact Network Austria.

2019-03-01 **HAUSKA & PARTNER**

We updated information on the ownership structure of Hauska & Partner d.o.o.

2019-03-12 **CORPORATE STRATEGY**

We updated the text to include information on 2018.

2019-03-12 **INNOVATE**

We updated the text to include information on 2018.

- 2019-03-12 **FOSTER CSR COMPETENCE**  
We updated the text to include information on 2018.
- 2019-03-13 **STRENGTHEN MARKET POSITION**  
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- 2019-03-14 **SDG 4 – Quality Education**  
We updated the text to include information on 2018.
- 2019-03-14 **SDG 8 – Decent Work and Economic Growth**  
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- 2019-03-18 **EMPOWER COLLEAGUES**  
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- 2019-03-18 **ADVANCE CLIENT RELATIONS**  
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- 2019-03-18 **STIMULATE COLLABORATIVE THINKING**  
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- 2019-03-19 **Our Contribution to the SDGs**  
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- 2019-03-20 **CONSULT RESPONSIBLY**  
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- 2019-03-20 **SDG 5 – Gender Equality**  
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- 2019-03-21 **SDG 12 – Responsible Consumption and Production**  
We updated the text to include information on 2018.
- 2019-03-21 **SDG 16 – Peace, Justice and Strong Institutions**  
We updated the text to include information on 2018.
- 2019-03-21 **SDG 17 – Partnerships for the Goals**  
We updated the text to include information on 2018.
- 2019-03-25 **SDG 10 – Reduced Inequalities**  
We updated the text to include information on 2018.

# DOWNLOADS

[Sustainability Report 2018-01-17](#) (PDF; 7 052 KB)

[Sustainability Report 2019-04-01](#) (PDF; x xxx KB)

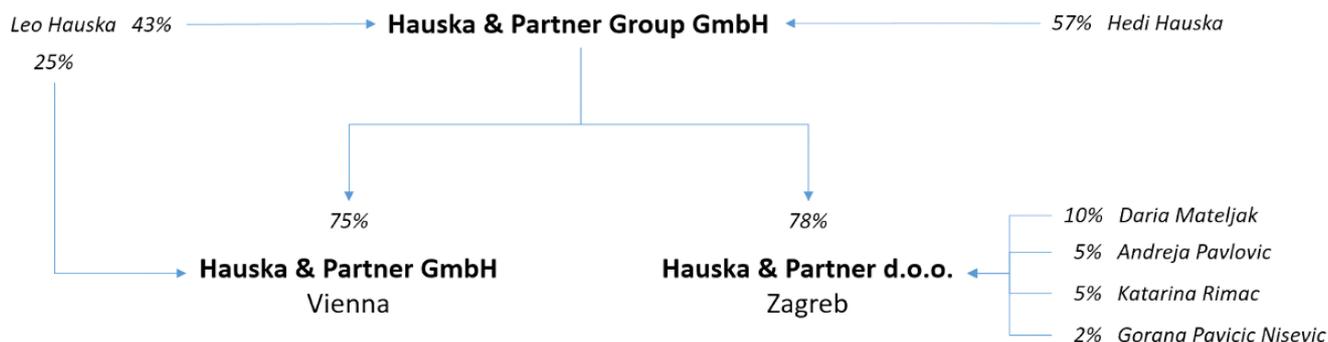


# HAUSKA & PARTNER

Update: 2019-03-01

Hauska und Partner was founded in 1990 in Austria, in 2000 the branch office in Croatia was opened. Core competencies lie in the areas of corporate and communications consulting, in particular stakeholder relations, issues management, CSR/sustainability management, reputation management and public affairs & lobbying.

Current ownership structure:



The group is led by a team of all Croatian partners, as well as Leo Hauska (CEO) and Bernhard Wanasek (CFO). More information about the company at [www.hauska.com](http://www.hauska.com).

*“With this report, we not only reaffirm our commitment to the 10 principles of the UN Global Compact, but also enhance our contribution to the sustainable development goals. We invite all our stakeholders to join our efforts and work with us towards these global goals.”*

Leo Hauska  
CEO Hauska & Partner Group



# CORPORATE STRATEGY

*Update: 2019-03-12*

Despite all the dynamic changes of our time, the fundamental principles of our company have remained unchanged for many years: Based on the five values - excellence, contribution, passion and dedication, reliability and diversity, we follow the vision of “Leading the corporate relations business” and fulfill our daily mission of “contributing to the economy, society and the environment through our services”. Following these principles, it was a natural step to align our business development with sustainable development and the 17 global goals of the United Nations.

This report documents our continuous move towards these goals. You will gain insights into our seven core strategies, the progress in these areas, and the implications for related global goals and specific targets.

It covers all material aspects of our corporation and also shows how a consultancy can create value for society: being focused on supporting the sustainable development of our clients and making them fit for the coming challenges of the future!

We are aware that the indicators are still insufficient to measure our actual impact. But we are a learning organization, trying to improve and even contributing to the development of impact measurement. In this regard, this report is a dynamic document that may also be updated during the year.

We invite you to give us feedback about this report but also to join our efforts and to work with us towards the global goals.



INNOVATE



EMPOWER COLLEAGUES



ADVANCE CLIENT RELATIONS



CONSULT RESPONSIBLY



STRENGTHEN MARKET POSITION



FOSTER CSR COMPETENCE



STIMULATE COLLABORATIVE THINKING



# INNOVATE

*Update: 2019-03-12*

The European Union recognizes that new growth opportunities come from technological breakthroughs, introduction of new processes and business models, as well as from non-technological innovation and innovation in the services sector. “These must be combined with creativity, flair and talent, or innovation in its broadest sense”, says the EC.

Innovation continues to be one of our most important material topics as well. In 2018 we realized more vividly that it encompasses not only recognizing and seizing opportunities to develop and improve our cooperation with our clients and offer new services. It means also that we need to constantly develop our team culture, share knowledge and collaborate to become a truly learning organization, which has been, and continues to be, one of the staples of our strategy for the last ten years.

## SDGs to which we contribute:



## Key Performance Indicators:

- 4** new products and services in the last 3 years (-1)
- 3** new lectures for CSR education developed (+1)
- 1** new internal knowledge-sharing system

Thinking about opportunities to support our current and prospective clients, we further developed our services in CSR and sustainability consulting:

- **SDG Integration** – *a lecture presenting insights into theory and practice of SDG integration. Many companies have already identified which SDGs are relevant to their ongoing activities. However, joint success depends on companies succeeding in aligning their goals and strategies with the SDGs while working with other stakeholders. The lecture was first presented as a part of the master’s program “Sustainability & Responsible Management” of the University of Applied Sciences BFI Vienna.*
- **Diversity & Inclusion Consulting** – *with the introduction of Diversity Charter Croatia, increasing number of signatories among Croatian companies need assistance in setting up internal policies and practices to strengthen and promote D&I – which is also a precondition for innovation. In 2018, we have consulted clients in development of diversity policies and are in development of additional consulting services in this area. Furthermore, as signatory and a company proudly giving one of Diversity Charter Ambassadors in Croatia, we are striving to introduce more organizations to the benefits of inclusion, learning, collaboration and inspiration sourcing from diverse people and ideas.*

In 2018, we worked more on developing corporate culture that would foster innovative thinking. Working together in our “Sustainability Retreat” in May, we identified areas in which we can improve our own surroundings, way we form teams, services we offer and ways we collaborate with each other and our clients. Thinking about this led to the introduction of two innovations, upgrading our project management and sharing knowledge within our organization.

- **Online project management platform** – *introduction of an outsourced innovation, Teamwork platform, helped us to innovate in our own consulting. The platform was used in several internal projects as well as in an NFR project for a client, enabling us to differently shape and manage participation of a large group of contributors in the project.*
- **Internal knowledge sharing system** – *in autumn 2018, we held the first internal workshop to “try the concept of gamification on for size” and see if it would be a good solution to set up our internal knowledge sharing system. Using the classic concept of developing “hero on a quest” novels, we identified our “heroes” that started developing and setting the system which will help us manage organizational knowledge better as well as improve team collaboration.*

## Goals:

Through the development of new approaches, solutions, tools and services, increase our expertise in strategic areas.

Incorporate innovative thinking into corporate culture and increase internal capacities.

Encourage diversity of thinking, interdisciplinarity and collaboration in order to contribute to economy, society and environment.

## What do our stakeholders say?

*“I consider our company as a learning organization. From the very beginning of our activity (12 years now), we have been investing in development of strategic management, corporate culture, and internal and client relations in order to assure a sustainable growth of the company. We have been cooperating with different consultants, but the recent experience with Hauska & Partner has brought us and opened us to some higher dimension. With simple and user friendly methodology and tools, they have managed to transfer to us professional knowledge and motivate us for further development.”*

Renata Pondeljak, CEO OTP Leasing

*“Our cooperation with H&P has never been simple. Which is exactly where we see your greatest advantage. Often, before meetings we have prejudices on the assignment and its simplicity. H&P always breaks up such prejudice and makes each assignment a new challenge. Not only in design, but in strategic approach to communication and (re) positioning the approach.*

*So, before designing we always have to take into account which innovation is introduced to be able to shape them. Additional efforts bring new knowledge and skills. We can say that with advanced modules of H&P communication we have to shape in design – we innovate and advance.”*

Tomislav Kraljević, Owner of Bestias, Designer



# EMPOWER COLLEAGUES

*Update: 2019-03-18*

Contemporary corporate relations consulting poses various challenges for professional consultants. Our consulting successes greatly depend on our capability to develop a learning organization, constantly advance our decision-making and participatory processes and to create a culture that respects uniqueness of our colleagues.

## SDGs to which we contribute:



## Key Performance Indicators:

**80%** of partners and 75% of Management Board members in H&P Croatia are women

**11.2** average years of employment with our company (-1.5)

**104.8** training hours per employee last year (-10.6)

## New Age of Partnership

We entered a new chapter of partnership development in H&P Croatia in 2018. All colleagues have been offered a partner (co-owner) status either by buying share option or as a bonus. In addition, the H&P HQ transferred some shares to the local company to be distributed to the present partners. This has changed our partnership structure and has moved us towards the goal of realizing more local participation in the company ownership. The EY 2018 partnership structure of H&P Croatia was: Hauska & Partner Group GmbH 78%, Daria Mateljak 10%, Andreja Pavlović 5%, Katarina Rimac 5%, and Gorana Pavičić Nišević

2%. The goal is to extend the local partnership further and to include more team members as partners in the oncoming years. Ownership expansion option offers our colleagues the option to more actively participate in our company's future.

Besides the ownership expansion, H&P Croatia has undergone a significant expansion of the Management Board, with two members joining: Andreja Pavlović and Katarina Rimac. This change enables us to expand responsibilities in future company development and increases the female management participation in H&P Croatia to 75 percent.

## Creating a Good Team in Challenging Times

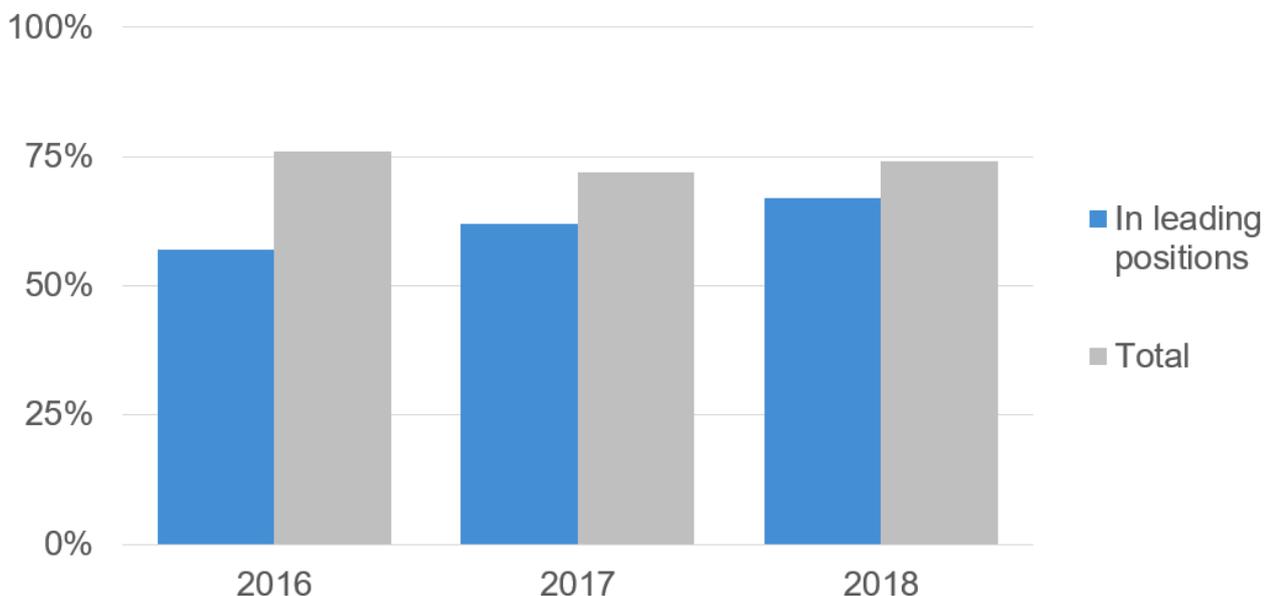
During 2018 some of our colleagues decided they would like to take other professional challenges in different walks of life. Labor market flexibilities and professional maturing of individuals prompt colleagues to consider various career paths. The statistics of the European Communication Monitor 2018 show that almost every third communication practitioner wants to leave their current employer. This inspired us to consider a rejuvenation of our team, so we had a dynamic year in which four new colleagues joined our team. We understand that keeping our employees' loyalty over the years is an asset and a value, but we also take the opportunity that new times and corporate relations challenges have to be responded to by new views, fresh ideas and diverse specializations. Our goals for the next period will be to increase our team with new professional specialists.

Having in mind our traditionally very high employee retention in the past, 2018 has brought significant changes, still keeping a high average of 11.2 years of employment with the company. Still, the average of more than 11 years with the company is rather high. If our goal is to expand our team in future, then we can expect that this figure will keep decreasing.

	2016	2017	2018
Average years in company	12.7	12.8	11.2

We are still a predominantly female company, with 74 percent of women colleagues.

### Female Employees



Focus on internal changes, market orientation and client servicing somewhat decreased our education time per employee. We definitely plan to increase education of our team in the following year, at least by

15 percent.

	2016	2017	2018
Training hours per employee (FTE)	119.9	115.4	104.8

Due to changes in the team and changes in types of education our training hours slightly dropped compared to the past reporting period. The Croatian CSR index is a valuable indicator for the evaluation of our HR management. In 2018 we scored 72.41 points compared to the small companies' average of 47.64 in the section of responsible practices in workplace.

The highest scores we marked related to responsible employment policies, labor valuation – salaries and benefits, quality and safety of workplace conditions and collaborative organizational climate, all 100 points. Investment in education and employability scored 75 points. You can find the complete results of the index in chapter Foster CSR Competence.

## Focus on Individualization and Team Development

In our EmploYES program we undertook several actions:

- Having in mind that our Diversity Management is based on individualization, we organized our strategic planning event Sustainability Retreat, based on sharing the individual strengths of our team members, for which we used the Gallup methodology of Strengths Finder 2.0. Matched with other methodologies, we took advantage of our team's diversity to develop our corporate strategy. All colleagues have a chance to influence the corporate strategy by their ideas and taking over responsibilities for various business areas and projects.
- We continued with Quarterly Strategic Meetings in which we inform all colleagues on the vital business and strategic details of the company. This occasion is used to discuss the business and strategic directions of the company.
- As every year, we undertook Workplace Assessment Survey and 360° evaluation of all team members. Workplace Assessment Survey indicates slight improvements in the areas which were planned to be improved, whereas 360° evaluation results show stability at the same level compared to last year.
- In order to improve our learning organization management, we launched an online H&P library, which is available to all colleagues and can be reached from everywhere.

## Goals

Accents in 2019 in this segment will be on our values excellence, contribution and diversity and will encompass:

- Implement Diversity Policy and Action Plan and report on our diversity and inclusion efforts
- Advance the learning organization by boosting know-how sharing and more intensive education
- Smarter management of Personal Development Plans and improvements in HR area
- Increase team with new experts while building a sound and dynamic corporate culture

## What do our stakeholders say?

*“As a designer I had the opportunity to work with the H&P team on various projects. Every time it involved high quality project tasks which made design process a pleasure. Relationships with the clients and associates which H&P tends to lead by example of responsible business practices and also of real, exceptional values. That is the reason why every time we work on a joint project I feel like a part of the team, doing business with purpose, motivated with a professional approach. H&P team are professionals who share beliefs for responsible business and have a vision of a better business environment.”*

Ivan Rubčić, Hand Studio, Owner

*“Rarely I run into a team that is brave enough to use individual honesty and group vulnerability to grow as an organization as Hauska & Partner. That’s the best way to stay grounded and grow at the same time.”*

Boris Šurija, Behave, HR Consultant



# ADVANCE CLIENT RELATIONS

*Update: 2019-03-18*

Consulting business faced many challenges and changes in 2018, such as technological disruption and cultural shifts, with a continued trend towards the short-term projects. Clients are more likely to engage experts with specific skills and knowledge in short, targeted project than to hire team of consultants for months-long work. We maintained a stable client base, continued cooperation with most of our long-term clients, successfully completed great projects that started previous year and continued positioning in strategic areas (being recognized as leader in consulting in CSR and Sustainability Management).

## SDGs to which we contribute:



## Key Performance Indicators:

**44** clients (-1)

**52%** of our clients > 3 years (+3)

**71%** client retention rate (+- 0)

## Long-term Partnerships

Over two thirds of our 2017 clients continued cooperation through 2018, and more than half of 2018 clients were our long term partners with cooperation that lasts more than three years. Nevertheless, due to challenges and changes in consulting industry, but also within our team, fee income generated from

cooperation with long-term clients slightly decreased and accounted for 77 percent and some of long-term partnerships were completed during last year.



Using Account Review System, we revise our cooperation on quarterly bases in order to constantly grow and improve quality of our services. In 2019 we plan to improve our processes that concern client relations and empower our teams in areas of project management and controlling. In the 2018 360° review, “Is enthusiastic about helping clients” and “Strives to achieve the highest quality” score the top of the team collective assessment.

## Teaming Up for Joint Projects

*Close client relationships are the best basis for excellent projects. Last year, we could team-up with several clients and achieve great results. Just some of them:*

### Integration of OTP and Splitska banka

During 2018 we consulted OTP Group in the largest ever bank merger ever in the country and creating the 4th largest bank on the Croatian market. The project was extremely complex and challenging in the areas of brand management, corporate culture, communications and stakeholder relations. We supported the bank successfully in all these areas, at the same time developing a new organizational culture and creating a very intense communications and stakeholder engagement. This project was a crown of our 17-years long consulting and executive support to the bank and the fourth large M&A process in which we supported this client.

### EVN press study trip

The press trip was hosted by EVN AG in September 2018 and gathered Croatian journalists from local and national media. The press trip was organized to explain how EVN AG manages its energy mix in order to ensure security and stability of energy system. The specific aim was to illustrate how can two energy sources, i.e. natural gas and renewables play complementary role in an ongoing energy transition towards the climate neutral (low-carbon society) economy and society. The journalist were acquainted with different projects, such as RAG's flagship Sun Underground Project, Zwentendorf NPP, and how EVN partnered with Brau Union Brewery Schwechat to power new residential district in Schwechat.

### Croatian Natural Science Museum

Croatian Natural Science Museum launched the project which is combining culture and natural science to offer visitors new unique experience in completely renovated and upgraded Amadeo Palace. New museum will also host a new laboratory equipped with modern technology available to all users, especially business, scientific and academic community. All new features were presented on 14 November 2018 in Zagreb in the City of Zagreb premises. We also supported the organization of the event for citizens of Zagreb, organized on the Day of the Croatian Natural Science Museum, 18 December 2018.

With ASFINAG, the Austrian commercial operator and builder of motorways and expressways, we developed internal processes for sustainability management, as well as a new concept for online-reporting which allows an ongoing update according to the available data.

In the Croatian CSR Index, we have reached the maximum of 100 points in customer relations and CSR in the market in recent years.

## Goals:

- Engage clients in assessing their future needs
- Upgrade project management
- Team up with clients in joint initiatives

## What do our stakeholders say?

*“H&P has provided professional communications services to OTP Group since 2005. Besides their excellent local knowledge and highly market focused advisory approach we benefit a lot from their deep understanding of OTP Group. This becomes an even more special asset when OTP Group acquires and integrates a bank in Croatia. OTP experts and managers always feel safe with H&P, both in terms of quality and deadlines of communications work.”*

Bence Gáspár, OTP Bank Nyrt., Head of Communications and Public Affairs

*“I really value H&P’s sound judgement and trusted and timely advice about our challenges.”*

Branko Mozara, Corporate Communications and Corporate Affairs Director, CEMEX Hrvatska

*“Cooperating with Hauska & Partner makes us highly prepared for all kinds of communications challenges. Excellent professionalism and reliability of H&P team*

*and dedication to our joint tasks makes us feel as if we belong to the same company.“*

Slaven Celić, Splitska banka, President of the Management Board

*“When you plan a journalist trip, even perfectly organized, you always face risks about the result: what will be presented in the end in the media. Having H&P with us, we totally avoided that risk, as our team leader played the key, pivotal role in the relationship management among the journalists, and between them and company representatives. We could have seen how the very different parts were connected in in a beautiful picture, providing all with necessary information and keeping same level of enthusiasm and spirit, despite certain uncontrollable events. This enthusiasm was in the seen in the media reports. H&P’s role was very important part of this winning combination.“*

Vlado Mandić, EVN Croatia Plin, Member of the Management Board



# CONSULT RESPONSIBLY

Update: 2019-03-20

We continuously invest great efforts in demonstrating the value of professional ethics. In all our daily endeavors we foster the culture of zero tolerance for corruption. It is built through different mechanisms, like online courses that provide necessary skills and tools to understand and recognize corruption related issues and take right measures, yearly check-up through Workplace Assessment Survey (WAS), and open discussions in teams about potential risk situations and circumstances.

## SDGs to which we contribute:



## Key Performance Indicators:

**64%** of our clients have anti-corruption policies (-3)

**92%** of our employees are trained in anti-corruption (+7)

**3.78** points (out of 4) in our WAS related to no-corruption (-0.14)

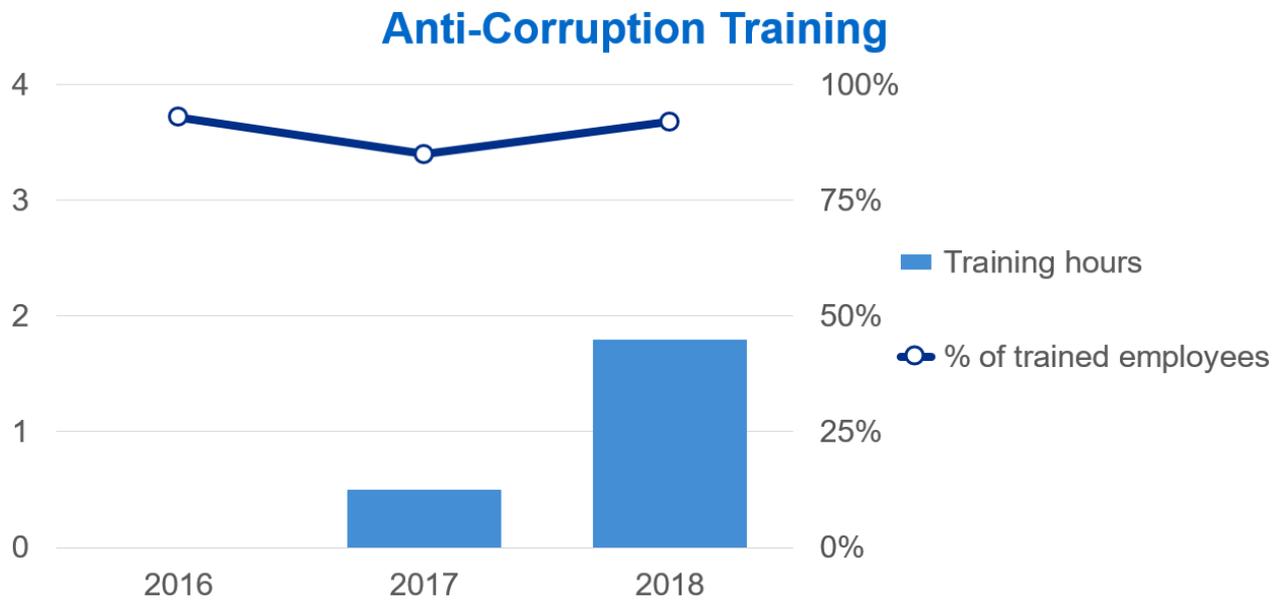
**83%** of our employees are trained in human rights (-2)

## Consulting Ethically

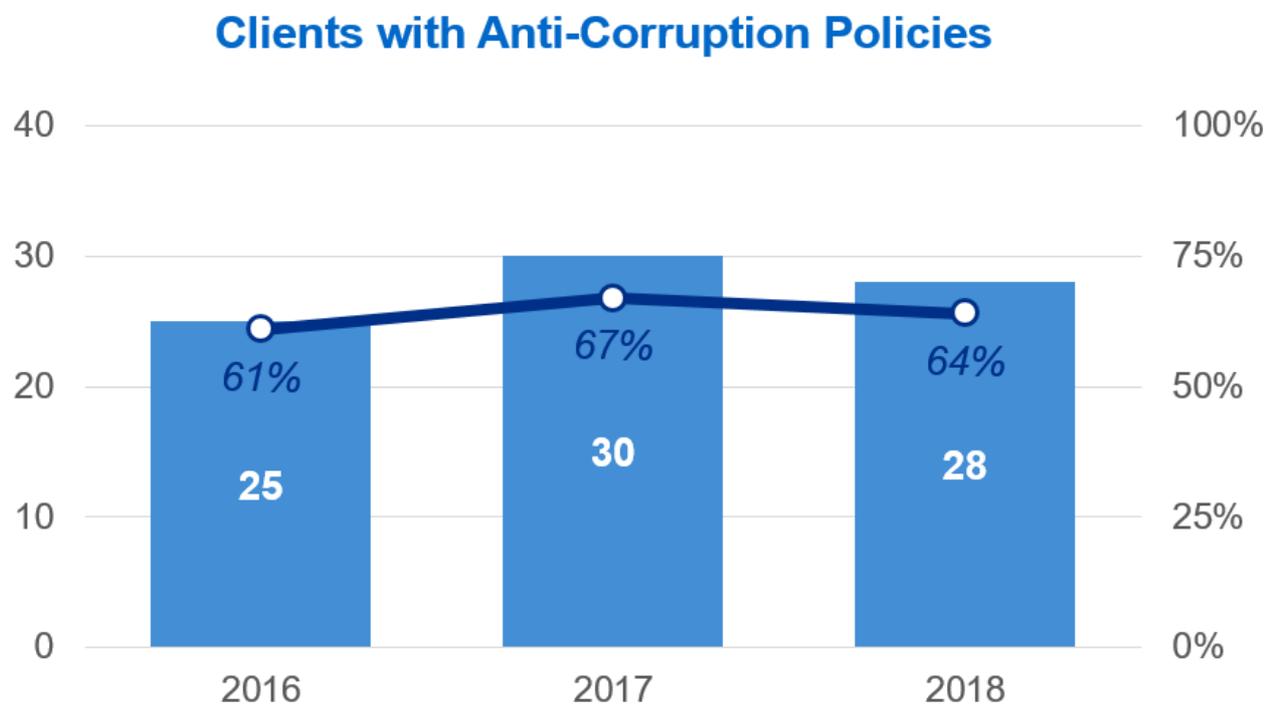
We were the first consultancy in Austria and Croatia to publish a sustainability report, and the first one to publish an interactive online version. Despite being a small company, we are recognized in our respective

markets as leaders in CSR and ethical matters. 2010, we developed and published an Anti-Corruption Policy. Together with all our employees, we conducted a risk analysis for corruption in 2012, and organized internal anti-corruption trainings in the following years.

In 2018, we refreshed the online training *Fight Against Corruption*, we have previously used. Most of the team members (92%) went through six online learning modules dedicated to gifts and hospitality, facilitation payments, use of intermediaries and lobbyists and corruption and social investments.



We also monitor how many of our clients have anti-corruption policy. Unlike in 2017, when 69% of our clients had anti-corruption policy, in 2018 this percentage slightly fell to 64%.



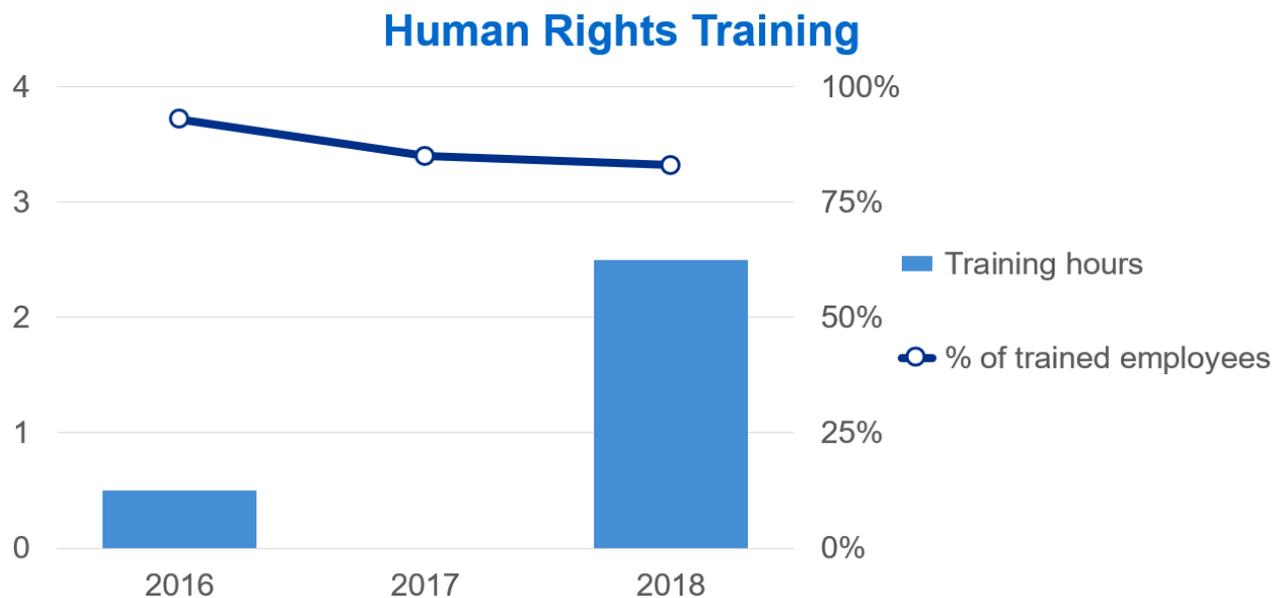
Results of WAS 2018 indicates that our employee's confidence that no company member is involved in kind of corruptive behavior remained as high as in previous years, with the score of 3.78 out of maximum 4.

In Q4 we became member of ICC Croatia. Our plan is to give active contribution to different commissions in 2019, particularly to give rise to activities of the Corporate Responsibility and Anti-Corruption Commission.

## Influencing Our Stakeholders

Our focus on professional ethics also encompasses human rights protection in the H&P's key areas of influence: employee rights and freedom from discrimination, freedom of expression and media freedom, and children rights, as identified in 2011. In all these areas we marked the highest respect for human rights and also promoted the protection of human rights in the domains of our influence. Besides, for years we have provided pro-bono support to "Brave telephone" center, a helpline for children and parents in distress, the leading helpline in Croatia providing assistance to children whose human rights are endangered and parents who need advice.

Since fake news are gaining considerable attention due to their influence on democratic processes and PR/media professions alike, at the end of the year we organized a training in human rights focusing on fake news awareness and ways of management. The course was performed online and is a content powered by UNESCO with modules on why trust matters, how to think critically about digital technology and social platforms as channels of the information disorder, how to fight back against disinformation and misinformation through media and information literacy, fact-checking 101 and social media verification and combatting online abuse. Our goal for 2019 is to continue trainings in areas related to disinformation and false news, as well as deep fake videos.



We also invest resources and knowledge to contribute to strengthening of professional ethics in PR community. It is sort of the H&P's trademark that we contribute to the work of professional bodies, openly address ethical shortcomings and offer solutions for their overcoming. Andreja Pavlović in her role of the President of the Ethics Council of the Croatian Public Relations Association initiated and carried out two scientific researches: State of PR profession in public administration and local self-government and Ethics Education in Public Relations in Higher Education Institutions in Croatia: Situation and Perspectives. The goal for 2019 is to prepare paper for the EUPRERA annual congress which will take place in Zagreb and present the results of the research Public Relations in Higher Education Institutions in Croatia: Situation and Perspectives in the academic and PR community.

The results of the second research were presented on the panel Ethic or pathetic, the question is now? and discussed by panel participants at KOMferencija (the Croatian Public Relations Association communication conference) on 6 December 2018. University and other high school professors identified critical thinking and fake news as two most critical ethical challenges until 2020. Follow ability to distinguish between credible and incredible content and blurring of boundaries between native advertising and editorial content, as well as readiness of PR profession for critical self-examination and recognizing and managing conflict of interest. On behalf of Ethics Council Andreja Pavlović also presented these during the conference Where are young voters that was organized by the European Parliament Office in the Republic of Croatia on 30 November 2018. She also moderated discussion with students on possible solutions for fake news.

## Goals:

- Give rise to anti-corruption activities of the ICC Croatia
- Organize relevant trainings in human rights
- Advance professional ethics in the academic and PR community

## What do our stakeholders say?

*“Working with Hauska & Partner our communication became much more open and closer to our clients, and increased their understanding what we are doing and why.”*

Balázs Békeffy, OTP banka Hrvatska, President of the Management Board

*“Hauska & Partner is our partner for years now. They provide us with consultations in PR and campaigns, educations and training of our employees, joint round tables and individual consultation. We are very grateful for their help as all of their services for us are a part of their corporate volunteering.”*

Hana Hrpka, President of NGO Brave Phone

*“Executive Group has been a proud partner with Hauska for number of years. We feel a strong match between our two companies, and whenever we need to work in Croatia we turn to H&P for help. The reason is not only an excellent service provided by H&P consultants and experts but moreover the approach to work and professional values exuded by this team in everything they do. We feel they contribute strongly to promoting sustainable and responsible business practices by upholding strong work ethics and professional integrity that we appreciate immensely.”*

Sanja Milaković Kolundžija, Executive, Principal

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# STRENGTHEN MARKET POSITION

*Update: 2019-03-13*

Focused on development, not on growth, our strategy enabled us to grow stronger in our strategic areas and to invest our forces in developing new market niches and products in the areas of CSR and sustainability.

## SDGs to which we contribute:



## Key Performance Indicators:

**62%** of our income relates to strategic areas (+8)

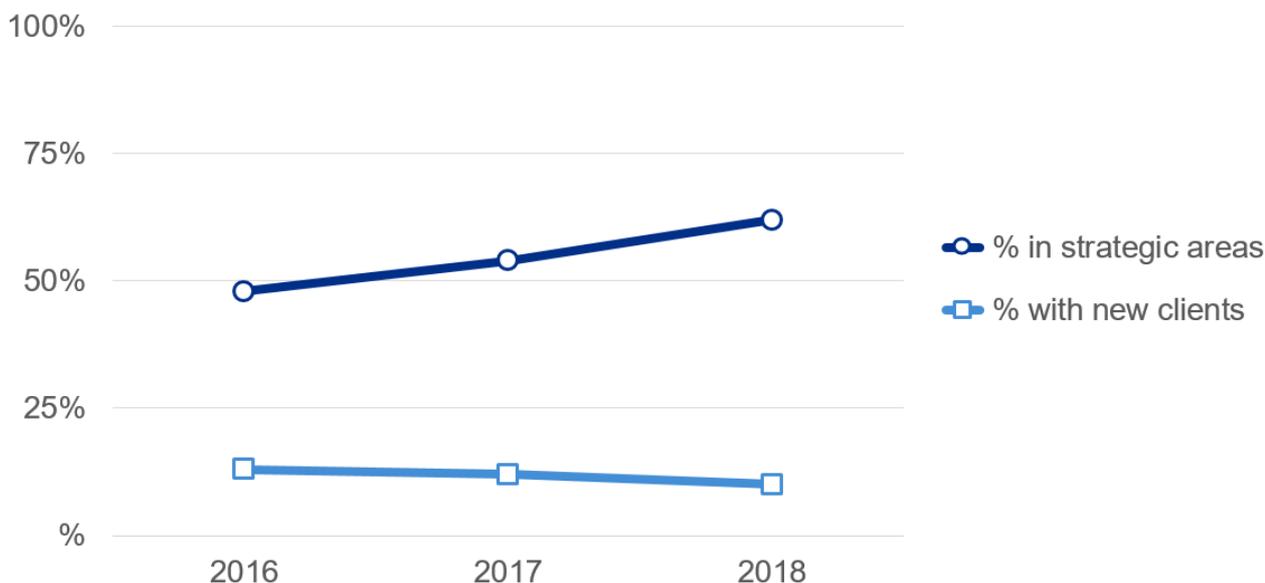
**10%** of our income relates to new clients (-2)

We are doing business in very challenging times, which are marked by constant change. As in previous years, in 2018 especially our strategy focused on growing stronger in our selected strategic niches of consulting, rather than marking growth in fee income. The year brought us significant changes in our team, but also partially in client portfolio in Croatia. Following some years, our cooperation has ended with two mid-size clients and due to the realization of a large project, our fee income was decreased with another large client. The decrease of the fee income on the group level made a difference on our overall revenue performance, but we managed to keep our profitability at a desired level.

Two key figures are particularly important to us: on the one hand, we monitor our income in strategic business areas and, on the other, the proportion of new clients in total sales. We cannot be satisfied by the general outcome, but having in mind the challenges we have faced, the stability was achieved. Fee

income in the strategic areas grew to 62 percent in the entire portfolio, which is an increase by 8 percent, while the growth in CSR services marked 9 percent. A further shift of consulting services in our strategic areas of corporate consulting, CSR, sustainability consulting, risk management and similar, is expected to be continued in subsequent years. Our efforts invested in market development in 2018 should bring positive results in 2019.

### Fee Income



In the years to come, we want to focus even more on the core competences mentioned in order to achieve a higher level of economic productivity and at the same time support our clients in their further development and transformation.

As one of the indicators for our progress we use the Croatian CSR Index: In the last year, we achieved the highest score of all small companies regarding “Company focus on economic sustainability” with a maximum of 100 points. You can find the complete results of the index in chapter [Foster CSR Competence](#).

### Focus on market development

Our efforts in strengthening market position in 2018 yielded several actions:

- Strongly focusing on non-financial reporting, we supported eight companies in developing their non-financial report. Additionally, we supported several clients in developing their CSR and sustainability strategies.
- Focus on non-financial reporting taught us the necessity to educate the market. With this aim, we launched education workshops in NFR. The first one was held in October in Zagreb and gathered around 30 participants from various organizations. The workshops will be held quarterly and will gather colleagues from corporations which are obliged to report or are interested in reporting.
- In Austria, we conducted a webinar on the materiality analysis with 40 participants. In addition, we conducted a survey on the challenges companies face when engaging employees in CSR management.
- We developed the systems of stakeholder engagement, which we implemented in our clients’ projects. We also exported this system to Germany, where we supported an international pharmaceutical company in two stakeholder-driven materiality analysis.

Accents in 2019 in this segment will be on our values excellence, reliability and contribution and will encompass:

- Increase fee income share from strategic areas compared with the previous period.
- Achieve increased share of fee income from new clients.
- Through collaboration and innovation improve the quality of consulting work.
- Positively influence sectoral & professional reputation development

## What do our stakeholders say?

*“My experience with Hauska & Partner is highly professional, but also very personalized and adapted according to individual needs and specifics. They are highly responsive, respect deadlines, provide high quality of outputs in line with client company culture, values and „vocabulary“. I highly value and recommend cooperation with Hauska & Partner.”*

Katarina Šiber Makar, CEO IN2

*“The highest level support that has been provided to us by Hauska & Partner creates a solid and safe background for managing our stakeholder relations within the complex business and political environment we are facing in Croatia.”*

Péter Wintermantel, MOL Group, International Public Affairs Senior Advisor

*“H&P is our long term partner related to: loyal, professional and reliable consulting in communication support and risk management“*

Martin Halusek, Kvasac, CEO



# FOSTER CSR COMPETENCE

*Update: 2019-03-12*

The challenges companies face in implementing CSR and sustainability have not diminished. That's why we've stepped up our efforts to create additional CSR capabilities in 2018 – and we're pleased to have been awarded for it.

## SDGs to which we contribute:



## Key Performance Indicators:

**20** clients served with CSR services (+/- 0)

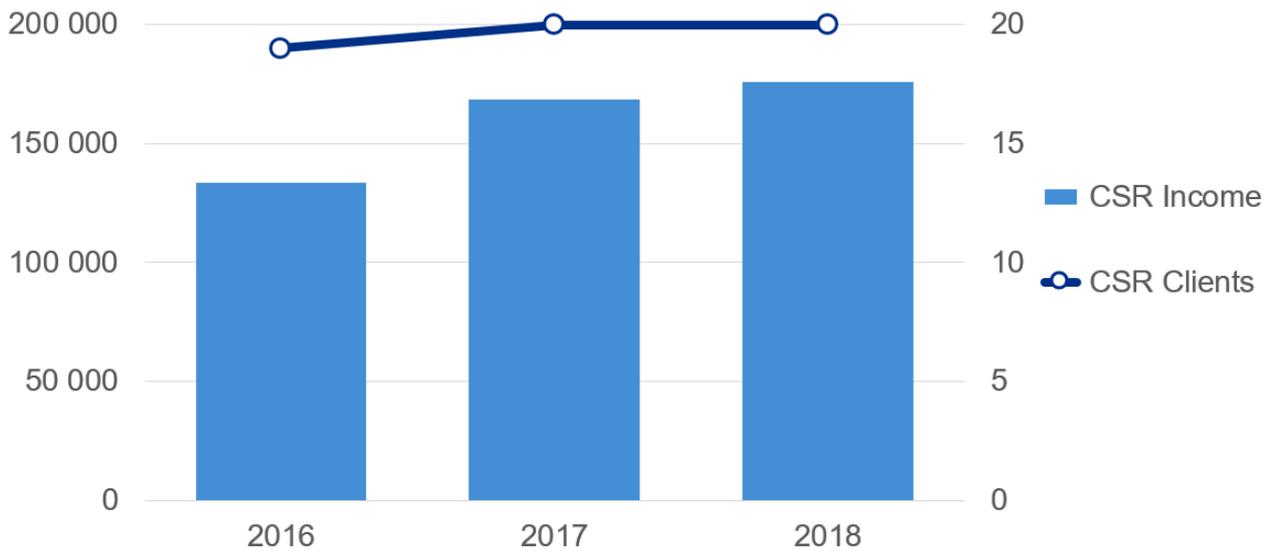
**31** accounts with positive impact on society (+3)

**17** accounts with positive impact on environment (-1)

## Supporting Our Clients in Their Ongoing Transition

In 2018, we provided a wide range of CSR / sustainability services to 20 organizations. The fee income in this area increased from EUR 168 349 to 175 771, which is now 32% of the total revenue.

## Increasing CSR Services



The focus was on non-financial reporting and the further integration of CSR into corporate strategy and business processes. Apart from consulting, our efforts included additional education projects at universities as well as various initiatives for the professionalization of the CSR practice.

Last year, the number of students in our courses increased from 131 to 236. Our lectures covered the topics CSR management, strategy development, stakeholder management and SDG integration.

	2016	2017	2018
Students in sustainable development	154	131	236
Publications	3	8	3

To raise the level of CSR practice, we advocated improvements of the German-language GRI standard and were able to reach more precise formulations for key indicators. In addition, we have taken various measures to make the principle of materiality, in particular the materiality analysis, more understandable and to improve its application in practice, i.e. with a seminar in Croatia and a webinar in Austria.

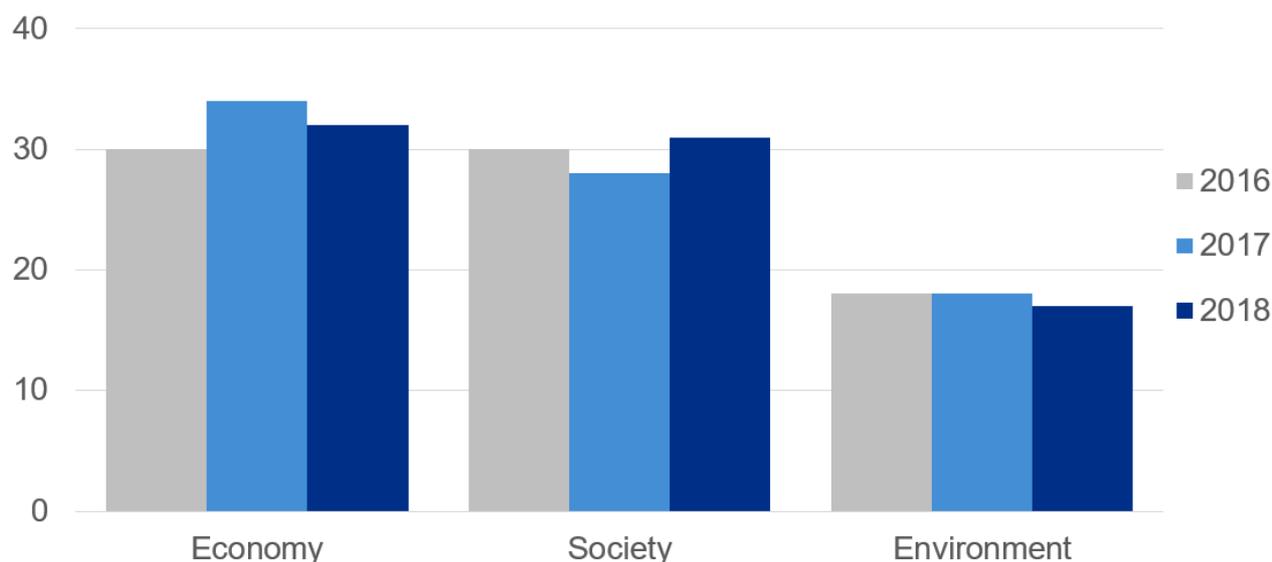
2018 brought us two significant recognitions: H&P was awarded “SHINE” award in the category of SME, for advocacy and quality communication of CSR in our own digital channels. Additionally, at the CSR conference we received a special recognition for years-long participation in CSR Index. We also participated with a chapter on non-financial reporting in a book “Good Croatia” presenting best case studies in CSR.

We continued our cooperation with Croatian Business Council for Sustainable Development and Croatian Chamber of Economy in co-organizing CSR conference at which we moderated a panel on non-financial reporting and one expert section.

### Managing Our Impact

2018, we continued to measure our own impact on the economy, society and the environment with assumptions about the impact of our client work made by the account teams. According to this evaluation, with more than 70% of our accounts we contribute positively to the economy and the society, but only 40% have a positive impact on the environment.

## Accounts With Positive Impact On



In order to improve the possibilities for measuring the effects of sustainability, we set up a working group in Austria in 2018. Together with six leading companies, we identify and develop metrics to improve the measurement of the sustainable development goals. First results are expected for 2019.

An additional benchmark for our CSR management is the Croatian CSR Index. The latest results show a solid continuation of performance in all areas, having scored 35 points more than the previous year. Since the overall results are calculated related to the total performance of participating companies, the benchmarks are raised every year. We have raised the score of inclusion of CSR and Sustainable Development in company strategy to the maximum 100 points.

	2016			2017			2018		
	H&P	Average	Best	H&P	Average	Best	H&P	Average	Best
<b>1. Company focus on economic sustainability</b>	67	59	67	67	54	67	100	77	100
<b>2. Inclusion of CSR and Sustainable Development in company strategy</b>	85	49	85	85	29	85	100	33	
<b>3. Responsible politics and practices in workplace</b>	87	57		87	38		72	47	
3.a Responsible employment policy	83	43	83	83	18	83	50	46	100
3.b Adequate salaries and benefits – work assessment	100	69	100	100	58	100	100	63	100
3.c Investment in education and employability	100	34	100	100	12	100	25	4	75
3.d Workplace quality and safety	50	55	100	50	43	100	50	48	100
3.e Organization climate	83	68	100	83	39	100	83	50	100
<b>4. Responsible politics and practices in environment</b>	50	50		50	23		50	30	
4.a Management	25	20	50	25	8	50	25	13	50
4.b Measurement and monitoring of environmental impacts	100	53	100	100	17	100	100	24	100
4.c Implementation of environment protection measures	63	63	100	63	33	100	63	44	100
4.d Stakeholders and environment management	0	50	100	0	20	100	0	22	100
<b>5. CSR in market</b>	100	83		100	78		100	77	100
5.a Suppliers' relations	100	96	100	100	92	100	100	91	100
5.b Clients' and customers' relations	100	71	100	100	61	100	100	58	100
5.d Competition	100	94	100	100	97	100	100	100	100
<b>6. CSR in community</b>	77	62		85	36		85	39	
6.a Care for development of local community and society	86	61	100	100	36	100	100	36	100
6.b Lobbying and public affairs	67	63	100	67	37	100	67	43	100
<b>7. Responsible Policies on Diversity and the Protection of Human Rights</b>				71	28	86	71	31	100
<b>Total points</b>	<b>465</b>	<b>499</b>		<b>544</b>	<b>595</b>		<b>579</b>	<b>646</b>	

## Additional Efforts 2019

To further promote the professionalization of CSR, we will continue our extensive training and education activities in 2019 with lectures at universities and workshops for our clients. As an additional focus, we will set up an online learning platform for CSR. The Hauska & Partner Group will also invest in the set-up of an NPO dedicated to developing new instruments and tools for CSR management.

## What do our stakeholders say?

*“Hauska & Partner is a small firm with large impact on sustainability in Republic of Croatia. H&P possesses extraordinary knowledge on sustainable development and CSR and uses it to change the behaviour of all their clients. With their efforts, many large companies learn how to manage their nonfinancial impacts. Furthermore, H&P is an active member of Croatian BCSD. Through engagement in HR BCSD, they helps communicate message on the importance of implementation of SDGs through CSR or other models and shares knowledge with much larger audience than just their clients. H&P also actively promotes Diversity Charter through their director who is an ambassador of the Charter. HR BCSD and sustainability peers in Croatia cherish deeply the devotion of Hauska & Partner in the transformation changes towards sustainable development.”*

Mirjana Matešić, Director of Croatian Business Council for Sustainable Development



# STIMULATE COLLABORATIVE THINKING

*Update: 2019-03-18*

The European Commission launched a multi-stakeholder platform on the Sustainable Development Goals (SDGs) back in 2017. In 2018 numerous meetings were held resulting in the joint report Europe moving towards a sustainable future – Contribution of the SDG Multi-Stakeholder Platform to the Reflection Paper “Towards a sustainable Europe by 2030”, issued in October 2018. It recognizes the importance of development and implementation of the EU overarching Sustainable Europe 2030 strategy that would guide all EU policies and programmes. Such strategy would support sustainable Europe beyond the 2030 Agenda and encourage EU to play an active role as coordinator and promotor of sustainable development, both in Europe and around the world.

As already defined in our previous report, collaboration is the word of future. Not only that, collaboration is recognized by the P21 Framework for 21st Century Learning as one of the key skills, along with creativity, critical thinking and communication. It is indispensable in the organizations where ability to work effectively and efficiently with others becomes critically important especially in the context of unstoppable digital revolution. It is also critical in resolving some of the most pressing sustainability challenge through mutually inclusive partnerships between business, government, civil society and other actors in order to achieve shared decision-making in problem resolutions.

## SDGs to which we contribute:



## Key Performance Indicators:

**1** new tool for collaboration

1 national SDG collaboration project related to the first Croatian Voluntary National Report

2 collaboration initiatives with partner organizations

3.33 points (out of 4) of agreement that employees enjoy different opportunities to participate in initiatives and decision making (+0.63)

## Collaboration Toolbox

In closer elaboration of *Stimulate Collaboration Thinking* we identified in beginning May 2018 that our key goals in this priority area will be advancing our consulting capabilities for collaboration together with creation of new solutions and services, as well as advancing our internal capabilities for collaboration. We also defined related activities, out of which Collaboration Toolbox was immediately recognized as activity of the utmost importance that will steer development of all other activities.

*Collaboration Toolbox* development started with preparation of internal collaboration workshop. Some essentials needed for deeper understanding of collaboration were presented, as well as six collaboration tools. H&P team first practiced each of the tools, and then evaluated their usefulness in client work and internal relations. Following the kick-off phase the concrete modules with tools for selected collaboration areas have been further developed in the second half of 2018. The finalization of *Toolbox* is expected in the first half of 2019.

## National Multi-Stakeholder Platform

Andreja Pavlović, Board Member of H&P Croatia, was elected president of the CSR Association in the Croatian Chamber of Economy in June 2018. CSR Association gathers companies pioneering CSR or contributing to implementation of CSR in Croatia. In her new role she put a strong emphasis on Sustainable Development Goals (SDGs), i.e. strengthening co-operation with the public sector, especially the ministries tasked with responsibilities for implementation of SDGs and raising awareness of the importance of SDGs among the members of the Croatian Chamber of Economy and all stakeholders in the Republic of Croatia.

Through CSR Association she initiated meeting with the Ministry of the Foreign and European Affairs which is responsible for administrative and expert coordination of the activities related to the work of the National Council for Sustainable Development, founded in January 2018. The goal of the meeting was to offer support of the CSR Association to the Ministry in the setting up SDG related national follow up and review process, and especially in the preparation of the first national Voluntary National Report which is scheduled for 2019. The meeting took place in July 2018.

The goal for 2019 is to extend the partnership offer to other two competent ministries and to organize the first national SDGs conference on the high-level.

## Various Stakeholder Engagements

We have sharpened our capacities for collaboration in finding solutions for some of the pressing sustainability challenges through various other partnerships:

- We traditionally partnered with Advantage Austria with the aim to address the role of CSR in HR and the future of work, with a special emphasis on ongoing demographic crisis and shrinking workforce trends in the Republic of Croatia. The event provided a platform for thorough discussion among representatives of all three sectors about the problems, and the role of CSR in keeping and motivating employees.
- We were partners in organising Best Stay conference which is more than a conference – it's a thrilling 3-day experience where tourism professionals from all over Europe come to exchange experiences, share ideas, meet new business partners and learn what it takes to be the best in the business. The event took place in November 2018 and H&P held workshop on topic of “New marketing trends in hospitality”. Best Stay conference enabled us with the opportunity to learn a lot from hotel industry experts. The event concept allowed us to network with leading professionals and gave us a chance to present our solution.

One of the “big things” happening in 2019 will be an outreach in the direction of Social Labs development.

## Internal Collaboration Capacities

2018 Workplace Assessment Survey results indicate that in relation to equal participation, which is important element of collaboration, H&P team feels “satisfied with the opportunities to participate in initiatives and decision-making”, an area with the greatest improvement in relation to the previous year. When it comes to shared sense of purpose, employees indicated that they don't feel that important that their professional vision blends with the vision of H&P, which provides a ground for different perspectives.

## Goals

- Develop practical collaboration program
- Make collaboration an ongoing process
- Build our collaboration capacities
- Start new collaboration partnerships
- Build national SDG partnerships

## What do our stakeholders say?

*“Hauska & Partner is one of Croatia's leading public relations consultancies, dedicated to advancing professionalism in all areas of strategic communications. They excel at building positive public awareness, especially on issues such as sustainable development. H&P are devoted to promoting corporate responsibility through strategic thinking and effective implementation of corporate campaigns. Through the years, experts from H&P have been instrumental in shaping the profession within and beyond The Croatian Association of Public Relations.”*

*“Advantage Austria Zagreb, the representative office of the Austrian Federal Economic Chamber in Zagreb, has over the past years worked closely with Hauska & Partner on our event series ‘CSR Matters’, which informs the Austrian Business Community in Croatia about CSR topics. Hauska & Partner not only guided us on topics of relevance for the Austrian Business Community but also provided invaluable input to our events via introductions to various topics and by leading through panel discussions. Working with the team of Hauska & Partner has always been both effective and very pleasant, and we look forward to our future co-operation.”*

Sonja Holocher-Ertl, Director, Advantage Austria



## OUR CONTRIBUTION TO THE SDGS

*i*

*On 1 January 2016, the world began to implement the 2030 Agenda for Sustainable Development. All people and organizations are required to work towards 17 goals. Based on our current and potential impact on the society and the environment and the interests of our stakeholders, we have identified our material topics and corresponding development goals.*

Update: 2019-03-19

The biggest impact of our work as a consulting firm is in our value chain: it's all about how we help our clients – especially large companies – to contribute to achieving global goals. The key topics for us are therefore

- foundations such as equal treatment and fair business relationships,
- a special focus is of course on issues of education and training of both our own people and our clients,
- as a consequence, it is about joint contributions to sustainable growth and responsibility in production and consumption,
- finally, we see a special role for us in the context of the necessary stakeholder engagement and cross-organizational partnerships.

With this approach, we are able and committed to contribute to the goals 4, 5, 8, 10, 12, 16 and 17.

Looking at the specific situation in the countries of our subsidiaries, Austria and Croatia, we can also identify the most important areas. According to the SDG Index and Dashboards Report 2018, Austria ranks 9th in the world in a total of 157 countries with 80.0 points, Croatia is in 24th place with 76.5 points. Both countries perform best in goal 1 (no poverty), in all other areas, the report identified necessary improvements. The need for action in Croatia lies above all in goal 9, and in Austria in goals 12 and 15.

# AUSTRIA

OECD Countries

## OVERALL PERFORMANCE

Index score



Regional average score

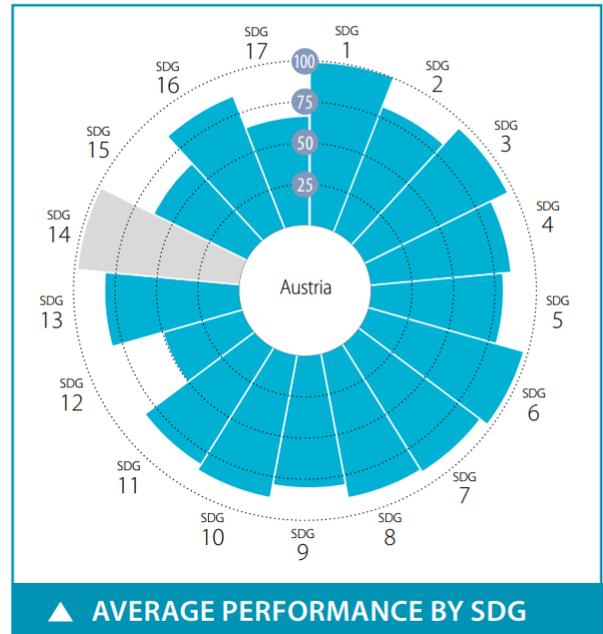


SDG Global rank

9 (OF 156)

# CROATIA

Eastern Europe and Central Asia



## OVERALL PERFORMANCE

Index score

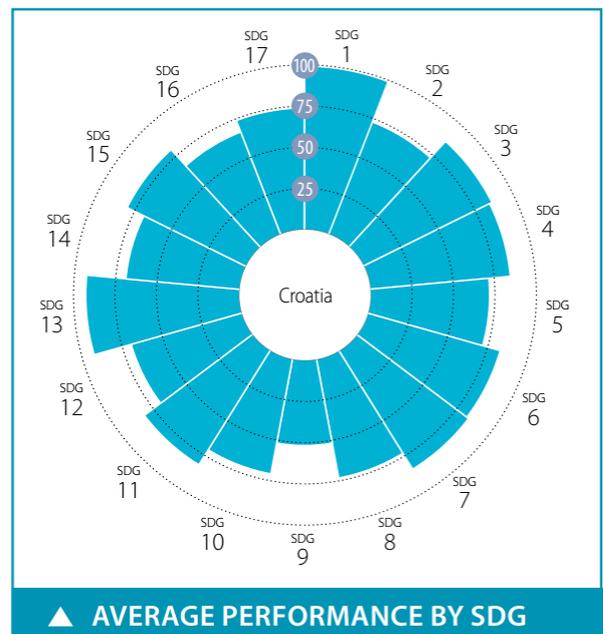


Regional average score



SDG Global rank

21 (OF 156)



### Useful sources for further information:

- [The Sustainable Development Goals Report 2018](#)
- [SDG Index and Dashboards Report 2018](#)
- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [Business Reporting on the SDGs](#)
- Austria: [Nachhaltige Entwicklung – Agenda 2030 / SDGs](#)



The SDGs relevant to our work:



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

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Achieve gender equality and empower all women and girls

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Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

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Reduce inequalities within and among countries

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Ensure sustainable consumption and production patterns



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



Strengthen the means of implementation and revitalise the global partnership for sustainable development finance



## ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

*i*

*Education and trainings are considered to be the key drivers of societal and economic progress. Access to education, level of quality of formal education and equal opportunities are pillars of sound education system. However, life-long education takes an increasingly important position in creating a highly professional, specialized and competitive workforce.*

*Apart from the high-quality basic education, SDG 4 demands affordable and quality tertiary education and further initiatives for lifelong learning. After an initial phase of education and training, lifelong learning is crucial for improving and developing skills, adapting to technical developments, advancing a career or returning to the labour market.*

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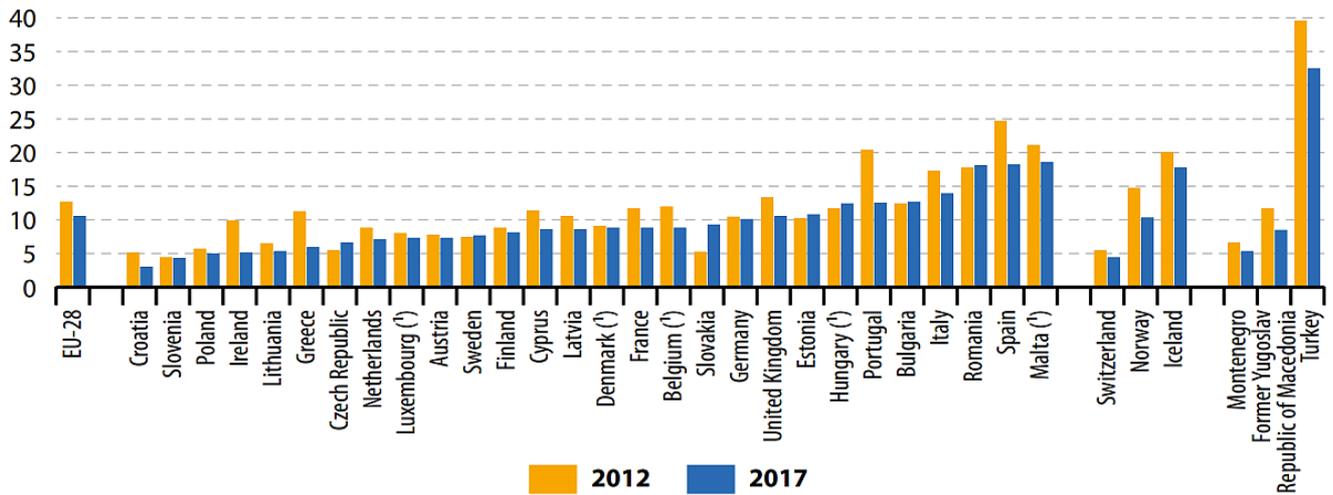
Update: 2019-03-14

The Eurostat 2018 edition reports progress in this area. The EU has made a significant progress in increasing participation in basic and tertiary education. However, progress in adult education has been much slower, and the performance of EU pupils in the PISA test has further deteriorated.

Some rankings didn't change compared to 2017: Croatia still scores best for "Early leavers from education and training", and Austria ranks 8th in Europe in the Lifelong Learning category.

**Figure 4.2: Early leavers from education and training, by country, 2012 and 2017**

(% of the population aged 18 to 24)

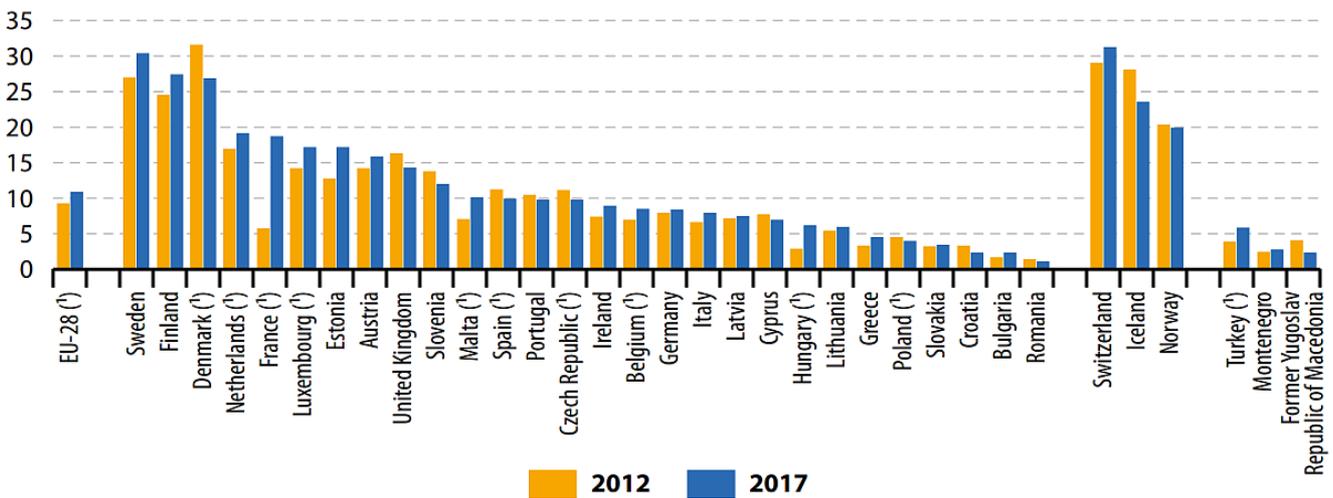


Note: All countries: break in time series in 2014 (switch from ISCED 1997 to ISCED 2011); the change of ISCED has no impact on the comparability over time of this indicator for all Member States, except Estonia. (¹) Break(s) in time series between 2014 and 2017.

Source: Eurostat (online data code: [sdg\\_04\\_10](#))

**Figure 4.12: Adult participation in learning, by country, 2012 and 2017**

(% of population aged 25 to 64)



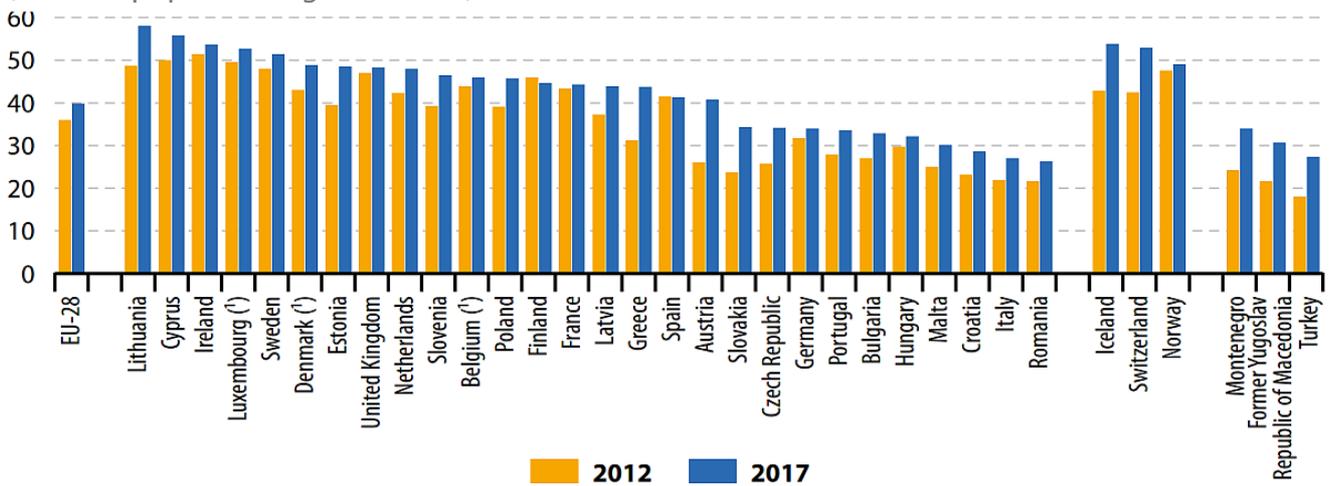
(¹) Break(s) in time series between 2012 and 2017.

Source: Eurostat (online data code: [sdg\\_04\\_60](#))

However, Croatia is ranked 26th regarding Lifelong Learning and, together with Austria, falls behind in higher education. Therefore, in both countries education reforms are an urgent matter!

**Figure 4.8: Tertiary educational attainment, by country, 2012 and 2017**

(% of the population aged 30 to 34)



Note: All countries: break in time series in 2014 (switch from ISCED 1997 to ISCED 2011); the change of ISCED has no impact on the comparability over time of this indicator for all Member States, except Austria. (¹) Break(s) in time series between 2014 and 2017.

Source: Eurostat (online data code: [sdg\\_04\\_20](#))

SDG Index and Dashboards Report was published in summer 2018 and gives insight into the specific country performances. Although there are some doubts about particular measurement methods, SDG 4 reports generally match other relevant statistics. Austria recorded a stable trend in SDG 4 efforts and this goal is among the five highest achievements compared to all SDGs. Croatia’s ranking of this SDG is also comparatively high. However, a number of KPIs are missing to derive a reliable comparison.

### Austria:

#### SDG4 – Quality Education

Net primary enrolment rate (%)	NA	●	●●
Mean years of schooling	11.3	●	↑
Literacy rate of 15-24 year olds, both sexes (%)	NA	●	●●
Population age 25-64 with tertiary education (%)	31.4	●	→
PISA score (0-600)	492.3	●	●●
Variation in science performance explained by students’ socio-economic status (%)	15.9	●	●●
Students performing below level 2 in science (%)	20.8	●	●●
Resilient students (%)	25.9	●	●●

### Croatia:

#### SDG4 – Quality Education

Net primary enrolment rate (%)	87.5	●	↗
Mean years of schooling	11.2	●	↑
Literacy rate of 15-24 year olds, both sexes (%)	99.7	●	●●

Source: [SDG Index and Dashboard Reports, 2018](#)

The Global Competitiveness Report, published by World Economic Forum provides additional insight into the status of education in Croatia and Austria. Having in mind that 140 countries were included in the survey, Croatia scored some concerning outcomes, especially skillset of graduates and critical thinking in teaching.

The last item prompted us in Hauska & Partner to consider intensifying our efforts in raising critical thinking education in our contribution to the society. Austria, on the other hand, marks respectable results. These findings indicate that we operate in diverse markets related to knowledge management.

## Austria

22nd/140

Index Component	Value	Score *	Rank/140
 <b>Pillar 6: Skills</b> 0-100 (best)	-	<b>78.4</b> ↑	<b>17</b>
6.01 Mean years of schooling Years	12.3	82.0 =	23
6.02 Extent of staff training 1-7 (best)	5.0	67.0 ↓	17
6.03 Quality of vocational training 1-7 (best)	5.5	75.6 ↓	4
6.04 Skillset of graduates 1-7 (best)	5.1	68.4 ↓	13
6.05 Digital skills among population 1-7 (best)	4.8	63.8 ↑	36
6.06 Ease of finding skilled employees 1-7 (best)	4.7	60.9 ↓	36
6.07 School life expectancy Years	16.1	89.3 ↑	34
6.08 Critical thinking in teaching 1-7 (best)	4.1	50.9 ↑	35
6.09 Pupil-to-teacher ratio in primary education Ratio	10.3	99.2 ↑	10

The Global Competitiveness Report 2018

## Croatia

68th/140

Index Component	Value	Score *	Rank/140
 <b>Pillar 6: Skills</b> 0-100 (best)	-	<b>63.4</b> ↓	<b>65</b>
6.01 Mean years of schooling Years	11.2	74.7 =	37
6.02 Extent of staff training 1-7 (best)	3.1	34.7 ↓	131
6.03 Quality of vocational training 1-7 (best)	3.5	41.4 ↓	113
6.04 Skillset of graduates 1-7 (best)	3.5	41.1 ↓	116
6.05 Digital skills among population 1-7 (best)	3.6	43.5 ↑	108
6.06 Ease of finding skilled employees 1-7 (best)	3.3	38.7 ↓	124
6.07 School life expectancy Years	15.0	83.1 ↓	55
6.08 Critical thinking in teaching 1-7 (best)	2.3	21.4 ↓	136
6.09 Pupil-to-teacher ratio in primary education Ratio	13.7	90.7 =	39

The Global Competitiveness Report 2018

### Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [SDG Index and Dashboard Reports, 2018](#)
- [The Global Competitiveness Report, 2018](#)

### Particularly Relevant Targets:



## TARGET 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

# 4.7

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

*Update: 2019-03-14*

## Growing CSR Education

In Austria, respect – austrian business council for sustainable development is partner of six CSR training programs, mostly at universities. In Croatia a number of CSR content lectured at secondary schools and university levels is on the rise. However, there is no reliable list or statistics of programs or courses dedicated to CSR or sustainable development.

Additionally, many universities and universities of applied sciences have integrated some CSR content into their curricula, and the range of exclusive CSR/sustainability courses is steadily increasing. Unfortunately, UN does not provide any recommendation how to measure any progress in this area, and there are no unified indicators available. Therefore, a task force has been established in Austria, led by Hauska & Partner, in order to define suitable metrics for the CSR educational level. First results may be available end of 2019.

## Comprehensive Educational Needs

Today, most of the education institutions do not offer any training on CSR and sustainable development. However, both in Austria and in Croatia, an ongoing improvement is visible. More and more universities and universities of applied sciences have integrated some CSR content into their curricula, and the range of exclusive CSR/sustainability courses is steadily increasing. Additionally, specific programs have started to bring CSR and sustainability into ground and high schools.

Unfortunately, UN does not provide any recommendation how to measure any progress in this area, and there are no unified indicators available.

Useful sources for further information:

- Austria:
  - <https://www.respect.at/site/de/angeboteleistungen/ausweiterbildungen>
  - [Statistik Austria, Ziel 4, Indikatoren Hochwertige Bildung 2018](#)
- Croatia:
  - <http://www.mzojp.hr/hr/klima/odrzivi-razvoj.html>
  - [http://www.azoo.hr/images/izdanja/OOR\\_2011\\_web.pdf](http://www.azoo.hr/images/izdanja/OOR_2011_web.pdf)
- Global:
  - <http://worldslargestlesson.globalgoals.org/>

## How do we contribute?

**We work on several levels: We ensure the continuous education of our employees, especially in all CSR and sustainability-related topics; we regularly publish expert and scientific papers, teach at universities, and speak at conferences; we develop new education and training tools; we participate in initiatives aimed at educating companies in sustainable development.**

**Find out more on following pages:**

-  [Foster CSR Competence](#)
-  [Empower Colleagues](#)
-  [Consult Responsibly](#)
-  [Innovate](#)
-  [Stimulate Collaborative Thinking](#)

## Recommendations of UNGC/GRI

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*Possible business actions to help achieve this target:*

- *Including information human rights, gender equality and sustainable development in internal policies, such as employee and supplier codes of conduct, and increasing awareness and practice by ensuring that these policies are thoroughly shared and understood by all employees including those in the supply chain.*
- *Providing additional training on specific topics, such as water use, human rights including women's rights.*
- *Promoting sustainable development by demonstrating the business' own commitment through implementing sustainability actions such as the ones mentioned in this document, and by demonstrating and communicating these effectively to employees, suppliers and all stakeholders.*
- *Articulating the company's business case for women's empowerment and the positive impact of inclusion for men as well as women.*



## ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

*i*

*SDG 5 calls for the end of all forms of discrimination against women and girls. One area where this persists is the labour market. The gender pay gap, measuring the average difference in aggregate gross hourly earnings of women and men, is often used to gain an insight into progress towards tackling inequalities.*

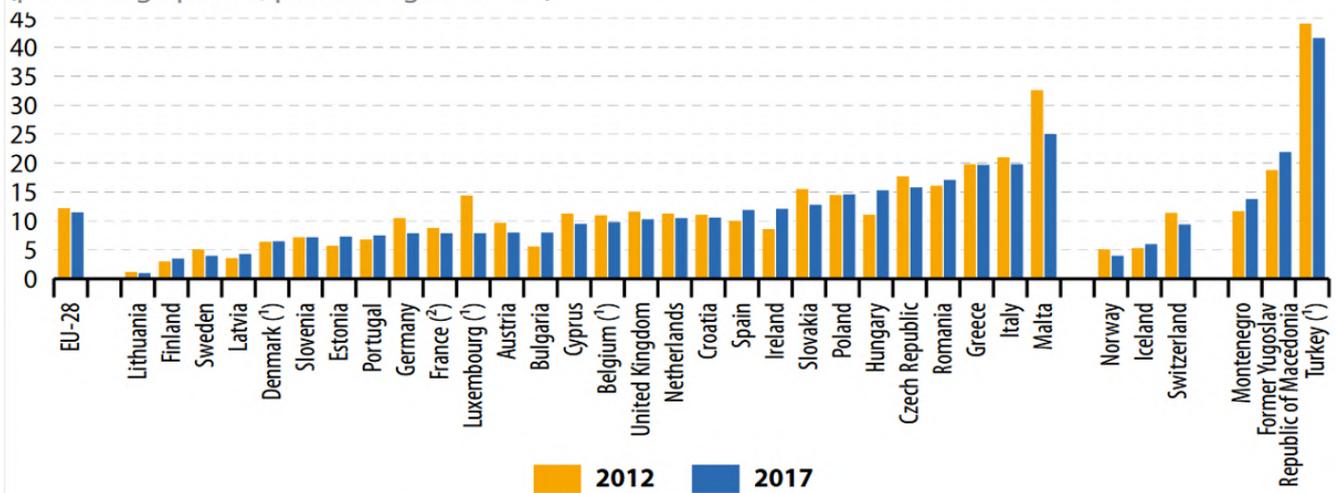
*SDG 5 also calls for women's full and effective participation and equal opportunities for leadership at all decision-making levels in political, economic and public life. The indicator on women's representation in national parliaments helps to monitor these priorities. Equal participation by women and men in decision-making is a matter of justice, respect for human rights and good governance. It is needed to better reflect the composition of society, to strengthen democracy and allow it to function properly.*

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Update: 2019-03-20

One of the indicators we monitor relates to the reduction in the gender pay gap, since it is one of the EU gender equality priorities within the [Strategic engagement for gender equality 2016-2019](#). According to the Eurostat data for 2017, comparing the gender gap, Austria reached over the EU average with approximately 20% male earnings higher than female, while Croatia has among the smallest gender gap.

**Figure 5.6: Gender employment gap, by country, 2012 and 2017**  
(percentage points, persons aged 20–64)

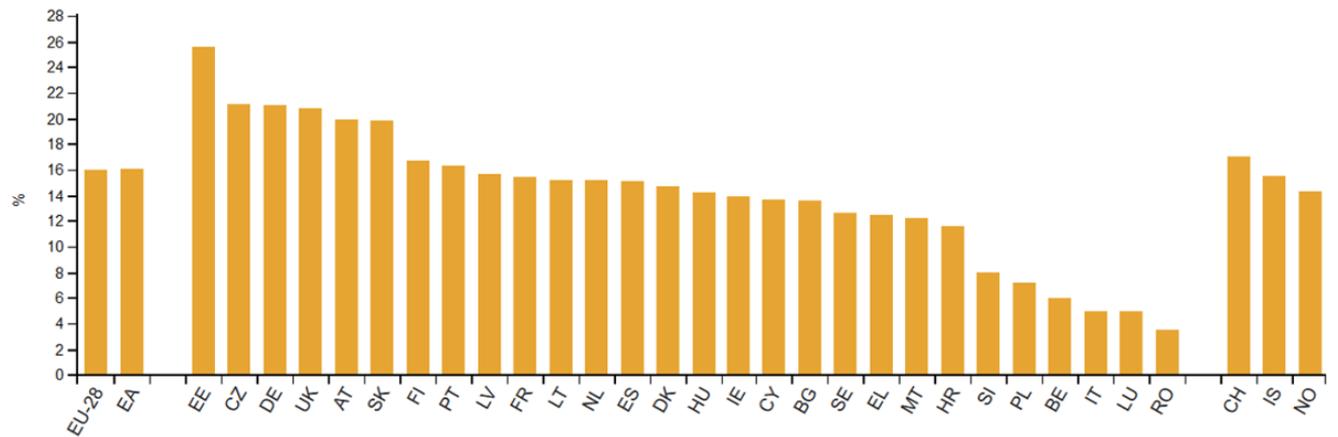


(¹) Break(s) in time series between 2012 and 2017.

(²) 2012 Data refer to metropolitan France.

Source: Eurostat (online data code: [sdg\\_05\\_30](#))

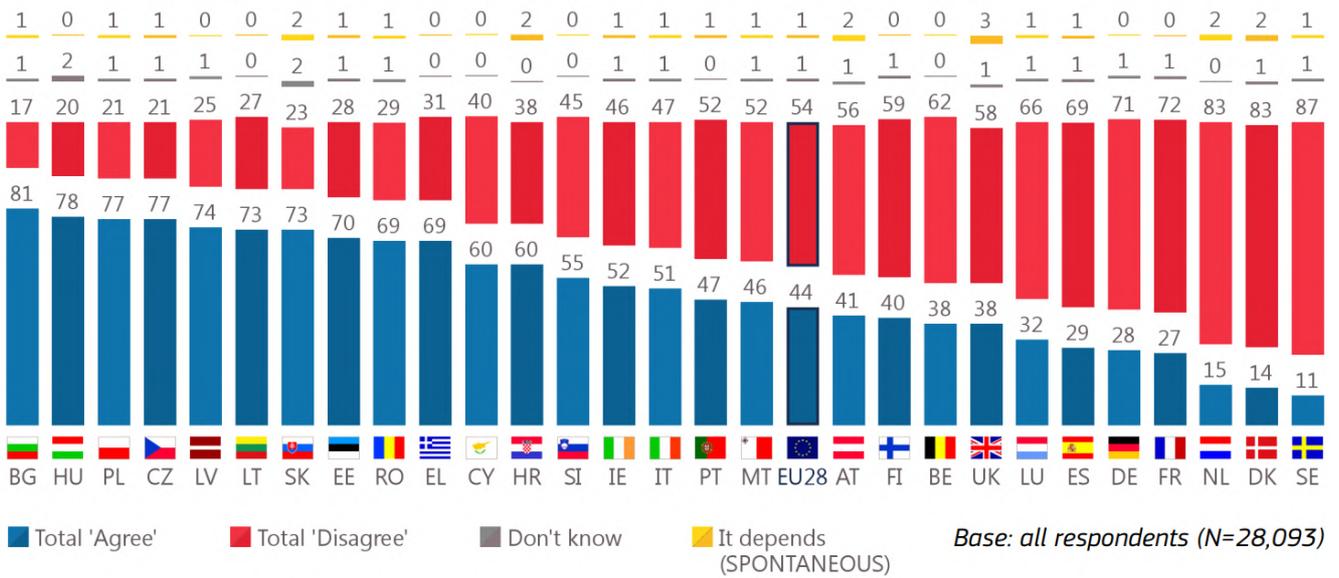
**The unadjusted gender pay gap, 2017 (difference between average gross hourly earnings of male and female employees as % of male gross earnings)**



Note: For all the countries except CZ and IS: data for enterprises employing 10 or more employees, NACE Rev. 2 B to S (-O); CZ: data for enterprises employing 1 or more employees, NACE Rev. 2 B to S; Iceland: NACE Rev. 2 sections C to H, J, K, P, Q.  
EU, EA, IT, PL, HU, ES, FR, FI, UK, DE : Provisional data.  
RO: Estimated data.  
EL, IE: 2014 data.  
Source: Eurostat (online data code: [sdg\\_05\\_20](#))

QC1.4 Please tell me whether you agree or disagree with each of the following statements.

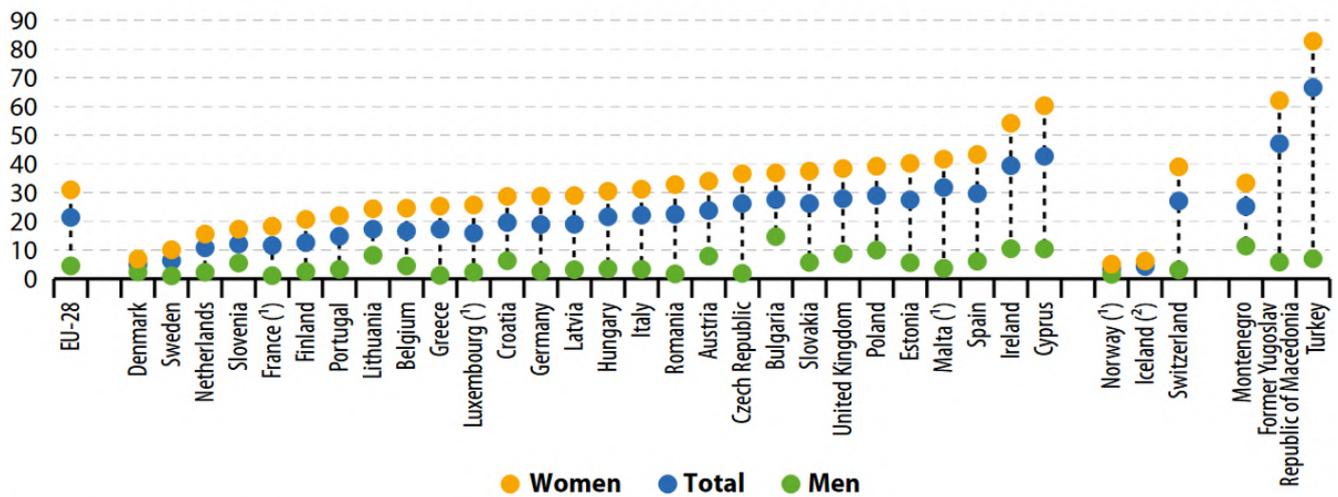
**The most important role of a woman is to take care of her home and family (%)**



Special Eurobarometer 465

The [2018 Report on equality between women and men in the EU](#) by European Commission gives an interesting insight not only into equality trends and goals, but also into their drivers. It is still quite discouraging to mark that even 60 percent of Croatian respondents and 41 percent of Austrian respondents in a survey think that the most important role of a woman is to take care of home and family. This is a very difficult bias to tackle in national efforts to raise gender equality awareness.

**Figure 5.8: Inactive population due to caring responsibilities, by sex, by country, 2017**  
(% of inactive population aged 20 to 64)



(¹) Data for men have low reliability.  
(²) No data for men.

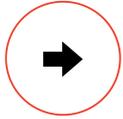
Source: Eurostat (online data code: [sdg\\_05\\_40](#))

The [Global Competitiveness](#) survey gives a valuable insight into labor markets, including the female participation in labor force. Austria scored a high 26th position of 140 countries with a score of 87.9, while Croatia scored 40th position with a score of 82.0, both with an upward trend. Statistics on inactive population due to caring responsibilities still indicate that progress can be made in both countries.

Useful sources for further information:

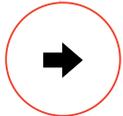
- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [2018 Report on Equality Between Women and Men in the EU](#)
- [Strategic Engagement for Gender Equality 2016-2019](#)
- [The Global Competitiveness Report 2018](#)

### Particularly Relevant Targets:



#### **TARGET 5.1**

End all forms of discrimination against all women and girls everywhere



#### **TARGET 5.5**

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

# 5.1

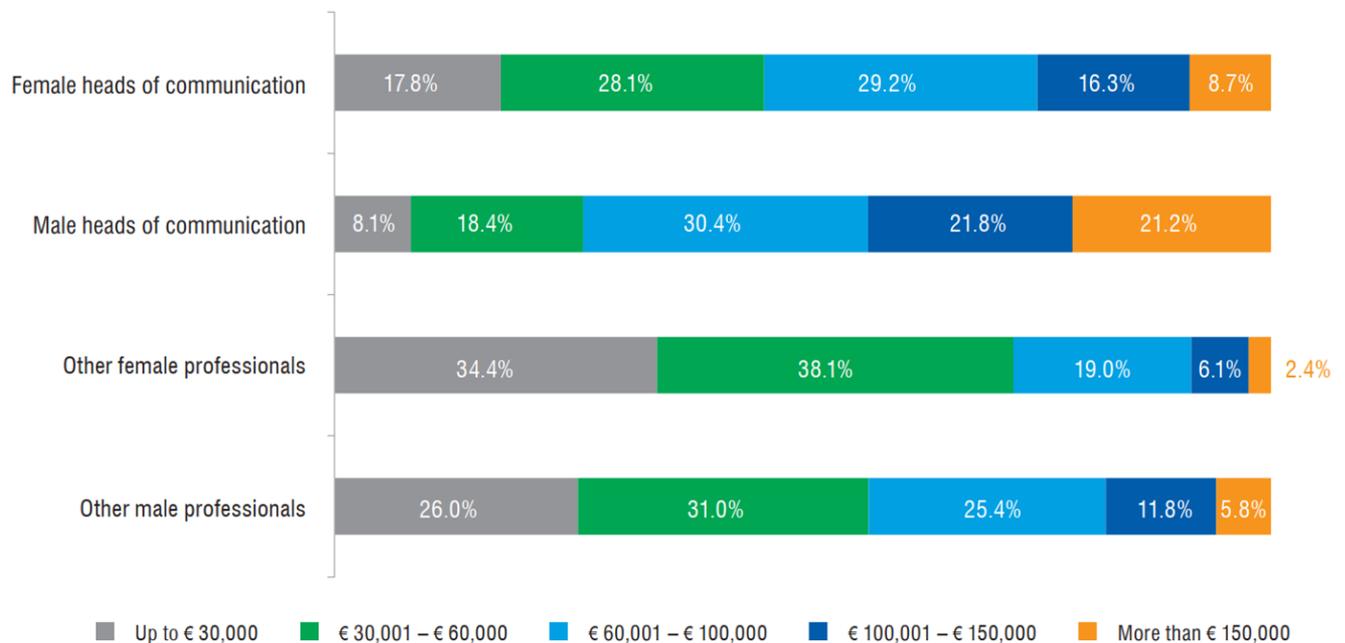
## End all forms of discrimination against all women and girls everywhere

*Update: 2019-03-20*

### Fighting Stereotypes

In Austria and Croatia, female employees have the same legal rights as their male colleagues. However, the career opportunities are far from equal. Figures from the last Eurostat report show clearly the gap. Additionally, many discriminating stereotypes including language issues still exist.

#### A salary gap between men and women is significantly proven for the highest hierarchical level in communications



www.communicationmonitor.eu / Zeffass et al. 2018/ n = 2,539 communication professionals. Q 37: In which of the following bands does your basic annual salary fall? Highly significant differences for heads of communication and agency CEOs (chi-square test, p ≤ 0.01, Cramér's V = 0.249). Results may be influenced by the distribution of types of organisations and countries among both genders.

Communications and consulting industry are quite specific related to the gender equality. However, according to the last edition of the European Communication Monitor 2018 research, the pay gap between men and

women is present in this industry as well, specifically in leading positions.

Communications consultancy is increasingly female, while on the client side, this is only true for the majority of communication, CSR and HR managers. Our counterparts at executive management level as well as in finance and controlling departments are predominantly men. Therefore, our focus is on the one hand to support larger companies to work towards gender equality, and on the other hand to fight in all areas against any discrimination and for more equality in leading positions.

### Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [2018 Report on Equality Between Women and Men in the EU](#)
- [Strategic Engagement for Gender Equality 2016-2019](#)
- [European Communication Monitor 2018](#)
- Croatia:
  - <http://ombudsman.hr/attachments/article/1147/Istra%C5%BEivanje%20-%20diskriminacija%202016.pdf>
  - <http://ombudsman.hr/hr/dis/publikacije/send/68-publikacije/74-smjernice-za-prepoznavanje-slucajeva-diskriminacije-letak>
  - <http://www.raznolikost.hr/>

## How do we contribute?

**In a company like ours, that employs more women than men, the needs of female employees get the necessary attention automatically. Based on our yearly workplace assessments, we design and adapt our working conditions regularly. For years, our employees enjoy flexible work options, and we try to overcome any discriminating stereotypes. We are signatory to the Diversity Charter Croatia and will soon present our Diversity Policy and report on diversity and inclusion initiatives in our company. Our Managing Director Croatia Daria Mateljak is Diversity Charter Ambassador and actively advocates on D&I topics. Additionally, we consult our clients in D&I management.**

Find out more on following pages:

 [Empower Colleagues](#)

 [Stimulate Collaborative Thinking](#)

## Recommendations of UNGC/GRI

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*Possible business actions to help achieve this target:*

- Respecting women's rights and supporting women's empowerment across the workplace, marketplace and community.
- Offering flexible work options, leave and re-entry opportunities to positions of equal pay and status.
- Paying equal remuneration, including benefits, for work of equal value.

- Supporting women's leadership and ensuring sufficient participation of women in decision making and governance bodies at all level and across business areas.
- Ensuring that business activities, products and services respect the dignity of women, and do not reinforce harmful gender stereotypes.
- Partnering with relevant public and private stakeholders, such as labor unions and NGOs, to advance gender equality in the work place, marketplace and community.

# 5.5

Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

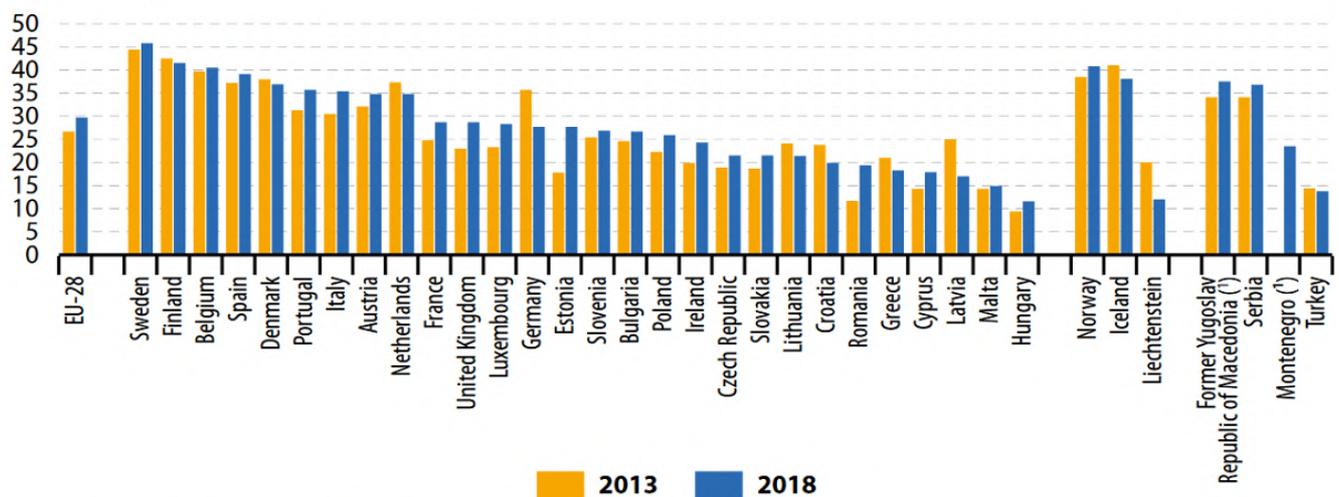
*Update: 2019-03-20*

## Supporting Balanced Leadership

Key Indicators for target 5.5. are the proportion of seats held by women in national parliaments and local governments (Indicator 5.5.1), and the proportion of women in managerial positions (Indicator 5.5.2).

According to the European Institute for Gender Equality, women held 28.9 % of seats in national parliaments in the second quarter of 2017, and this share increases steadily. The percentage in Austria is even beyond 30%. However, Croatian figures show a substantial decrease from 2012 to 2017, and the country is now in 22nd place among the 28 EU members.

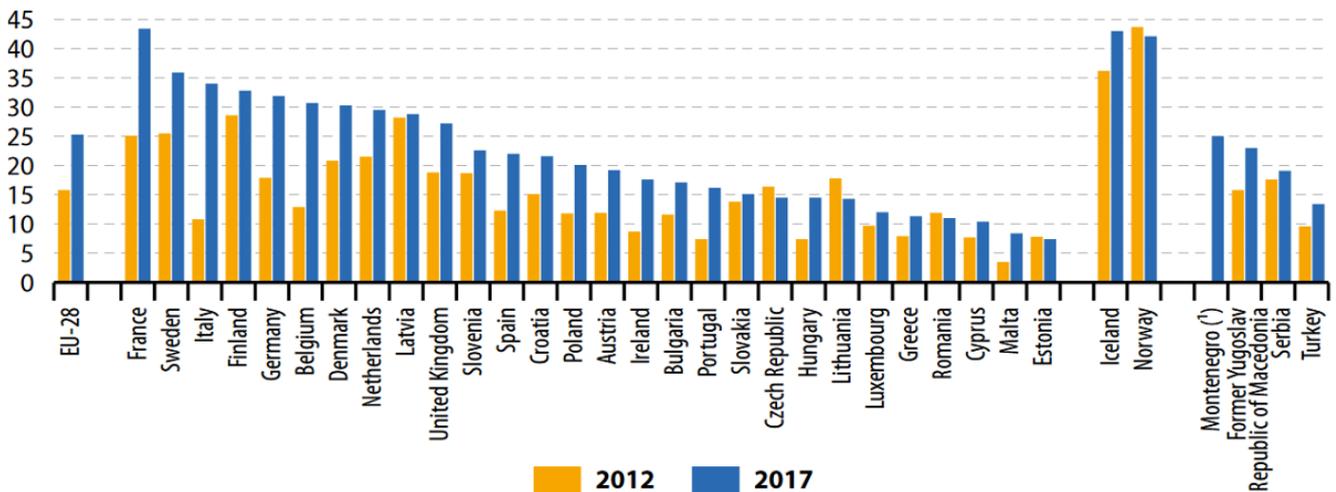
**Figure 5.10: Seats held by women in national parliaments, by country, 2013 and 2018**  
(% of seats)



Note: 2018 data are provisional (for all countries).  
(!) No data for 2013.

Source: European Institute for Gender Equality (EIGE) (online data code: [sdg\\_05\\_50](#))

**Figure 5.12: Positions held by women in senior management, by country, 2012 and 2017**  
(% of positions)



(\*) No data for 2012.

Source: European Institute for Gender Equality (EIGE) (online data code: [sdg\\_05\\_60](#))

The share of women in boards of the largest listed companies within the European Union was 24.6 % in 2017. In the years between 2003 and 2017, there was an almost steady increase of a total of 16.1 percentage points. Austria and Croatia have also improved substantially during this period, but are still below the EU-average. If not only the board members but also the members of the second highest decision-making body are taken into account, the situation is even worse: In Austria, women accounted for only 5.5 %.

### Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [2018 Report on Equality Between Women and Men in the EU](#)
- [Strategic Engagement for Gender Equality 2016-2019](#)

## How do we contribute?

**Our company has been established by men only, and is now led by a quite balanced team of women and men or, in Croatia, mostly by women. We support co-ownership and encourage our – mostly female – employees to become partners.**

Find out more on following pages:

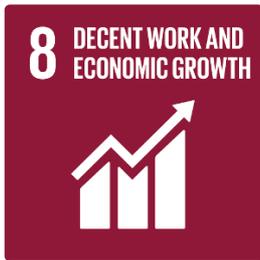


## Recommendations of UNGC/GRI

*Possible business actions to help achieve this target:*

- Proactively recruiting and appointing women to managerial and executive positions and to the corporate board of directors.
- Ensuring access to business resources and opportunities, including training and implementing monitoring mechanisms. Encouraging suppliers and business partners to adopt similar policies.

- Ensuring all workers – women and men have an equal voice in workplace, including through adequate grievance mechanisms.
- Investing in female leadership programs, to help enable women to progress in their careers, and expand and develop their leadership skills.



## PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

*i*

*Harmonising the three pillars of sustainable development — economic development, protection of the environment and social inclusion — is a prerequisite for achieving sustained prosperity. That is why SDG 8 calls for ensuring economic prosperity and providing full and productive employment for all while minimising environmental pressures and eradicating social injustice and exploitation of human labour.*

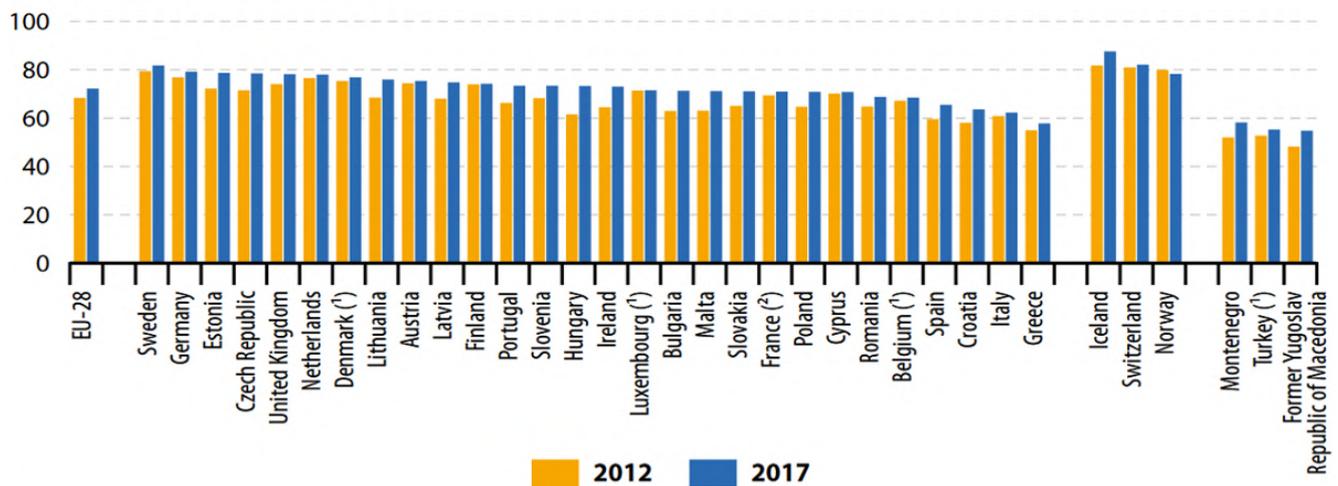
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Update: 2019-03-14

Gross domestic product (GDP) is a measure of economic activity and is commonly used as a proxy for developments in a country's material living standards. After GDP increase in 2017 and strong 2018 quarter, Austria's economy decreased slightly but remained at a solid for the whole year (2.7% growth rate) and is forecast to grow at 1.6% in both 2019 and 2020. Croatia's economic growth has slowed down already in 2018, and the growth will continue with the same pace according to the European economic forecast which states that economic growth has peaked in 2017.

The employment rate for Austria is above European average, and Croatia's unemployment rate continues to fall but at the same time the pool of potential workers is shrinking. Share of people who are employed (% of population 20-64) in Austria is 75.4%, and 63.6% in Croatia which puts Croatia at the third last place in Europe.

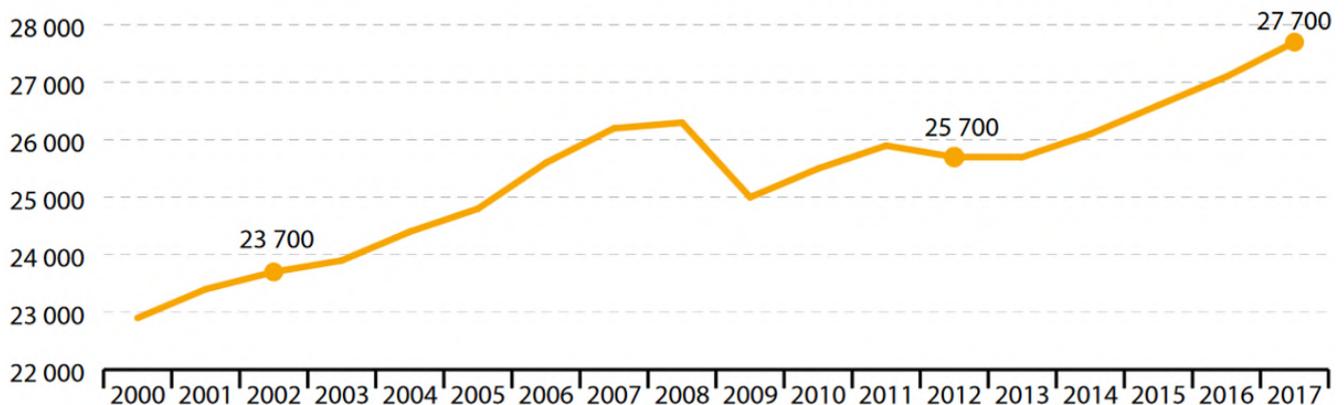
**Figure 8.8: Employment rate, by country, 2012 and 2017**  
(% of population aged 20 to 64)



(¹) Break(s) in time series between 2012 and 2017.  
(²) Data refer to metropolitan France.

Source: Eurostat (online data code: [sdg\\_08\\_30](#))

**Figure 8.1: Real GDP per capita, EU-28, 2000–2017**  
(EUR per capita, chain-linked volumes (2010))



Source: Eurostat (online data code: [sdg\\_08\\_10](#))

**Useful sources for further information:**

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)

**Particularly Relevant Targets:**



**TARGET 8.2**

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

# 8.2

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

*Update: 2019-03-14*

## Supporting a New Business Ecosystem

### Europe

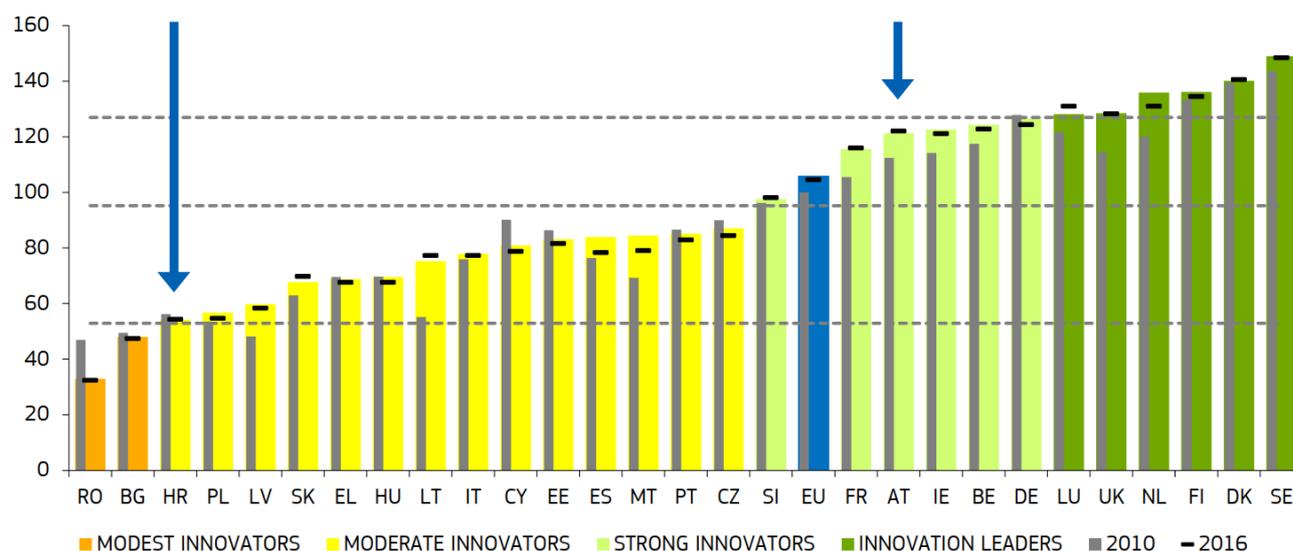
According to [European Commission's European Innovation Scoreboard 2018](#), Europe is still under-performing in innovation compared to its international competitors. Innovation is, however, recognized as crucial element of Europe's global competitiveness. According to the report published in June 2018, "the EU is catching up with key competitors such as Canada, Japan and the United States. But closing this innovation gap and maintaining the lead over China will require a concerted effort to deepen Europe's innovation potential. Sweden is the EU innovation leader, followed by Denmark, Finland, the Netherlands, the United Kingdom, and Luxembourg which joins the top innovators group this year. Germany drops to the group of strong innovators."

According to the EC, innovation has been the key component driving Europe's economic growth in the past several decades. The report includes background data that show that Europe takes about 20% of global R&D investment, a third of all high-quality scientific publications, and world leading position in industrial sectors such as pharmaceuticals, chemicals, mechanical engineering and fashion. Europe is also strong in supporting innovation through Key Enabling Technologies, such as photonics and biotechnology.

On the other hand, Europe invests less in innovation than the competitors do, while companies tend to invest more in systems that give them more opportunities for growth than Europe does. R&D intensity is still uneven among EU regions, with investment and research heavily concentrated in Western Europe. Additionally, 40% of the workforce in Europe lacks the necessary digital skills.

What is the [contribution](#) of Austria and Croatia in the constellation of efforts?

Figure 2: Performance of EU Member States' innovation systems



Axis Y: innovation performance in 2017 (colored columns), 2016 (horizontal hyphens) and 2010 (grey columns) relative to EU average in 2010 – aggregate of 27 indicators

Axis X: EU countries

**Austria** is in the category of “strong innovators”, with result above EU average and increasing performance in comparison to 2010, taken as the base year. The strongest dimensions of innovation in Austria pertain to intellectual assets and linkages, while few areas that record decline in performance are employment and sales impacts.

Austria	Performance relative to EU 2010 in		Relative to EU 2017 in
	2010	2017	2017
<b>SUMMARY INNOVATION INDEX</b>	<b>112.4</b>	<b>121.3</b>	<b>114.7</b>
<b>Human resources</b>	<b>129.1</b>	<b>134.6</b>	<b>112.8</b>
New doctorate graduates	146.2	130.4	93.6
Population with tertiary education	109.0	123.1	108.6
Lifelong learning	132.3	153.1	150.0
<b>Attractive research systems</b>	<b>137.0</b>	<b>157.4</b>	<b>138.5</b>
International scientific co-publications	291.7	458.9	282.1
Most cited publications	113.6	110.7	106.6
Foreign doctorate students	116.9	120.1	108.5
<b>Innovation-friendly environment</b>	<b>120.2</b>	<b>116.0</b>	<b>86.7</b>
Broadband penetration	133.3	144.4	81.3
Opportunity-driven entrepreneurship	112.4	99.2	92.1
<b>Finance and support</b>	<b>83.7</b>	<b>98.8</b>	<b>91.8</b>
R&D expenditure in the public sector	117.7	126.6	131.2
Venture capital expenditures	40.1	63.3	51.8
<b>Firm investments</b>	<b>131.9</b>	<b>150.7</b>	<b>134.8</b>

R&D expenditure in the business sector	150.7	188.2	169.0
Non-R&D innovation expenditures	61.0	61.5	56.3
Enterprises providing ICT training	171.4	185.7	162.5
<b>Innovators</b>	<b>115.7</b>	<b>122.1</b>	<b>141.9</b>
SMEs product/process innovations	119.0	124.0	151.6
SMEs marketing/organisational innovations	109.6	120.8	145.8
SMEs innovating in-house	118.9	121.6	130.3
<b>Linkages</b>	<b>121.8</b>	<b>144.9</b>	<b>143.5</b>
Innovative SMEs collaborating with others	135.4	193.3	192.3
Public-private co-publications	134.5	143.1	141.8
Private co-funding of public R&D exp.	94.1	97.7	96.3
<b>Intellectual assets</b>	<b>155.3</b>	<b>147.5</b>	<b>146.2</b>
PCT patent applications	118.5	127.3	132.9
Trademark applications	171.5	166.7	147.5
Design applications	177.5	151.9	157.4
<b>Employment impacts</b>	<b>74.9</b>	<b>66.0</b>	<b>65.6</b>
Employment in knowledge-intensive activities	111.7	120.8	109.4
Employment fast-growing enterprises	48.7	26.9	28.7
<b>Sales impacts</b>	<b>70.3</b>	<b>82.8</b>	<b>79.6</b>
Medium and high tech product exports	98.8	109.7	103.6
Knowledge-intensive services exports	33.0	51.8	49.4
Sales of new-to-market/firm innovations	80.1	87.3	86.4

Dark green: normalised performance above 120% of EU; light green: normalised performance between 90% and 120% of EU, yellow: normalised performance between 50% and 90% of EU; orange: normalised performance below 50% of EU. Normalised performance uses the data after a possible imputation of missing data and transformation of the data.

Data in red show a decline in performance compared to 2010.

**Croatia** belongs to a group of “moderate innovators” and lagging behind most EU countries (better only compared to Romania and Bulgaria). EC data also shows that its performance has declined relative to the EU in 2010. For Croatia, the biggest progress has been made in terms of non-R&D innovation expenditures, showing firm investments and innovators as the strongest innovation dimensions. The weakest elements pertain to intellectual assets and sales impacts.

<b>Croatia</b>	<b>Performance relative to EU 2010 in</b>		<b>Relative to EU 2017 in</b>
	<b>2010</b>	<b>2017</b>	<b>2017</b>
<b>SUMMARY INNOVATION INDEX</b>	<b>56.2</b>	<b>54.2</b>	<b>51.2</b>
<b>Human resources</b>	<b>48.8</b>	<b>53.7</b>	<b>45.0</b>
New doctorate graduates	61.5	75.6	54.2

Population with tertiary education	60.4	66.4	58.6
Lifelong learning	19.8	12.5	12.2
<b>Attractive research systems</b>	<b>24.8</b>	<b>42.3</b>	<b>37.2</b>
International scientific co-publications	85.2	154.0	94.7
Most cited publications	20.6	33.8	32.5
Foreign doctorate students	10.0	16.0	14.4
<b>Innovation-friendly environment</b>	<b>37.9</b>	<b>54.4</b>	<b>40.6</b>
Broadband penetration	11.1	77.8	43.8
Opportunity-driven entrepreneurship	53.8	40.5	37.6
<b>Finance and support</b>	<b>36.6</b>	<b>40.2</b>	<b>37.3</b>
R&D expenditure in the public sector	54.0	54.0	56.0
Venture capital expenditures	14.3	22.5	18.4
<b>Firm investments</b>	<b>104.1</b>	<b>108.1</b>	<b>96.7</b>
R&D expenditure in the business sector	29.2	29.2	26.2
Non-R&D innovation expenditures	126.8	183.4	167.8
Enterprises providing ICT training	164.3	128.6	112.5
<b>Innovators</b>	<b>79.1</b>	<b>62.0</b>	<b>72.1</b>
SMEs product/process innovations	84.3	58.2	71.2
SMEs marketing/organisational innovations	74.5	69.1	83.4
SMEs innovating in-house	78.8	58.4	62.6
<b>Linkages</b>	<b>91.7</b>	<b>67.2</b>	<b>66.5</b>
Innovative SMEs collaborating with others	107.1	55.9	55.6
Public-private co-publications	87.4	65.7	65.1
Private co-funding of public R&D exp.	80.7	80.1	79.0
<b>Intellectual assets</b>	<b>21.4</b>	<b>29.8</b>	<b>29.6</b>
PCT patent applications	18.1	16.5	17.2
Trademark applications	49.7	60.2	53.3
Design applications	3.2	19.5	20.2
<b>Employment impacts</b>	<b>27.4</b>	<b>69.0</b>	<b>68.6</b>
Employment in knowledge-intensive activities	44.2	76.6	69.4
Employment fast-growing enterprises	15.5	63.5	67.9
<b>Sales impacts</b>	<b>60.8</b>	<b>26.7</b>	<b>25.6</b>
Medium and high tech product exports	72.9	58.0	54.8
Knowledge-intensive services exports	5.3	2.8	2.7
Sales of new-to-market/firm innovations	111.3	17.4	17.3

Dark green: normalised performance above 120% of EU; light green: normalised performance between 90% and 120% of EU, yellow: normalised performance between 50% and 90% of EU; orange: normalised performance below 50% of EU. Normalised performance uses the data after a possible imputation of missing data and transformation of the data.

Data in red show a decline in performance compared to 2010.

## The World

In The Global Competitiveness Report 2018, World Economic Forum provides information on the strength of relations between competitiveness and innovation as one of the four key factors defining competitive edge for 21st century economies (along with human capital, resilience and agility).

Their findings show that many, or even most countries in the world struggle with innovation and employing it to become growth generator. According to their results, there are only a few innovation powerhouses in the world, including Germany, the United States and Switzerland. Additionally, the global median score on the Innovation capability pillar is 36, and for 77 of the 140 economies studied, Innovation capability is the weakest pillar.

Innovation capabilities for **Austria** show growth in nearly all segments except for international co-inventions, and an above average score of 69.8. Scientific publications are best graded element (99.2), followed by trademark applications (89.2) and diversity of workforce (76.6).

## Austria

Index Component	Value	Score *	Rank/140
 <b>Pillar 12: Innovation capability</b> 0-100 (best)	-	<b>74.3</b> ↑	<b>15</b>
12.01 Diversity of workforce 1-7 (best)	4.5	59.0 ↑	57
12.02 State of cluster development 1-7 (best)	5.0	66.7 ↑	15
12.03 International co-inventions applications/million pop.	34.66	100.0 =	3
12.04 Multi-stakeholder collaboration 1-7 (best)	4.8	63.4 ↑	16
12.05 Scientific publications H Index	552.3	93.5 ↑	17
12.06 Patent applications applications/million pop.	231.45	100.0 ↑	8
12.07 R&D expenditures % GDP	3.1	100.0 =	6
12.08 Quality of research institutions index	0.05	14.9 ↓	33
12.09 Buyer sophistication 1-7 (best)	3.7	45.2 ↓	48
12.10 Trademark applications applications/million pop.	11,366.91	100.0 =	7

The Global Competitiveness Report 2018

**Croatia's** innovation capabilities are at 37.7, just above the world median. They are performing best in trademark applications (79.3), followed by scientific publications (80.3) and diversity of workforce, which leads the rest of the below average capabilities (38.9).

## Croatia

Index Component	Value	Score *	Rank/140
 <b>Pillar 12: Innovation capability</b> 0-100 (best)	-	<b>37.7</b> ↑	<b>63</b>
12.01 Diversity of workforce 1-7 (best)	3.3	38.9 ↓	133
12.02 State of cluster development 1-7 (best)	2.8	30.4 ↓	130
12.03 International co-inventions applications/million pop.	1.15	23.5 ↑	42
12.04 Multi-stakeholder collaboration 1-7 (best)	2.8	30.8 ↓	134
12.05 Scientific publications H Index	226.0	80.3 ↑	46
12.06 Patent applications applications/million pop.	5.01	32.9 ↑	44
12.07 R&D expenditures % GDP	0.9	28.5 ↑	44
12.08 Quality of research institutions index	0.01	3.6 ↑	57
12.09 Buyer sophistication 1-7 (best)	2.7	28.6 ↓	117
12.10 Trademark applications applications/million pop.	1,593.72	79.3 ↑	44

The Global Competitiveness Report 2018

## Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [European Commission's European Innovation Scoreboard 2018](#)
- [The Global Competitiveness Report 2018](#)

## How do we contribute?

**Within the three categories of service companies – expertise, experience and efficiency – we focus on the area of expertise: our key priorities are quality leadership and development of new solutions for our clients.**

### Find out more on following pages:

 [Strengthen Market Position](#)

 [Innovate](#)

 [Empower Colleagues](#)

 [Advance Client Relations](#)

## Recommendations of UNGC/GRI

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### *Possible business actions to help achieve this target:*

- *Increasing economic productivity through co-developing technology with start-ups and investing in innovation and technology which responds to local needs.*
- *Fostering full and productive local employment through supporting vocational education, job-oriented training programs, and building alliances with educational institutions to create a pipeline for skilled workers.*



## REDUCE INEQUALITIES WITHIN AND AMONG COUNTRIES

*i*

*SDG 10 highlights the importance of combating social, economic and political disparities by promoting economic inclusion of all people regardless of their sex, age and ethnicity. It focuses on three topics: 'inequalities between countries', 'inequalities within countries' and 'migration and social inclusion'.*

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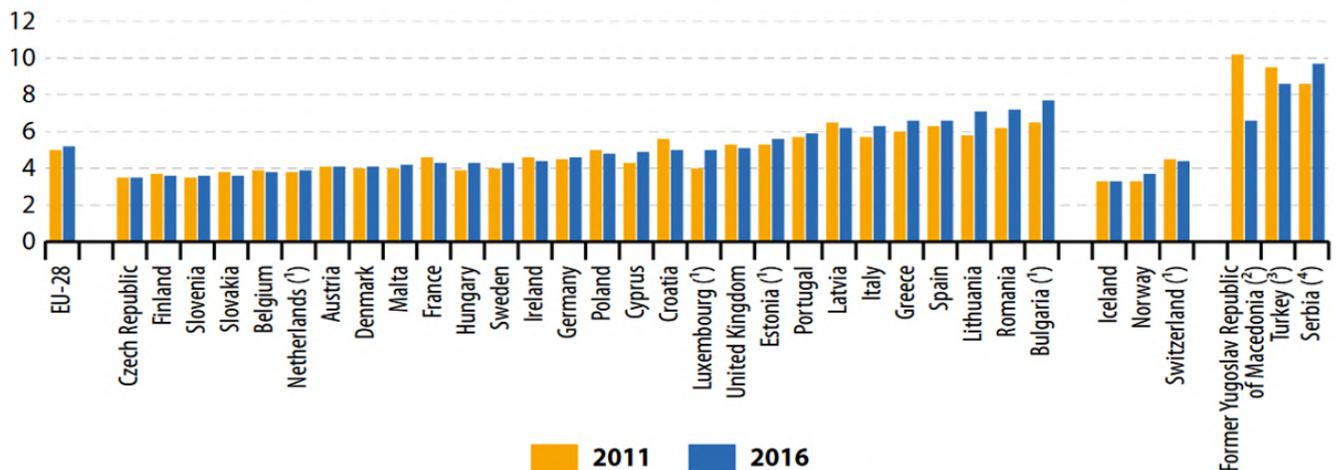
Update: 2019-03-25

Economic disparities between EU member states narrowed moderately over time. The last available data show that in 2016, adjusted gross disposable income of households per capita in PPS showed a large variation between countries, and *especially between Austria and Croatia*. Apart from this gap, inequality within countries increased in Europe, but *slightly decreased in Austria and Croatia*.

The income quintile share ratio compares the income received by the 20 % of the population with the highest disposable income to that received by the 20 % of the population with the lowest disposable income. The higher this ratio, the bigger the income inequality. In the EU, this ratio has increased by 0.2 points since 2005 and has stagnated at a ratio of 5.2 over the last three years. This means that the richest 20 % of households have income that is about five times as much as the poorest 20 %.

However, Austria and Croatia show neutral/positive developments: "Inequality of income distribution" is quite stable in Austria, and decreasing in Croatia.

**Figure 10.2: Inequality of income distribution, by country, 2011 and 2016**  
(income quintile share ratio)

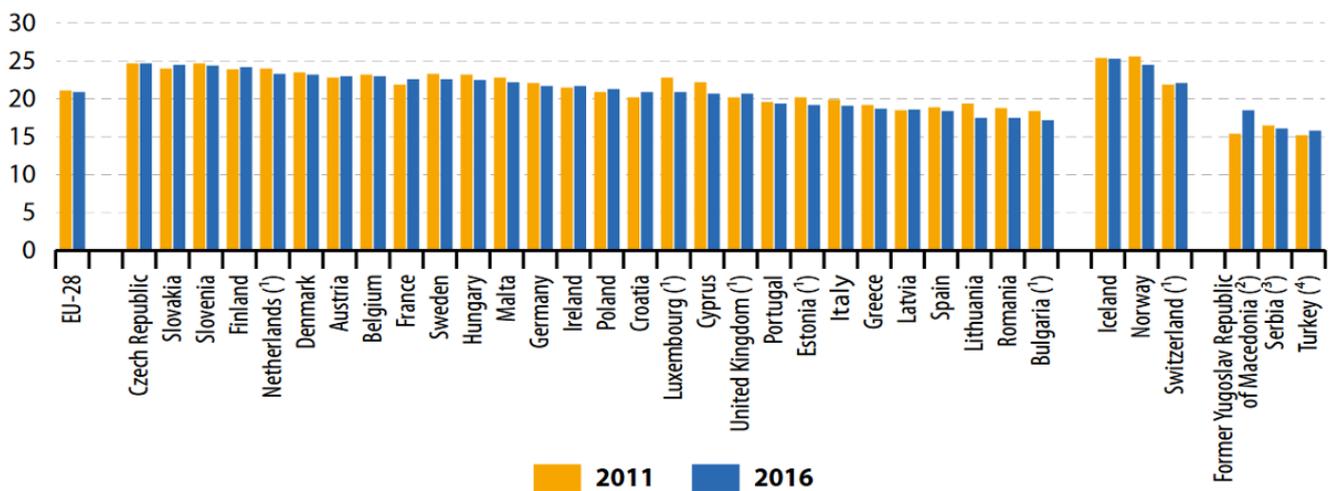


(¹) Break(s) in time series between 2011 and 2016.  
(²) 2012 data (instead of 2011).

(³) 2015 data (instead of 2016).  
(⁴) 2013 data (instead of 2011).

Source: Eurostat (online data code: [sdg\\_10\\_41](#))

**Figure 10.4: Income share of the bottom 40% of the population, by country, 2011 and 2016**  
(% of income)



(¹) Break(s) in time series between 2011 and 2016.  
(²) 2012 data (instead of 2011).

(³) 2013 data (instead of 2011).  
(⁴) 2015 data (instead of 2016).

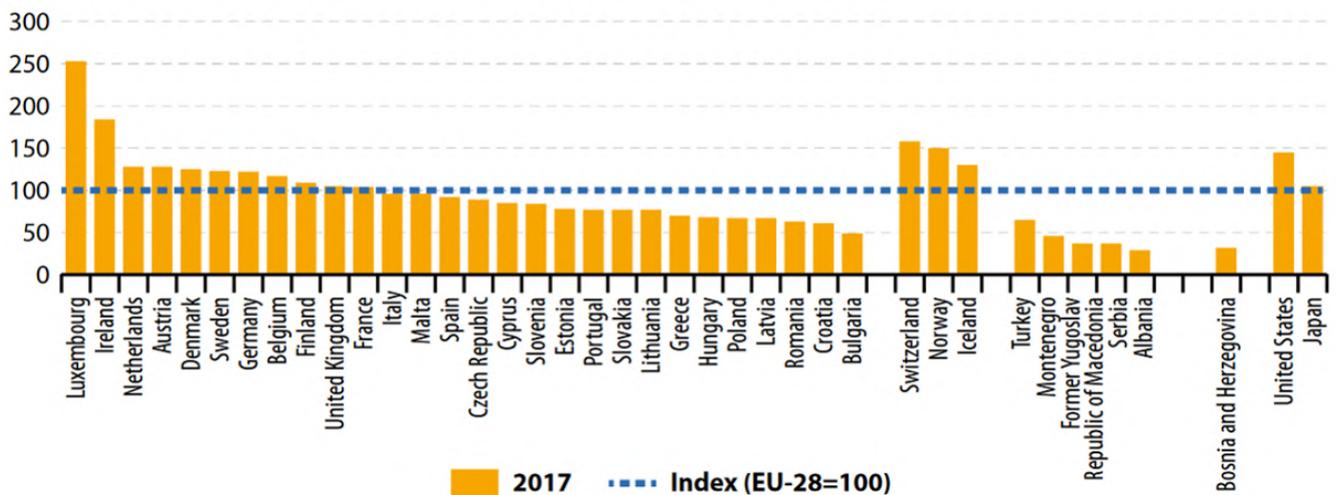
Source: Eurostat (online data code: [sdg\\_10\\_50](#))

Widening inequality can also be observed when looking at the income share of the bottom 40 % of the population in the total equivalized disposable income. Their income share has been shrinking over time, from 21.5 % in 2005 to 20.9 % in 2016. In 2016, 86.9 million people — 17.3 % of the EU population — were at risk of poverty after social transfers. The number of people living in income poverty in the EU has risen substantially since 2005 (+ 8.3 %), with the largest increases occurring in recent years.

But also regarding “Income share of the bottom 40%”, Austria and Croatia show – different to EU – a positive development. However, the “risk of poverty” increased also in Austria and Croatia (and Croatia was already at a high level.).

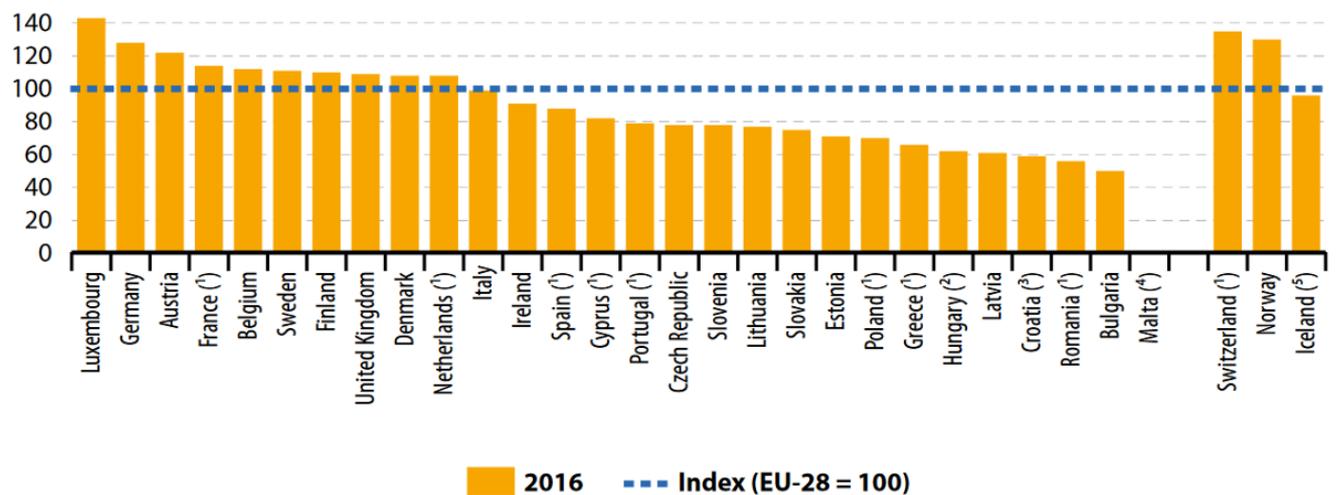
The purchase power adjusted GDP per capita by country shows that Austria is still among the most advanced EU countries, whereas Croatia lags behind at the very end of the list.

**Figure 10.8: Purchasing power adjusted GDP per capita, by country, 2017**  
(volume indices of real expenditure per capita in PPS (EU-28 = 100))



Source: Eurostat (online data code: sgd\_10\_10)

**Figure 10.10: Adjusted gross disposable income of households per capita, by country, 2016**  
(index EU-28 = 100)



(¹) Provisional or estimated data.

(²) 2015 data.

(³) 2012 data.

(⁴) No data.

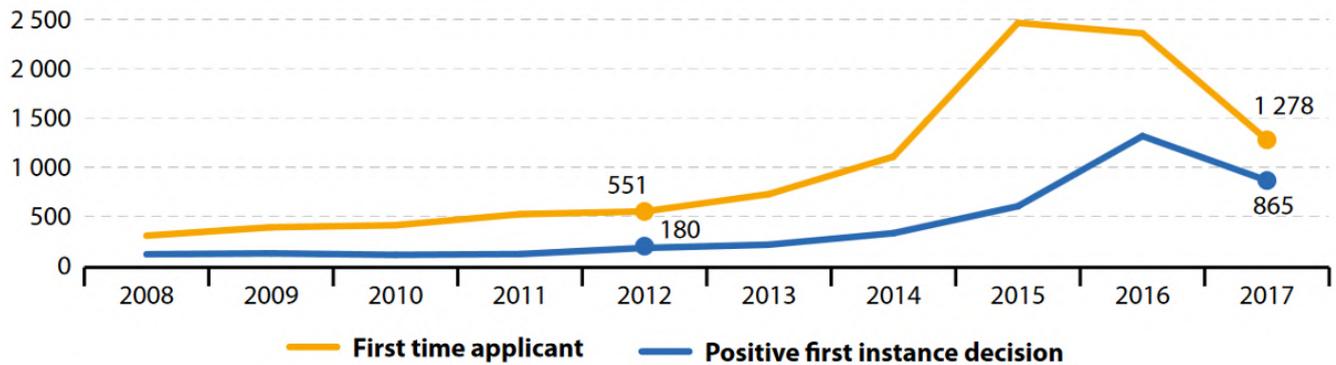
(⁵) 2014 data.

Source: Eurostat (online data code: sgd\_10\_20)

## Migration:

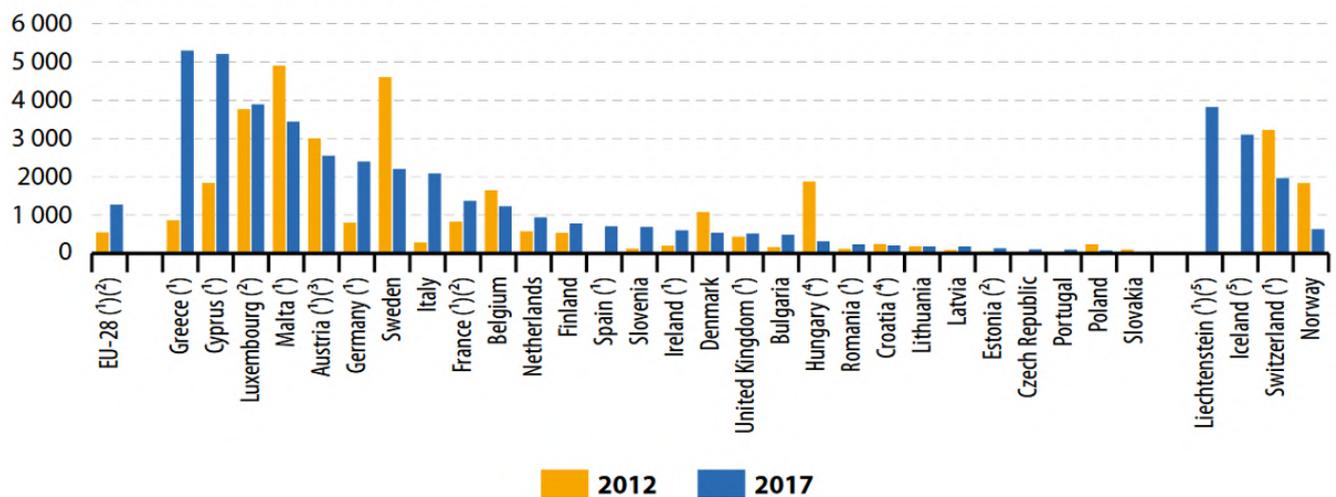
In 2017, the EU received 654 610 first-time asylum applications (equaling 1 278 applications per million inhabitants), which is almost 50 % less than at the height of the refugee crisis in 2015 but still a 4.3 times increase in comparison to 2008. However, it's a clear decrease in Austria and Croatia.

**Figure 10.11: Asylum applications by state of procedure, EU-28, 2008–2017**  
(number per million inhabitants)



Note: breaks in time series in 2010, 2011, 2012, 2014, 2015 and 2017; data for 2013–2017 are estimates, data for 2015–2017 are provisional.  
Source: Eurostat (online data code: [sdg\\_10\\_60](#))

**Figure 10.12: First time asylum applications, by country, 2012 and 2017**  
(number per million inhabitants)



(1) 2017 data are provisional and/or estimates. (4) 2013 data (instead of 2012).  
(2) Break(s) in time series between 2012 and 2017. (5) No data for 2012.  
(3) 2014 data (instead of 2012).  
Source: Eurostat (online data code: [sdg\\_10\\_60](#))

### Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [UNICEF Migration Profile Croatia](#)
- [UNICEF Migration Profile Austria](#)

### Particularly Relevant Targets:



#### TARGET 10.2

By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

# 10.2

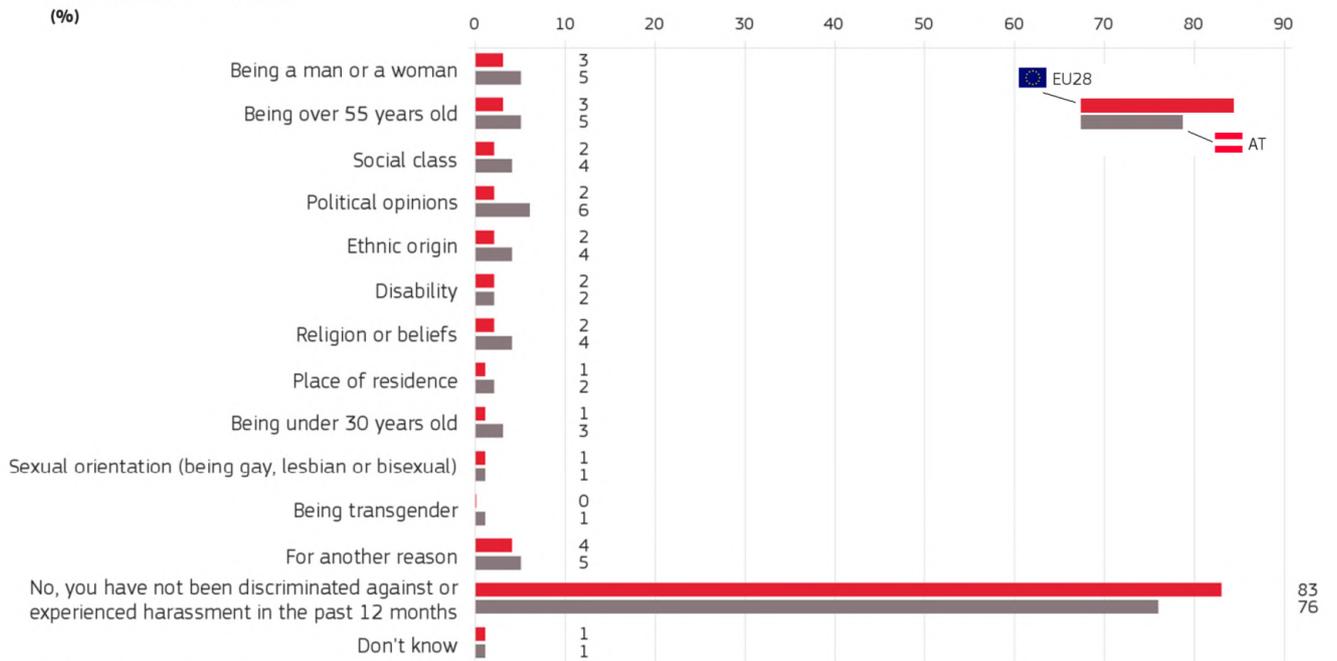
By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

*Update: 2019-03-25*

## Cultivating Diversity

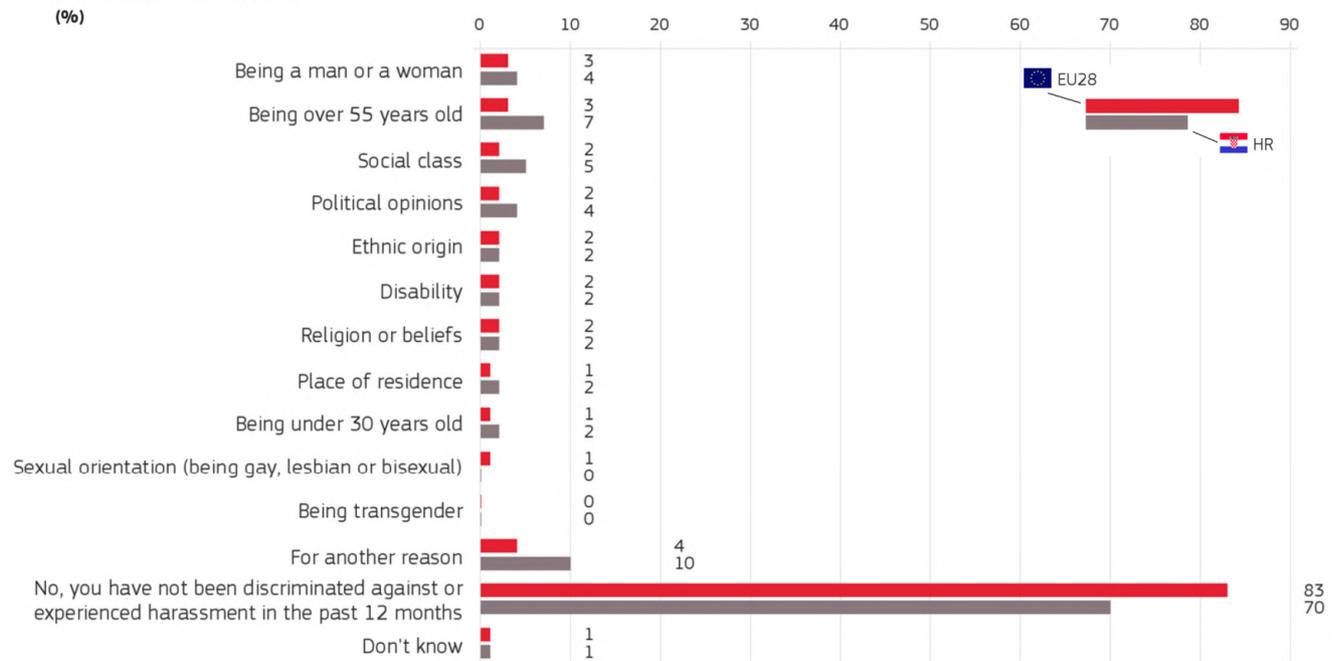
According to the Eurobarometer of December 2017, In Croatia people mostly feel discriminated related to age (being older than 55), whereas in Austria people mostly feel discrimination related to political opinions.

**QA6** In the past 12 months have you personally felt discriminated against or experienced harassment on one or more of the following grounds? Please tell me all that apply. (MULTIPLE ANSWERS POSSIBLE)



Special Eurobarometer 471

**QA6** In the past 12 months have you personally felt discriminated against or experienced harassment on one or more of the following grounds? Please tell me all that apply. (MULTIPLE ANSWERS POSSIBLE)



Special Eurobarometer 471

Having in mind that combatting discrimination greatly helps the development of a sound society, it is very important to encourage and support anti-discriminatory practices. Austria adopted Diversity Charter in 2010, Croatia in 2017 and we are actively supporting it. Our MD in Croatia is Diversity Charter Ambassador and she participated in 9th European Diversity Forum held in Prague in October 2018.

### Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [European Commission's Special Eurobarometer 471: Fairness, Inequality and Intergenerational Mobility](#)
- Austria:
  - [Charta der Vielfalt](#)
- Croatia:
  - [Raznolikost.hr](#)

## How do we contribute?

**Diversity is one of our five corporate values. Therefore, we support in both countries diversity initiatives and implement these principles within our own company. For more than 10 years, our personal strategy is based on the identification, appreciation and cultivation of individual strengths.**

Find out more on following pages:

 [Empower Colleagues](#)

 [Stimulate Collaborative Thinking](#)

## Recommendations of UNGC/GRI

*Possible business actions to help achieve this target:*

- Paying at a minimum a living wage and supporting fair wages, i.e. equal remuneration for work of equal value without distinction of any kind.
- Ensuring that employment policies do not exclude or restrict access to employment to currently marginalized/underrepresented groups
- Embedding policies which promote diversity and inclusion throughout own operations, and encouraging suppliers and other business partners to do the same.
- Supporting the right to social securities through providing insurance for employees such as income protection, life or accident insurance and social security.
- Promoting inclusion through business activities and its influence on social norms.



## ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

*i*

*SDG 12 aims at 'doing more and better with less', and calls for action on all fronts: adoption of sustainable practices and sustainability reporting by businesses; promotion of sustainable procurement practices; environmentally-aware lifestyles of consumers; development of new technologies and production and consumption methods by researchers and scientists and others.*

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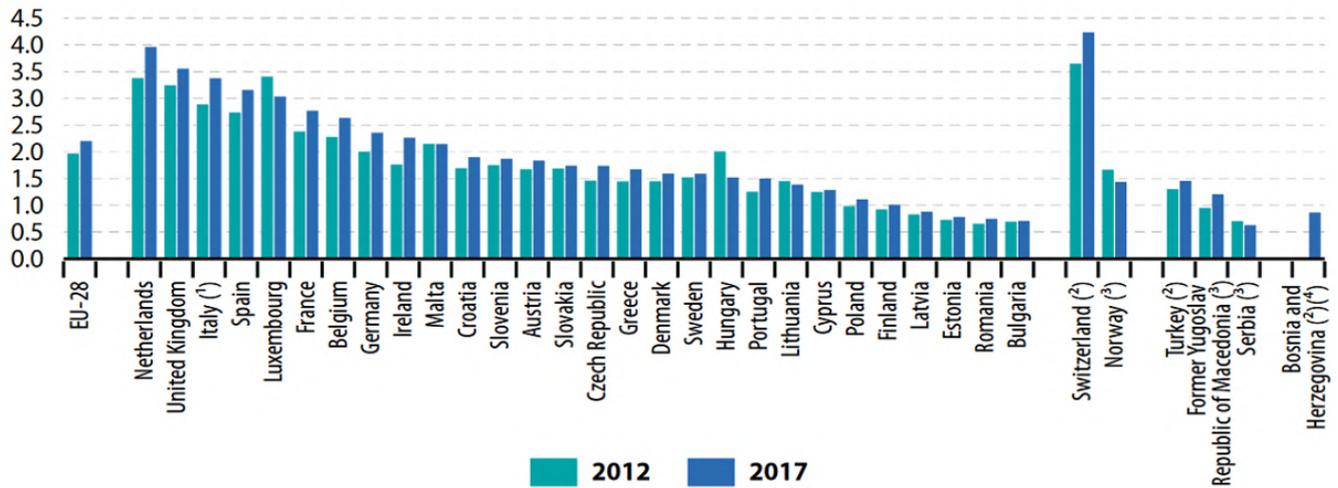
Update: 2019-03-21

The EU has made significant progress in all three important areas: "Decoupling environmental impacts from economic growth", "Energy consumption", and "Waste generation and management". However, progress in reducing energy consumption has slowed down over the past few years.

Unfortunately, up-to-date data is not available in all areas.

The latest data is available for resource productivity: Croatia and Austria improved on this indicator and are now in the EU-28 rankings 11 and 13, respectively, 15 and 16 in the previous year.

**Figure 12.4: Resource productivity, by country, 2012 and 2017**  
(PPS per kg)



Note: Provisional and/or estimated data for most countries.

(1) Break in time series in 2015.

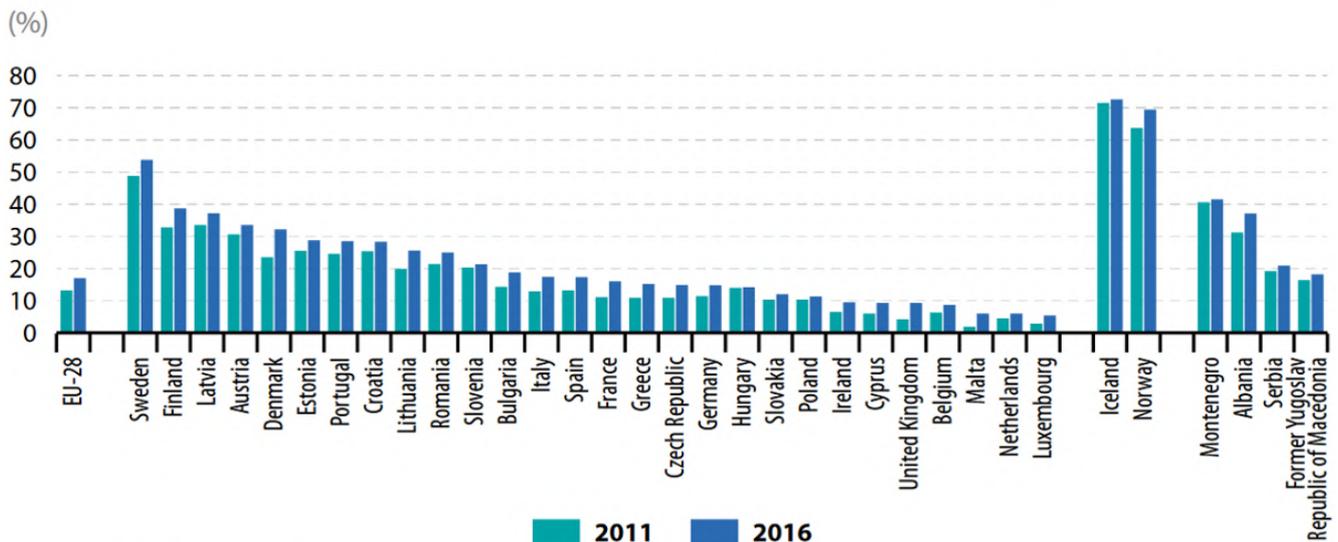
(2) 2015 data (instead of 2017).

(3) 2016 data (instead of 2017).

(4) No data for 2012.

Source: Eurostat (online data code: [sdg\\_12\\_20](#))

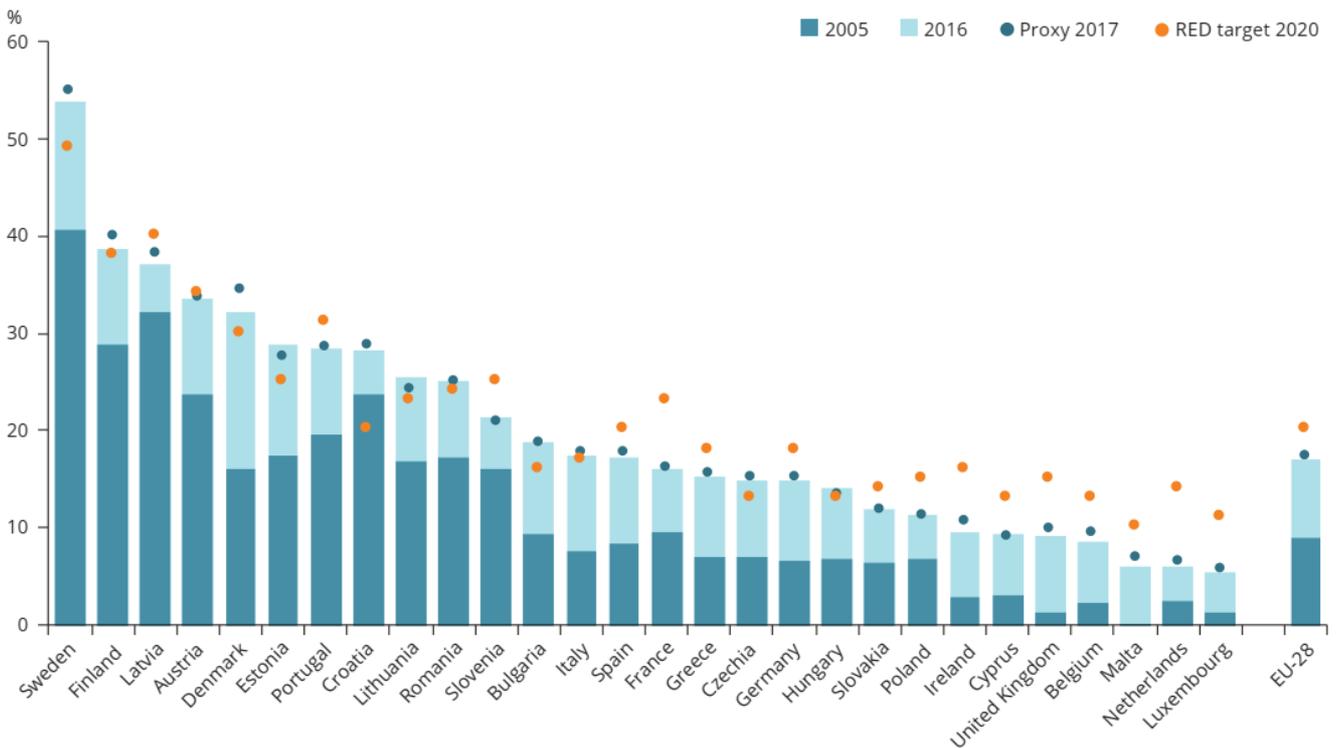
**Figure 7.9: Share of renewable energy in gross final energy consumption, by country, 2011 and 2016**



Source: Eurostat (online data code: [sdg\\_07\\_40](#))

Regarding renewable energy, Austria remains unchanged in fourth place in Europe on the basis of 2016 data, Croatia fell slightly, from 6th to 8th place.

**Figure 2.1 Actual and approximated RES shares in the EU and its Member States**



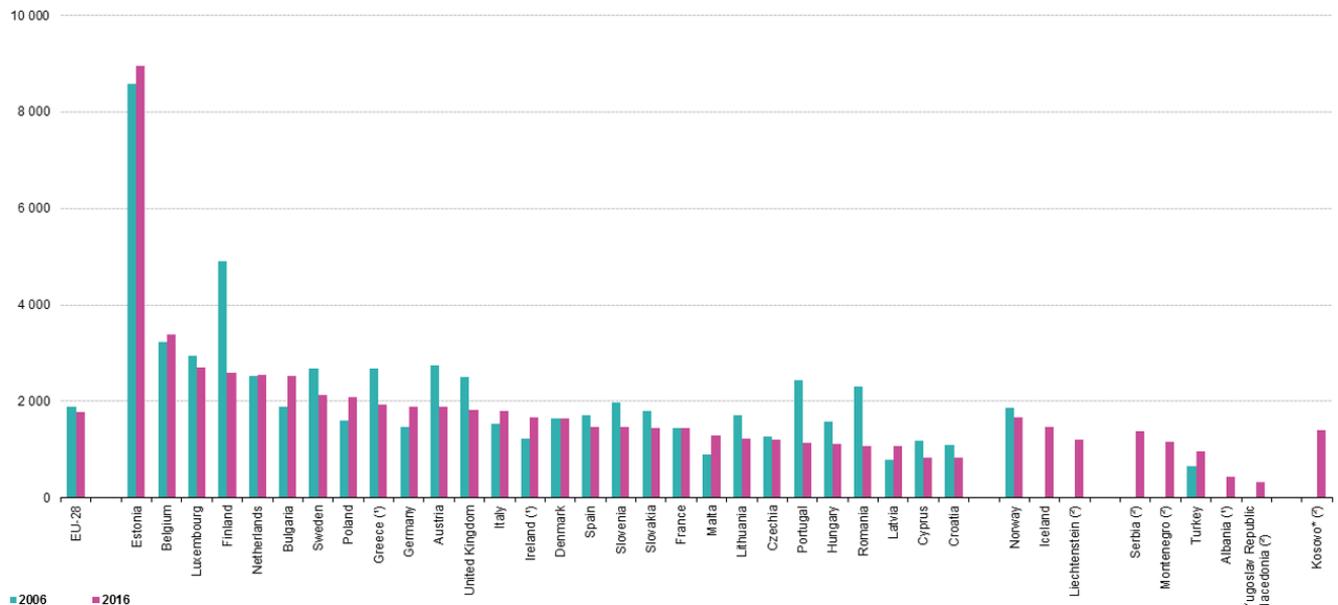
**Notes:** The dark blue bars show the RES shares in 2005. The tops of the light blue bars show the levels that the RES shares reached in 2016.  
**Sources:** EEA, 2017; Eurostat, 2018d; RED (2009/28/EC).

Source: [EEA report no.20/2018](#)

According to the European Environment Agency Report, related to the actual RES shares, both Austria and Croatia are ranked rather high among the EU countries.

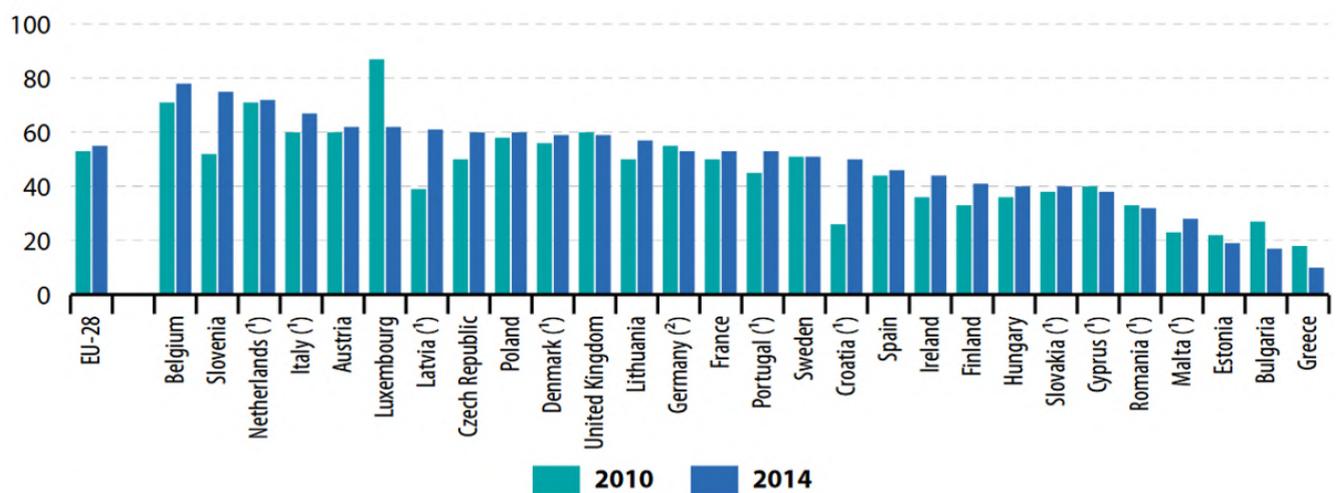
Austria is among the ten countries producing most of the waste in Europe, and among the top-five when it comes to recycling rates. Croatia generates the lowest amount of waste in Europe with a significantly improved recycling rate, but still ranks below the European average. According to the European Environmental Bureau Report of 2017, Austria takes the second place in municipal waste recycling. The shift away from landfilling towards separate collection and recycling is slow. Landfilling of municipal waste accounts for 77 % of total waste, considerably above the EU average (24 %). Croatia also scores low in terms of recycling, with only 21 % of waste materials recycled, compared to an EU average of 46 %.

**Waste generation, excluding major mineral wastes, 2006 and 2016**  
(kg per inhabitant)



(\*) This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo Declaration of Independence.  
 (†) 2014 instead of 2016.  
 (‡) 2006: not available.  
 Source: Eurostat (online data code: env\_wasgen)

**Figure 12.13: Recycling rate of waste excluding major mineral wastes, by country, 2010 and 2014 (%)**



(†) Definition differs.

Source: Eurostat (online data code: sdg\_12\_60)

**Useful sources for further information:**

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [European Environment Agency Report 2018](#)
- [Eurostat Waste Statistics 2018](#)

**Particularly Relevant Targets:**



### **TARGET 12.6**

Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle



### **TARGET 12.8**

By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

# 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

*Update: 2019-03-21*

## Increasing Reporting

In 2018, more companies than ever before reported on their sustainability management. This is due to new legislation based on the EU non-financial reporting directive. However, there is no central database about such reports, and a very limited number of reports has been registered at the GRI Website: 21 for Austria, and 3 for Croatia. The actual numbers are 150 to 250 for Austria, and around 50 for Croatia.

Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [www.globalreporting.org](http://www.globalreporting.org)

## How do we contribute?

**In addition to our own CSR management and reporting we support our clients in these areas, and we contribute to the development of CSR competencies through national and international organizations and platforms.**

Find out more on following pages:

 [Foster CSR Competence](#)

 [Advance Client Relations](#)

 [Consult Responsibly](#)

Recommendations of UNGC/GRI

*Possible business actions to help achieve this target:*

- Reporting economic, social and environmental sustainability using a common international reporting standard/framework to report on a country-by-country basis.
- Communicating how human rights impacts are being addressed and how sustainability principles are being introduced into business practices.
- Ensuring transparency and unbiased dialogue with stakeholders.

# 12.8

By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

*Update: 2019-03-21*

## Sharing Knowledge

In addition to target 4.7 that focuses at educational institutions and learners, target 12.8 addresses “all people”. That requires the establishment of CSR competence centres, mainstreaming of CSR & sustainability, and public communication.

In Austria, the leading platform is *respect – austria business council for sustainable development*. The organization currently has 300 members. In Croatia, we participate in two major centers for CSR education and development: *Croatian Business Council for Sustainable Development*, which gathers around 40 companies and institutions and the recently revived *CSR Community with the Croatian Chamber of Economy*, with over 50 members.

### Useful sources for further information:

- Austria:
  - [respACT](#)
  - [Global Compact](#)
- Croatia:
  - [Croatian Business Council for Sustainable Development](#)
  - [CSR Community, Croatian Chamber of Economy](#)

## How do we contribute?

**We support our clients through know-how transfer and training workshops, and we are active members in national and international CSR and sustainability communities. For several years, we have co-organized CSR conferences in Croatia and since 2018 we started own free workshops to increase sustainability know-how.**

**Find out more on following pages:**



[Foster CSR Competence](#)



[Stimulate Collaborative Thinking](#)

## Recommendations of UNGC/GRI

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*Possible business actions to help achieve this target:*

- Ensuring transparent and unbiased information, including on their sustainable development impacts.
- Assessing the effectiveness and relevance of information provided to clients to make decisions.
- Encouraging consumers to choose more environmentally-friendly and responsible products and services.
- Engaging with stakeholders at local and country level when transforming to a sustainable business model.



## PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS

*i*

*Beside peace and justice (with the KPI intentional homicide offences), SDG 16 promotes effective, accountable and transparent institutions. The indicator trust in institutions broken down by the three main types of institutions — police, legal and political system — provides insights into their perceived performance. A similar indicator on ‘good governance’ referring to citizens’ confidence in EU institutions is also used for monitoring the EU Sustainable Development Strategy.*

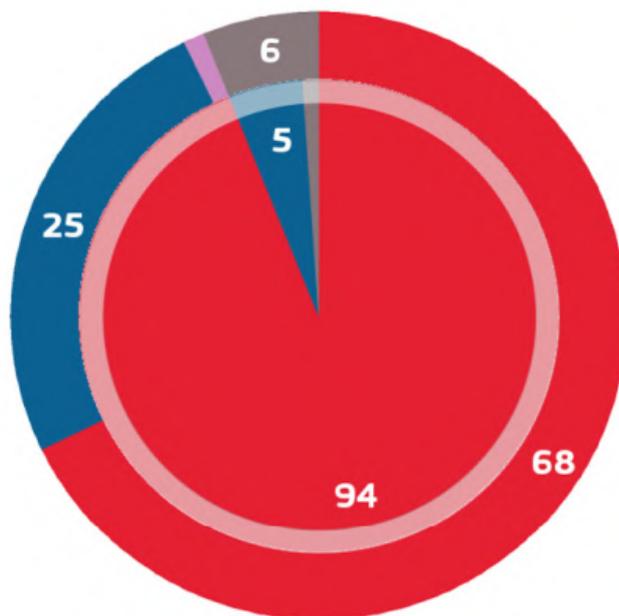
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Update: 2019-03-21

The European Commission published in February 2018 country-specific factsheets to supplement the latest Eurobarometer surveys looking at public attitudes to corruption and businesses’ attitudes to corruption, published in December 2017. The factsheets contain breakdowns of key results by Member State, comparing these with results from previous surveys, as well as with the EU average.

When it comes to public attitudes on how widespread the problem of corruption is in Croatia, factsheet indicates that 94% respondents think that corruption is widespread, in comparison to 68% of respondents in EU28. Also, 59% of respondents in Croatia agree that they are personally affected by corruption in their daily life, unlike only 25% of surveyed in EU28.

**QB5** How widespread do you think the problem of corruption is in (OUR COUNTRY)? (%)



EU28  Outer pie

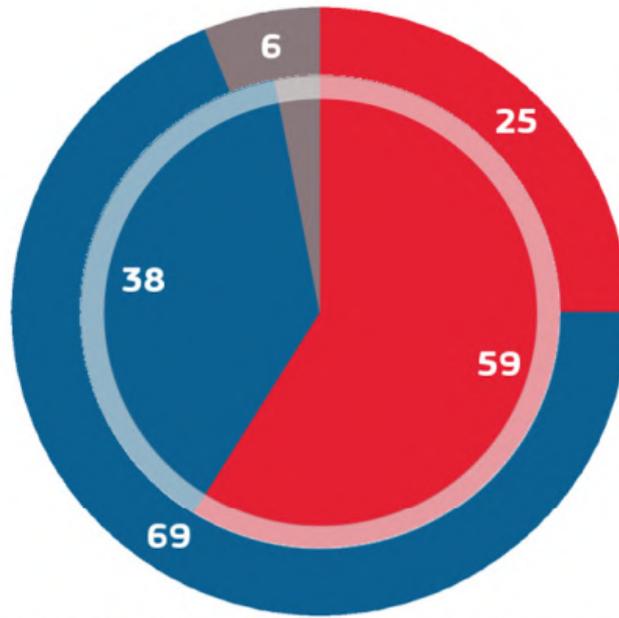
HR  Inner pie

- Total 'Widespread'
- Total 'Rare'
- There is no corruption in (OUR COUNTRY) (SPONTANEOUS)
- Don't know

EU28		HR	
2017	2017-2013	2017	2017-2013
68	- 8	94	=
25	+ 6	5	+ 1
1	+ 1	0	=
6	+ 1	1	- 1

Evolution 10/2017 - 02-03/2013

**QB15.4** Please tell me whether you agree or disagree with each of the following?  
**You are personally affected by corruption in your daily life (%)**

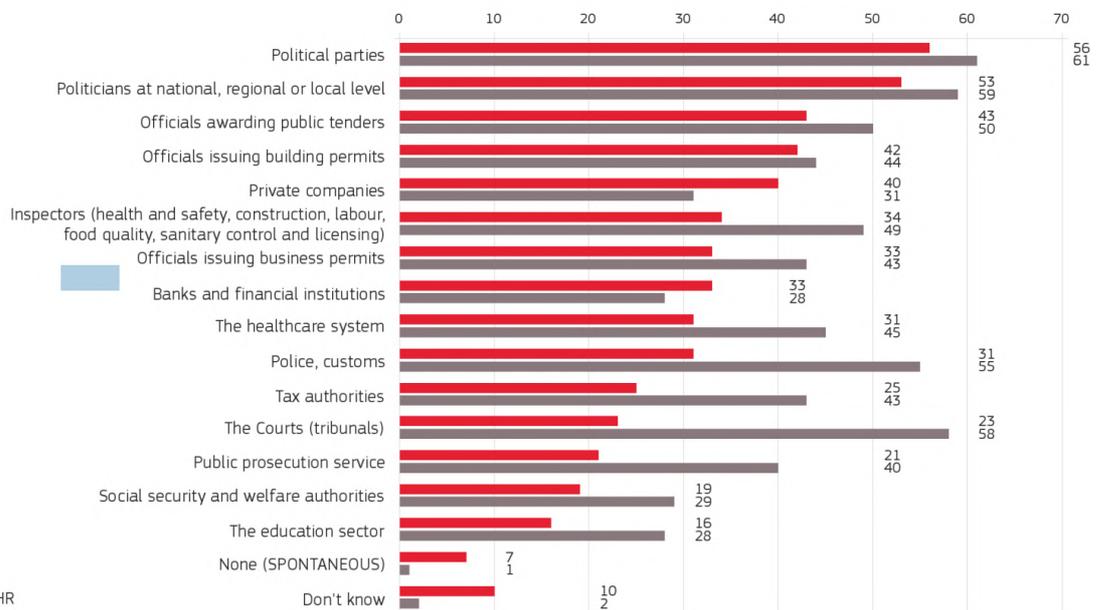


EU28 Outer pie      HR Inner pie

	EU28		HR	
	2017	2017-2013	2017	2017-2013
Total 'Agree'	25	- 1	59	+ 4
Total 'Disagree'	69	- 1	38	- 3
Don't know	6	+ 2	3	- 1

Evolution 10/2017 - 02-03/2013

**QB7** In (OUR COUNTRY), do you think that the giving and taking of bribes and the abuse of power for personal gain are widespread among any of the following?  
(MULTIPLE ANSWERS POSSIBLE)  
(%)

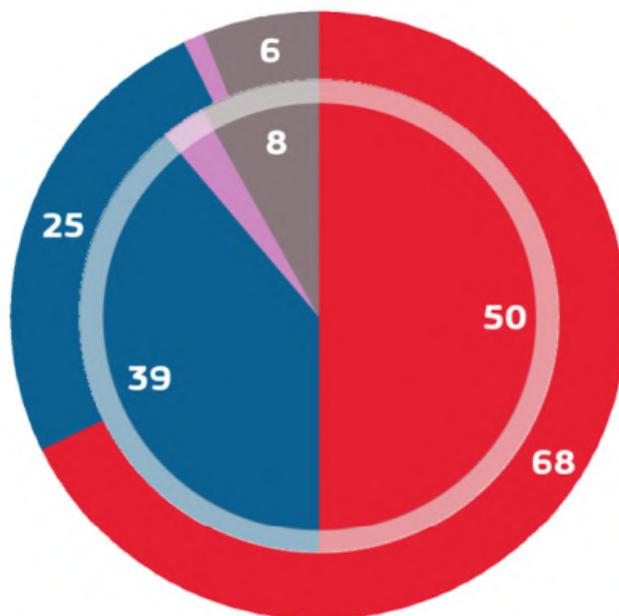


Giving a gift (50%) and doing a favour (43%) are the two most acceptable things to do if someone wanted to get something from public administration or a public service, which is far less acceptable on EU28 level with 21% and 22% respondent considering that it is acceptable to give a gift and to do a favour. Political parties, politicians at national, regional and local level and the courts (tribunals) were identified as the three main sources of giving and taking bribes and the abuse of power for personal gains in Croatia, similar as in EU28, at least when it comes to political parties and politicians at national, regional and local level. However, there is a sharp difference in assessment of the courts, with 58% of respondents in Croatia and 23% in EU28 who evaluated that bribes and abuse of power are widespread among tribunals.

Only 4% of Croatians reported corruption, four times less than in EU28, where 18% reported corruption. For 58% of respondents in business and corruption survey corruption was identified as a problem, with fast-changing legislation and policies (85%) being identified as the biggest problem of doing business in Croatia. Similar to public attitudes, 92% respondents agreed that corruption is widespread in Croatia, in comparison to 67% respondents on EU28 level. Business respondents also identified “funding political parties in exchange for public contracts or influence over policy making” as the most widespread practice in Croatia.

Austrian factsheet on public attitudes indicates that 50% of respondents think that corruption is widespread, less than in EU28. Austrians also don't feel that they are that much personally affected by corruption in their life, with only 18% agreeing and 80% disagreeing about the influence.

**QB5** How widespread do you think the problem of corruption is in (OUR COUNTRY)?  
(%)



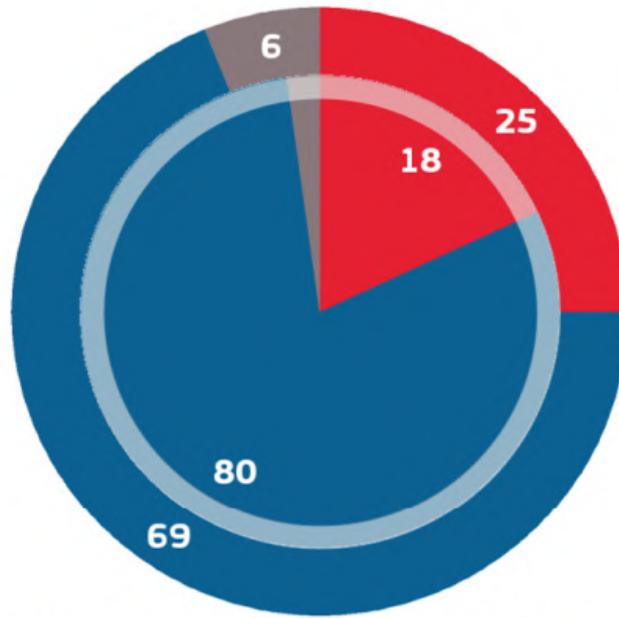
EU28  Outer pie      AT  Inner pie

-  Total 'Widespread'
-  Total 'Rare'
-  There is no corruption in (OUR COUNTRY) (SPONTANEOUS)
-  Don't know

EU28		AT	
2017	2017-2013	2017	2017-2013
68	- 8	50	- 16
25	+ 6	39	+ 10
1	+ 1	3	+ 3
6	+ 1	8	+ 3

Evolution 10/2017 - 02-03/2013

**QB15.4** Please tell me whether you agree or disagree with each of the following?  
**You are personally affected by corruption in your daily life (%)**

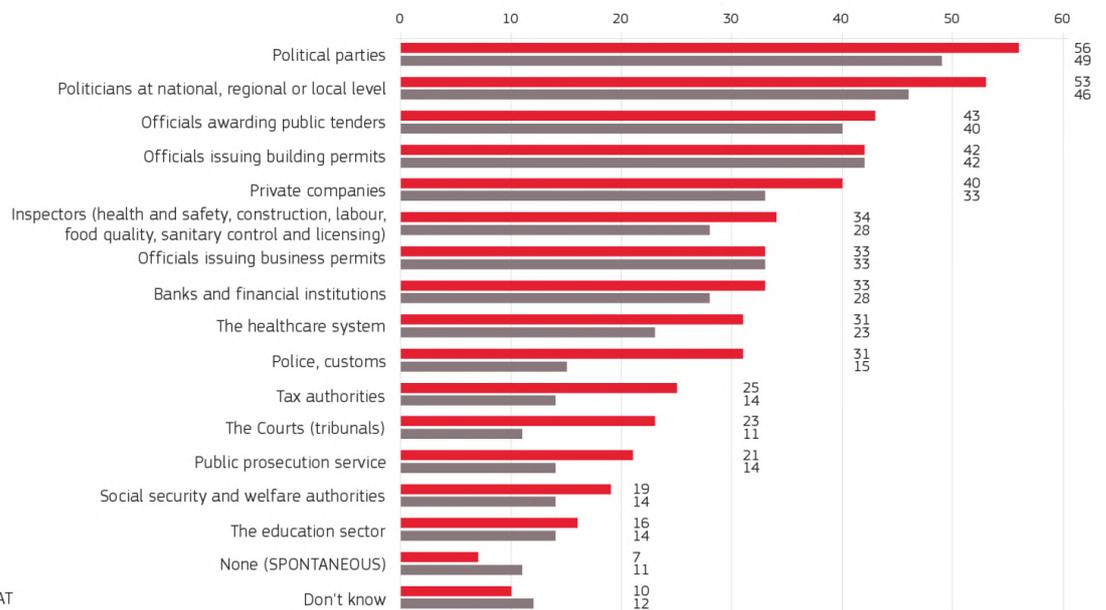


EU28 Outer pie      AT Inner pie

	EU28		AT	
	2017	2017-2013	2017	2017-2013
Total 'Agree'	25	- 1	18	+ 4
Total 'Disagree'	69	- 1	80	- 3
Don't know	6	+ 2	2	- 1

Evolution 10/2017 - 02-03/2013

**QB7** In (OUR COUNTRY), do you think that the giving and taking of bribes and the abuse of power for personal gain are widespread among any of the following?  
(MULTIPLE ANSWERS POSSIBLE)  
(%)



EU28  
 AT

Similar to Croatia, political parties and politicians at national, regional and local level were identified as two main sources of giving and taking bribes and the abuse of power for personal gains, with officials issuing building permits identified as the third major source. As in EU28, 18% of Austrians reported corruption.

In Austria, corruption was a problem for 38% of participants in business and corruption survey, similar to EU28 level with 37% of participants, while the tax rates were identified as the biggest problem. That problem of corruption is widespread in Austria thought 56% of respondents, who also identified “favouring friends and family members in business” as the most widespread practice (47%).

### Useful sources for further information:

- [European Commission’s Special Eurobarometer 470: Corruption, 2018](#)

### Particularly Relevant Targets:



#### **TARGET 16.5**

Substantially reduce corruption and bribery in all their forms



#### **TARGET 16.7**

Ensure responsive, inclusive, participatory and representative decision-making at all levels

# 16.5 Substantially reduce corruption and bribery in all their forms

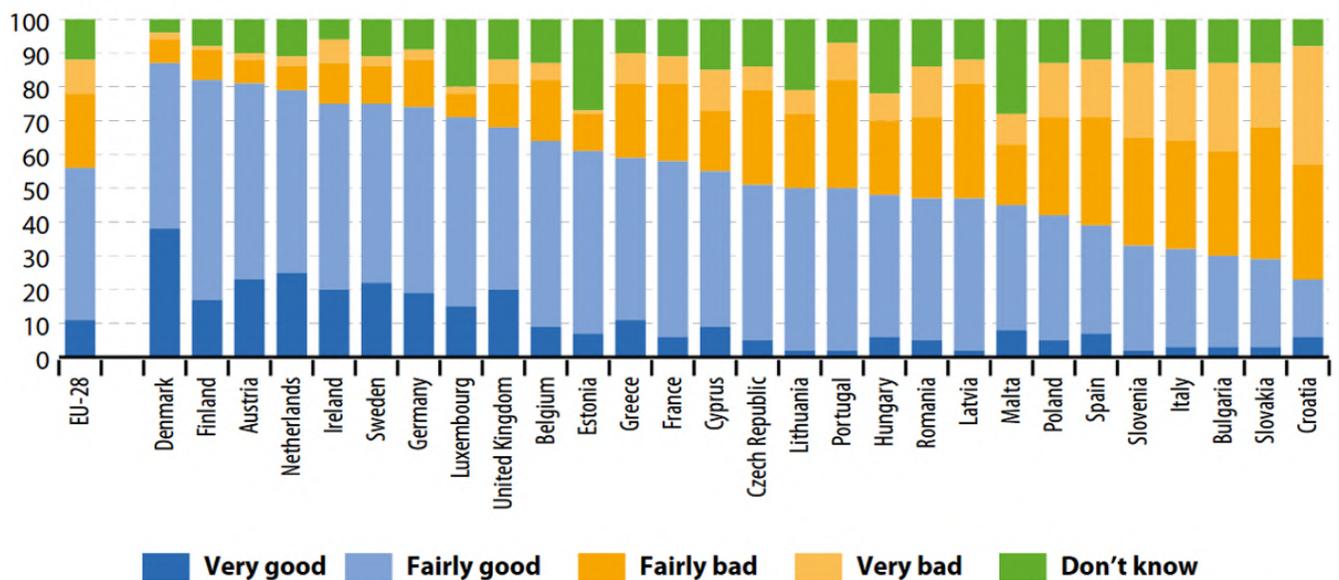
*Update: 2019-03-21*

## Preventing any Form of Corruption

Independence of the justice system is one of the key areas by which we can assess country's resilience to corruption or successful prevention or combat with corruption. Judging by the data for 2018 on the perceptions of the independence of the justice system it is not surprising that Croatia takes the last position among the EU countries. Recently published Country Report Croatia 2019 (2019 European Semester: Assessment of progress on structural reforms, prevention and correction of macroeconomic imbalances, and results of in-depth reviews under Regulation (EU) No 1176/2011) stated that "Concerns about judicial independence remain" and that „Corruption is perceived to be widespread“.

**Figure 16.8: Perceived independence of the justice system, by country, 2018**

(% of population)

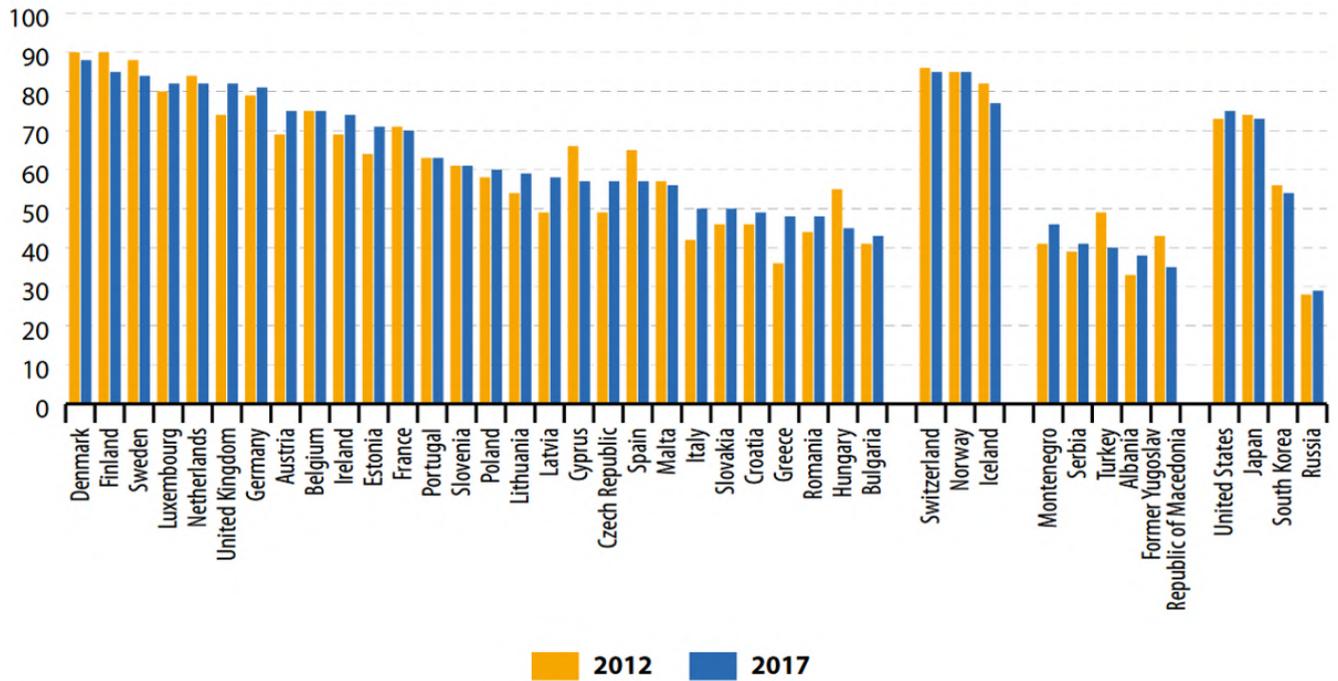


Source: European Commission services (online data code: [sdg\\_16\\_40](#))

Completely contrary to Croatia, Austria marks great perceptions and is among the three best EU countries.

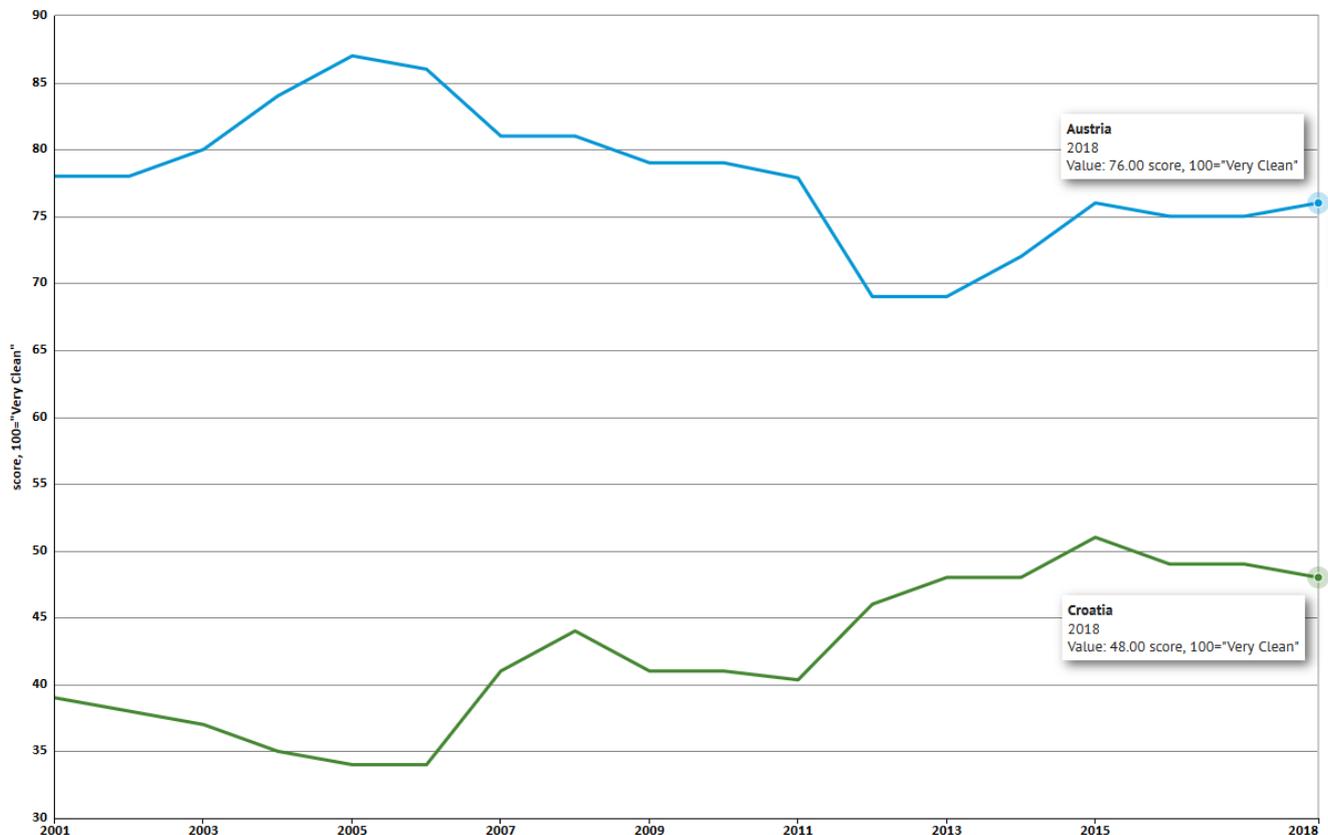
Between 2012 and 2017, slightly more than half of the EU Member States (16 countries) improved their CPI score, both Austria and Croatia among them. However, this indicator also shows that the perceptions are far worse in Croatia than in Austria.

**Figure 16.9: Corruption Perceptions Index, by country, 2012 and 2017**  
(score scale of 0 (highly corrupt) to 100 (very clean))



Source: Transparency International (online data code: [sdg\\_16\\_50](#))

**Corruption Perceptions Index by Transparency International, 2018**



Useful sources for further information:

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [Transparency International](#)
- [Corruption Perception Index 2018](#)
- [Corruption Perceptions Index World Rankings](#)

## How do we contribute?

**For the last 10 years, we have implemented most of the recommendations of UNGC and GRI. We actively endorse organizations and bodies that promote anti-corruption activities and participate in their anti-corruption initiatives.**

**Find out more on following pages:**



## Recommendations of UNGC/GRI

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*Possible business actions to help achieve this target:*

- Developing policies and programs to effectively address all forms of corruption. Collaborating with relevant public and private stakeholders to promote transparency and a zero tolerance approach to corruption and bribery.
- Understanding anti-bribery and corruption governance expectations from stakeholders and prohibiting bribery in any form whether direct or indirect.
- Demonstrating a zero-tolerance approach to corruption and bribery at top management and leadership levels. Being aware of any improper advantage, for example when it comes to obtaining or retaining business.
- Adopting adequate internal control, ethics and compliance programs and measures for preventing and detecting bribery.
- Communicating the implications of relevant laws to employees through policies and trainings.
- Conducting a periodic and meaningful anti-corruption risk assessment.
- Recording all incidents of corruption or bribery, and putting processes in place for resolution and remediation. Implementing whistleblowing helplines or processes for employees to report (suspected) incidences anonymously.
- Disclosing ultimate beneficial ownership, as well as internal measures to combat corruption and bribery, such as internal training, and the number of incidences/number of resolved incidences.
- Requesting suppliers to engage in the above practices, and ensuring that anti-bribery and corruption measures are in place during the procurement process and in supplier due diligence and codes of conduct. Ensuring transparency and traceability and working together with peers and other stakeholders to avoid bribery and corruption taking place anywhere in the supply chain.

# 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

*Update: 2018-01-17*

## Increase Inclusivity

Participation in EU elections has steadily declined in recent years. In the last parliamentary elections in 2014, it was only 42.61%. Participation in the individual Member States varies considerably, ranging from 13 to 90 percent. In Austria, it was 43.29% in 2014 and 25.24% in Croatia.

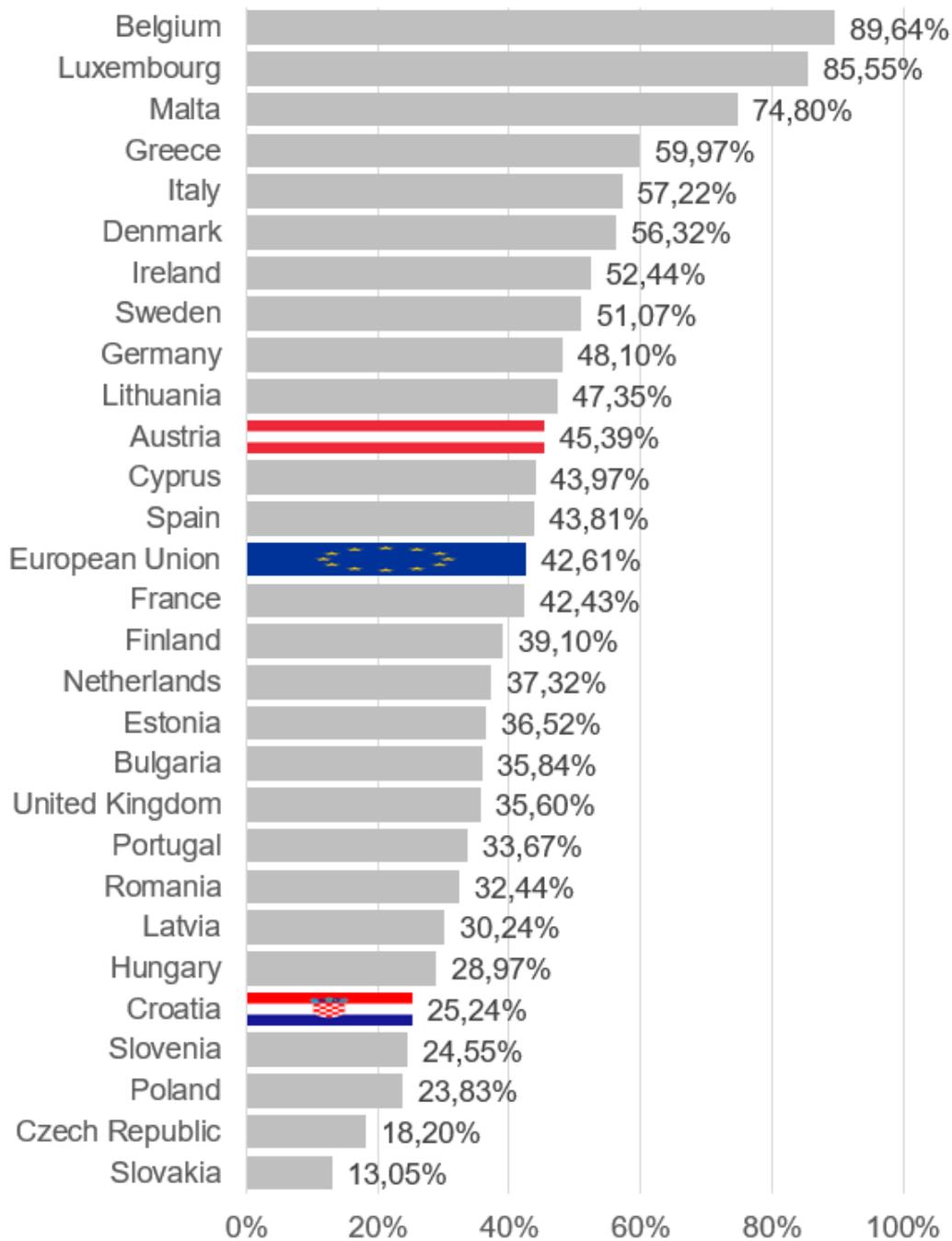
### Turnout Final results



Source: TNS/Scytl in cooperation with the European Parliament

## Results of the 2014 European Elections

Turnout by country (in %)



Source: [www.europarl.europa.eu](http://www.europarl.europa.eu)

Useful sources for further information:

- [Results of the 2014 European elections](#)

## How do we contribute?

We participate in programs in order to shape national policies regarding sustainability and support our clients in different forms of stakeholder engagement.

**Find out more on following pages:**



Stimulate Collaborative Thinking

## Recommendations of UNGC/GRI

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*Possible business actions to help achieve this target:*

- Engaging responsibly in policy-making processes and, by doing so, increasing societal trust in public institutions.
- Promoting international agreements and social dialogue in supply chains.
- Making governance and decision making process clear, and consulting with employees and stakeholders, when making big decisions to ensure these decisions are inclusive of multiple stakeholders.
- Reporting whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.



## STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT FINANCE

*i*

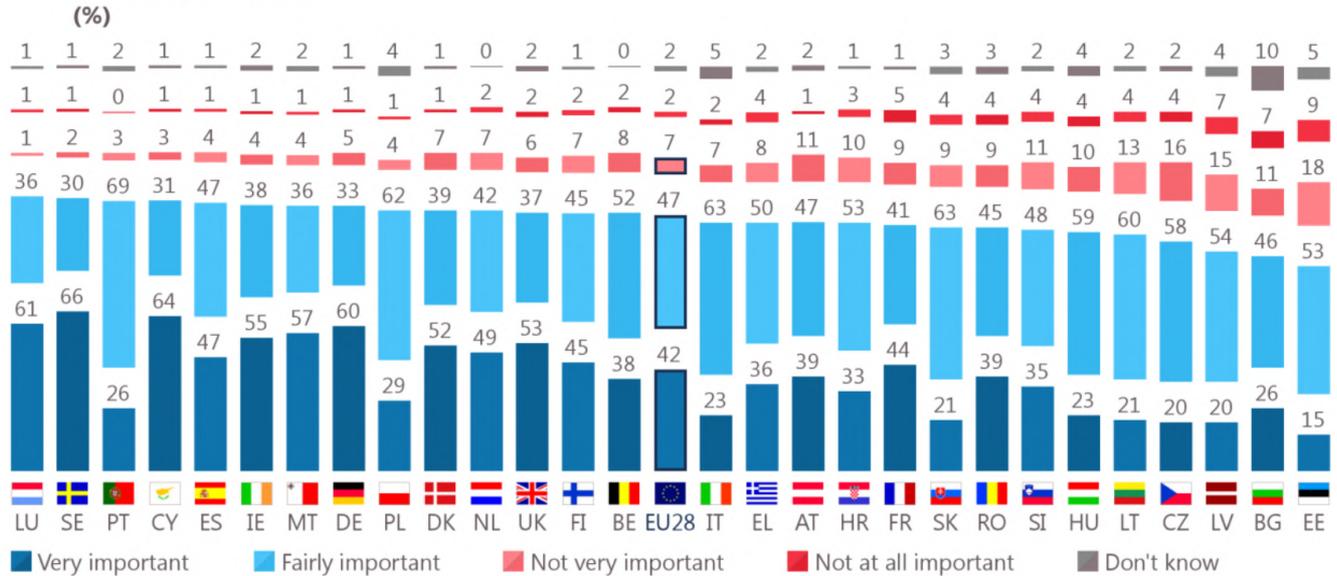
*The aim of SDG 17 is to mobilize partnerships. Unlike the other 16 goals which mainly focus on 'substantive' targets, meaning that these targets are specific and outcome-oriented rather than process-oriented, goal 17 relates exclusively to the means necessary for the implementation of the 'substantive' goals. It recognises that in addition to having a shared vision of goals and aspirations for the planet and people, there has to be effective implementation of change on the ground. This involves building inclusive partnerships between governments, the private sector and civil society, as well as the mobilisation of public and private, financial and nonfinancial means by which the SDGs can be delivered.*

---

Update: 2019-03-21

Apart from multi-stakeholder platform on the Sustainable Development Goals (SDGs) activities, a flagship project of European Commission in relation to SDG 17, EU focuses on global partnership and financial governance within the EU. According to Monitoring Report on Progress Towards the SDGs in an EU context – 2018 Edition, EU has achieved some progress in the area of global partnership, while financial flows to developing countries have decrease over the past few years.

**QC1** In your opinion, is it very important, fairly important, not very important or not at all important to help people in developing countries?



Base: all respondents (N=27,732)

Special Eurobarometer 476 Report: EU Citizens and Development Cooperation issued in September 2018 showed that although almost 89% respondents think it is important to help people in developing countries, their proportion decreasing in 20 Member States. In comparison to 2016 Croatia (-4 percentage points) was among three Member States (Estonia – 10 and Lithuania – 6 percentage points where respondents were less likely to agree it is important to help people in developing countries.

The report also revealed that managers are the most likely to say it is important to help, i.e. 94%, while manual workers and the unemployed agree in lesser extent (both 86%). The longer a respondent remained in education, the more likely they are to say helping people in developing countries is important: 94% who stayed in education until at least age 20 say this, compared to 83% of those who completed their education aged 15 or younger.

According to the WBCSD survey, 38% of companies recognize SDG 17 as a mid-priority goal.

**Useful sources for further information:**

- [Sustainable development in the European Union, Eurostat 2017 edition](#)
- [International Labour Organization](#)

**Particularly Relevant Targets:**



**TARGET 17.16**

Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

# 17.16

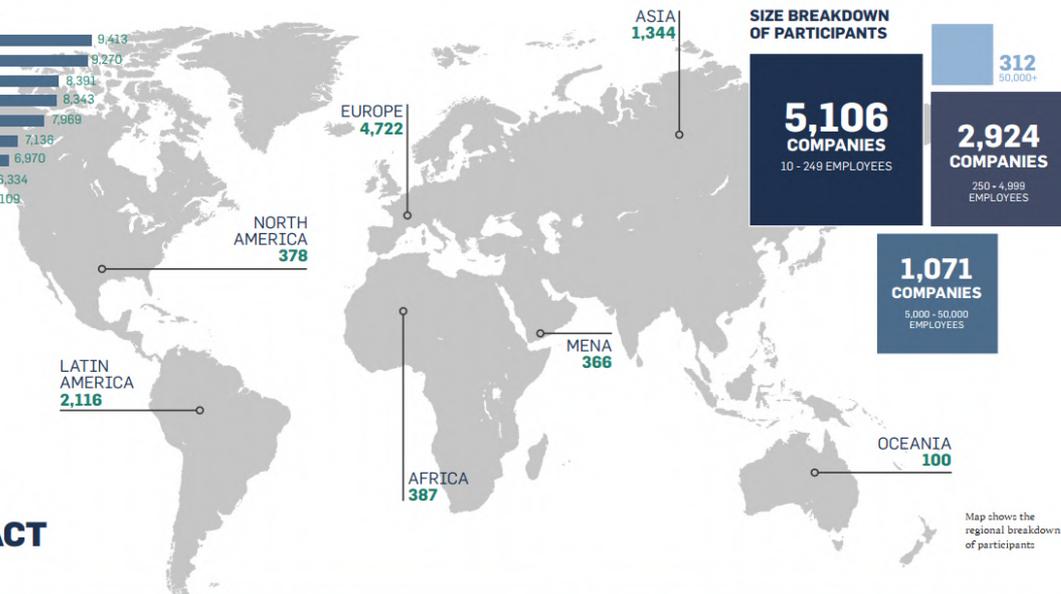
Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

*Update: 2019-03-21*

## Global Collaboration

2017 UNITED NATIONS GLOBAL COMPACT PROGRESS REPORT

### TOTAL BUSINESS PARTICIPANTS



### 1.3 THE UN GLOBAL COMPACT IN NUMBERS

<p><b>163</b> COUNTRIES WITH UN GLOBAL COMPACT BUSINESS PARTICIPANTS</p>	<p><b>28%</b> OF FORTUNE 500 COMPANIES PARTICIPATE IN THE UN GLOBAL COMPACT</p>	<p><b>66M</b> PEOPLE WORKING IN THE PRIVATE SECTOR, WORK FOR A UN GLOBAL COMPACT COMPANY</p>	<p><b>76</b> LOCAL NETWORKS AROUND THE WORLD</p>	<p><b>7,448</b> COMPANIES HAVE BEEN EXPELLED FROM THE UN GLOBAL COMPACT</p>	<p><b>3,056</b> NON-BUSINESS PARTICIPANTS</p>
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Globally, there are 9 000 companies that signed UN Global Compact and 4 000 non-businesses. Communication on Progress report regularly publish 63 Austrian and 25 Croatian companies. UN Global Compact Progress Report 2018 quotes that among UN Global Compact participants included in the survey

24% of them reported significant positive impact related to SDG 17, 42% somewhat positive impact, 40% targeted the goal and 40% developed products and services contributing to the goal.

### Useful sources for further information:

- [UNGC Progress Report 2018](#)
- [UN Global Compact](#)
- [UN Global Compact Austria](#)
- [UN Global Compact Croatia](#)
- [WBCSD Survey Business and the SDGs](#)

## How do we contribute?

**We enhance partnerships through the CSR Association in Croatian Chamber of Economy, Croatian Business Council for Sustainable Development and other organizations, and support our clients in different stakeholder engagement initiatives. In Austria, we contribute through our memberships in the Steering Committee of the Global Compact Network Austria and respACT – Austrian Business Council for Sustainable Development.**

### Find out more on following pages:

 [Stimulate Collaborative Thinking](#)

## Recommendations of UNGC/GRI

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### *Possible business actions to help achieve this target:*

- Taking part in the UN multi-stakeholder mechanisms to share perspectives and ensure business interests and expertise on science, technology and innovation.
- Supporting joint development initiatives with governments, civil society and international organizations through advocacy.
- Promoting and engaging in pre-competitive collaboration with peers around critical issues facing an industry.
- Participating in international cooperative mechanisms and working with governmental and non-governmental partners to facilitate the diffusion of leading technology, products, systems services and infrastructures and develop in science, technology and innovation.

# CONTACTS

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## Content and graphs on SDGs are taken from

- [Sustainable Development in the European Union, Eurostat, 2018 Edition](#)
- [The Global Competitiveness Report 2018](#)
- [European Communication Monitor 2018](#)
- [2018 Report on Equality Between Women and Men in the EU](#)
- [Strategic Engagement for Gender Equality 2016-2019](#)
- [WBCSD Survey Business and the SDGs](#)
- [European Commission's European Innovation Scoreboard 2018](#)
- [European Commission's Special Eurobarometer 470: Corruption, 2018](#)
- [European Commission's Special Eurobarometer 476: EU Citizens and Development Cooperation, 2018](#)
- [European Commission's Special Eurobarometer 471: Fairness, Inequality and Intergenerational Mobility, 2018](#)
- [Corruption Perception Index 2018](#)

- [Corruption Perceptions Index World Rankings](#)