

POSLOVNI MODEL Z VKLJUČUJOČIM DELOVNIM OKOLJEM

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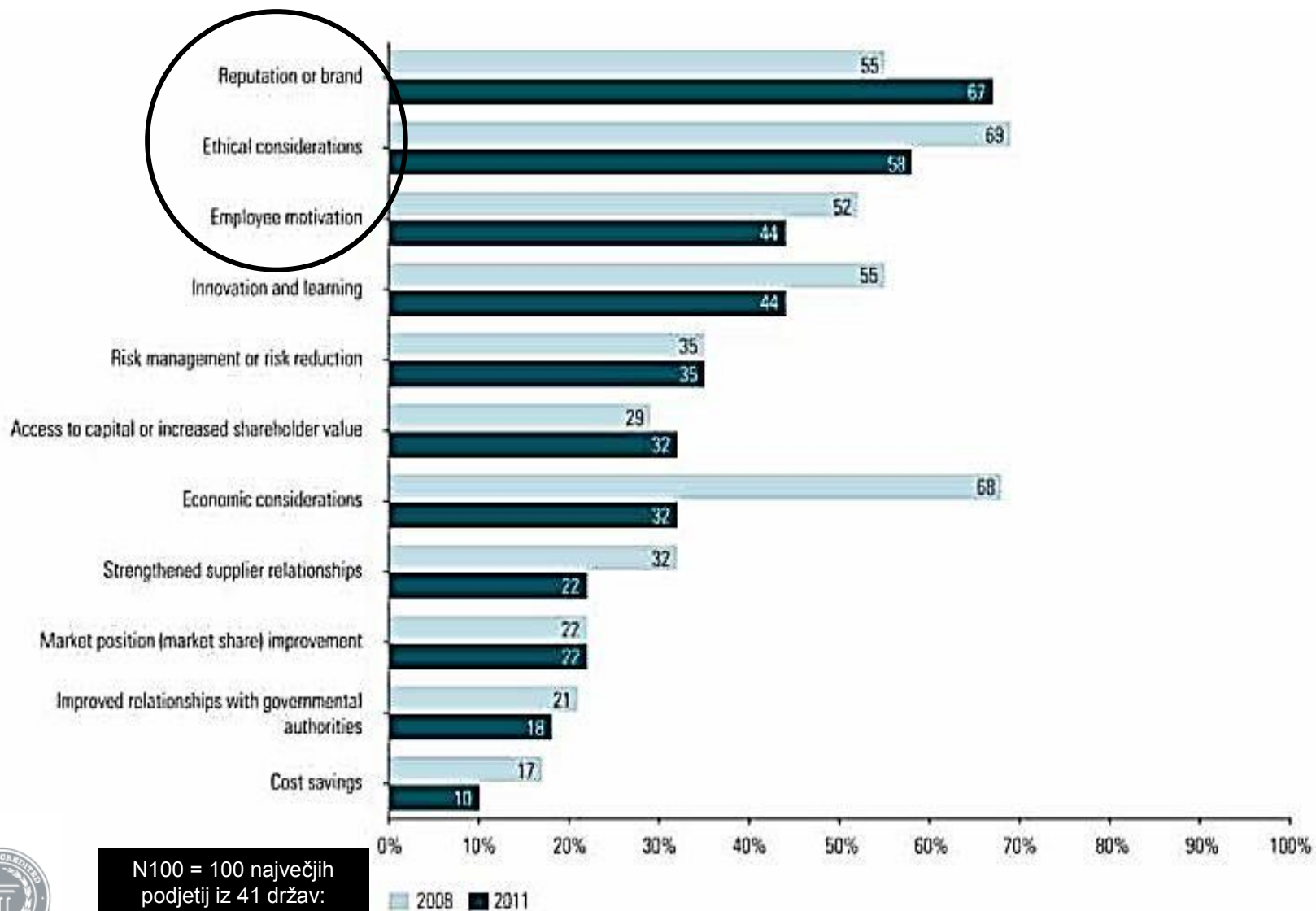
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Zakaj vključujoče delovno okolje?

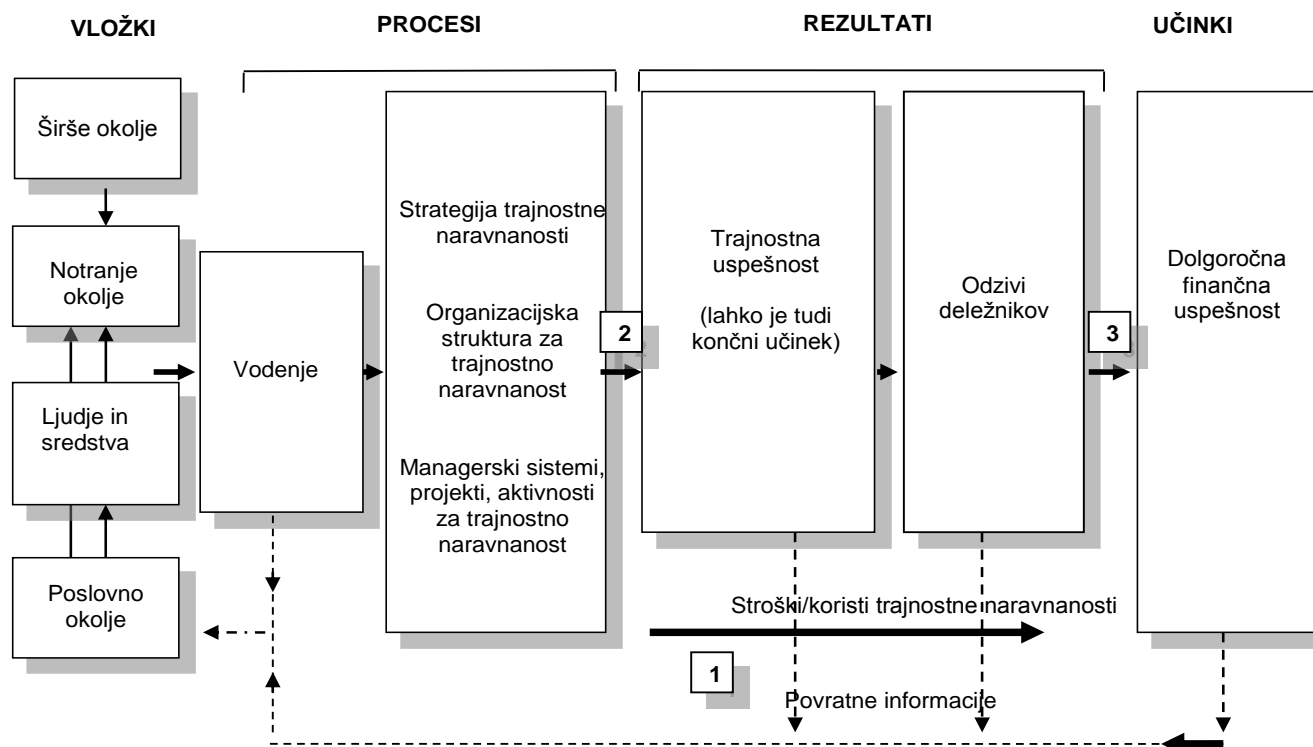
- 1. Stroški** – zakoni in predpisi vse bolj urejajo tudi vključujoče delovno okolje. Z upoštevanjem regulative se ognemo *kaznim in odškodninam*, stroškom tožb, padcem v proizvodnji in prodaji zaradi *izrednih inšpekcij*, potencialnemu zaprtju obratov, *padcu ugleda* podjetja ipd. Vključujoče delovno okolje lahko tudi bistveno zniža *stroške absentizma* in *neto fluktuacije*.
- 2. Večja zavzetost zaposlenih** – številna podjetja so uspela z vključujočim delovnim okolje ustvariti *večje zadovoljstvo in zavzetost zaposlenih*, višjo stopnjo *stabilnosti zaposlenih* in *notranje kadrovanje*, zato večjo poslovno uspešnost.
- 3. Zaupanje poslovnih partnerjev** – podjetje z vključujočo organizacijsko kulturo, vključujočimi procesi in managerskimi sistemi (nagrajevanje zaposlenih) pridobijo *zaupanje in zvestobo poslovnih partnerjev* – kupcev, dobaviteljev. Izboljša se ugled podjetja, prodaja poraste.
- 4. Moralna drža menedžerjev** – odgovornost je lahko le osebna. Vse več menedžerjev razume, da je njihova osebna odgovornost, da skušajo preprečevati neravnovesja v delovnem okolju. To pritegne *najboljše iskalce zaposlitve*.

Kaj o 'zakaj' odkrivajo raziskave?



N100 = 100 največjih
podjetij iz 41 držav:
4,100 podjetij

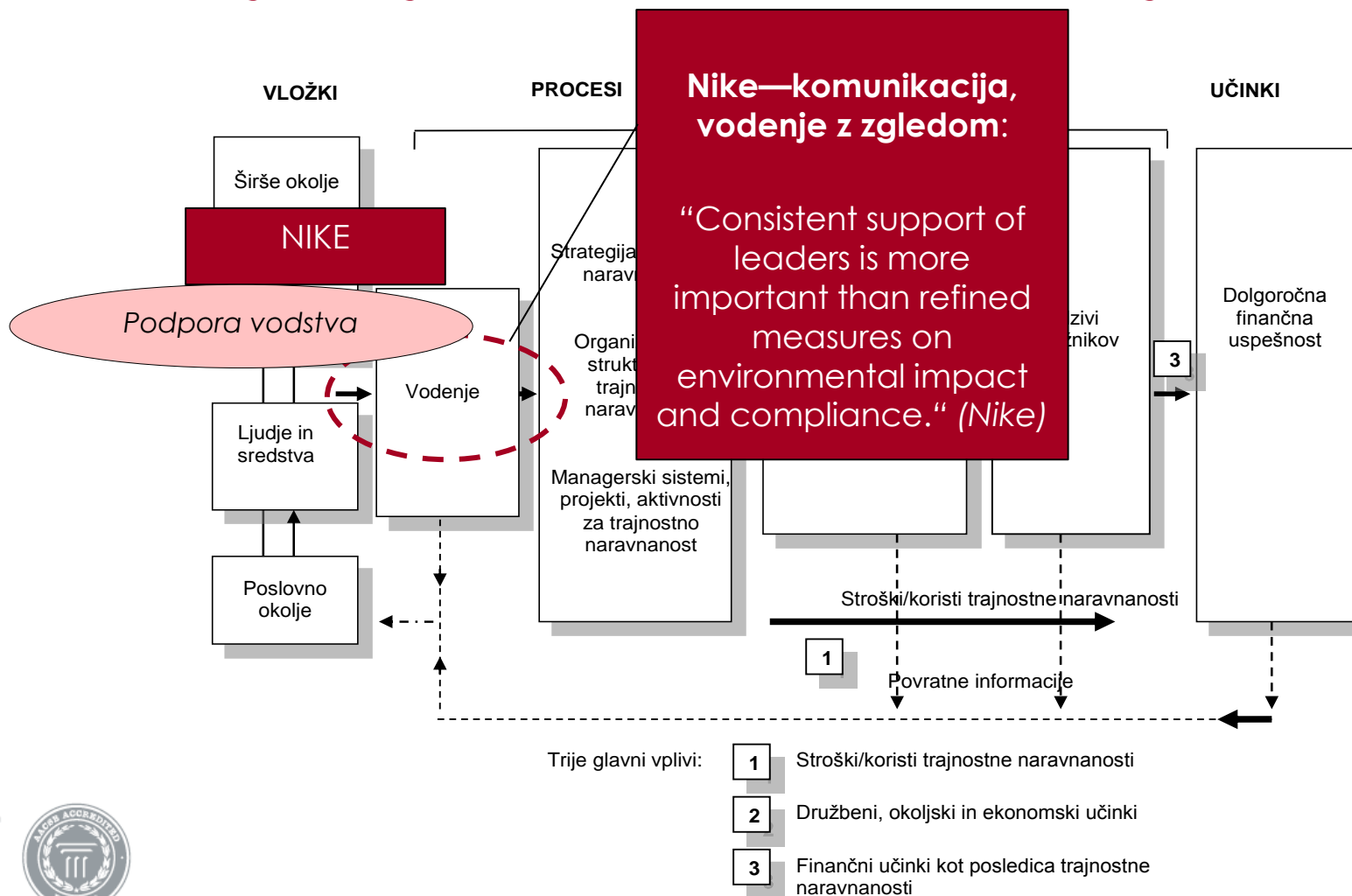
Model trajnostne naravnosti poslovanja - **poslovni model z vključujočim delovnim okoljem**

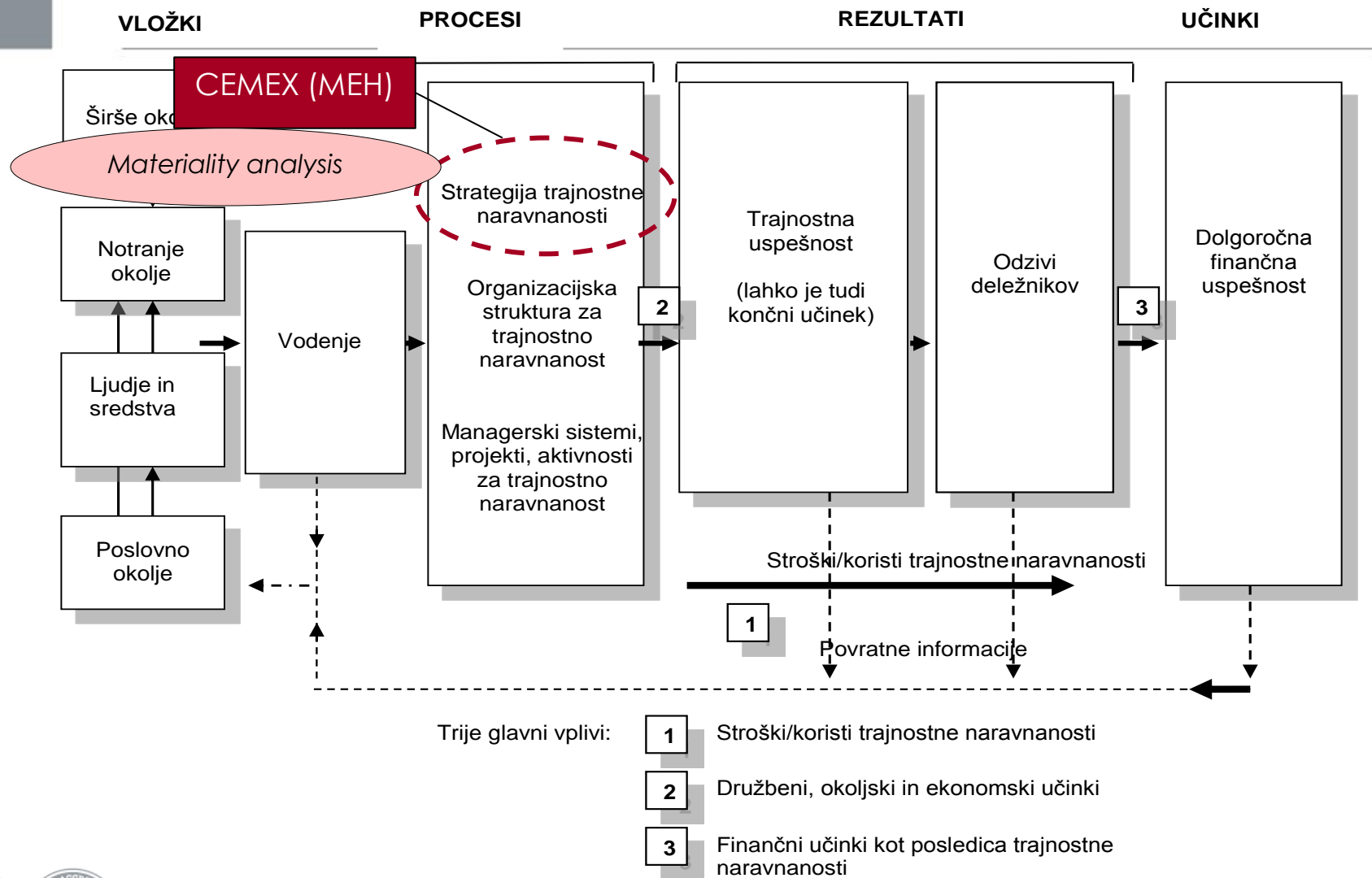


Trije glavni vplivi:

- 1** Stroški/koristi trajnostne naravnosti
- 2** Družbeni, okoljski in ekonomski učinki
- 3** Finančni učinki kot posledica trajnostne naravnosti

Model trajnostne naravnosti poslovanja - poslovni model z vključujočim delovnim okoljem

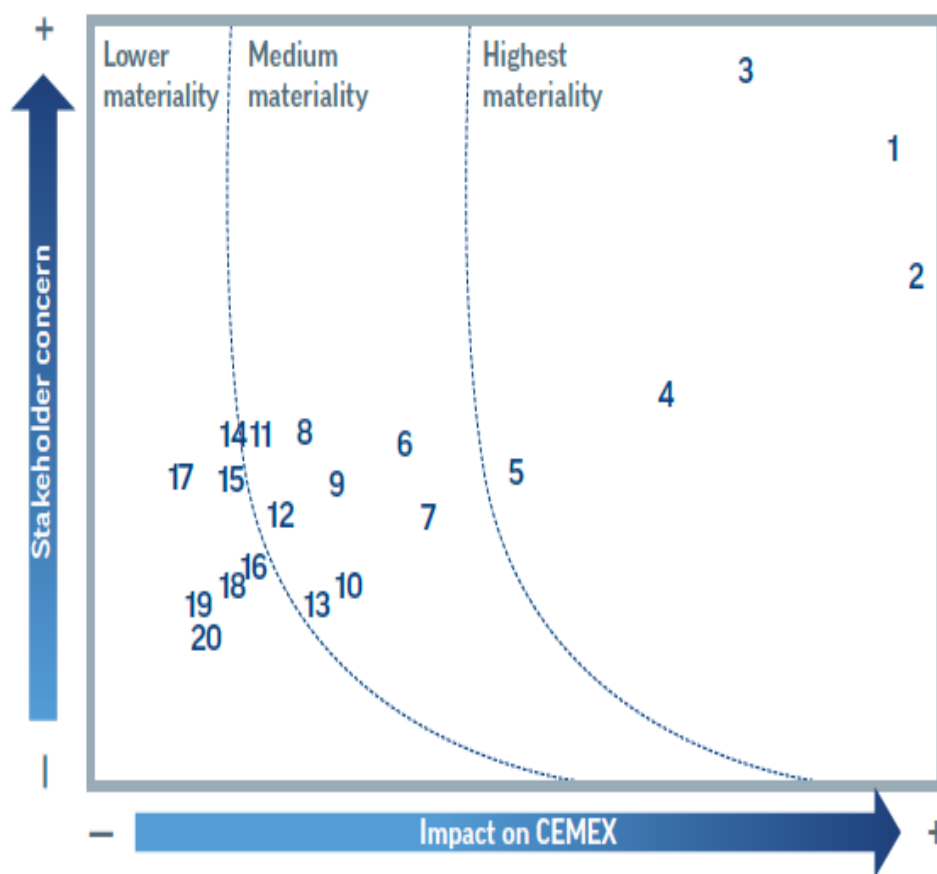




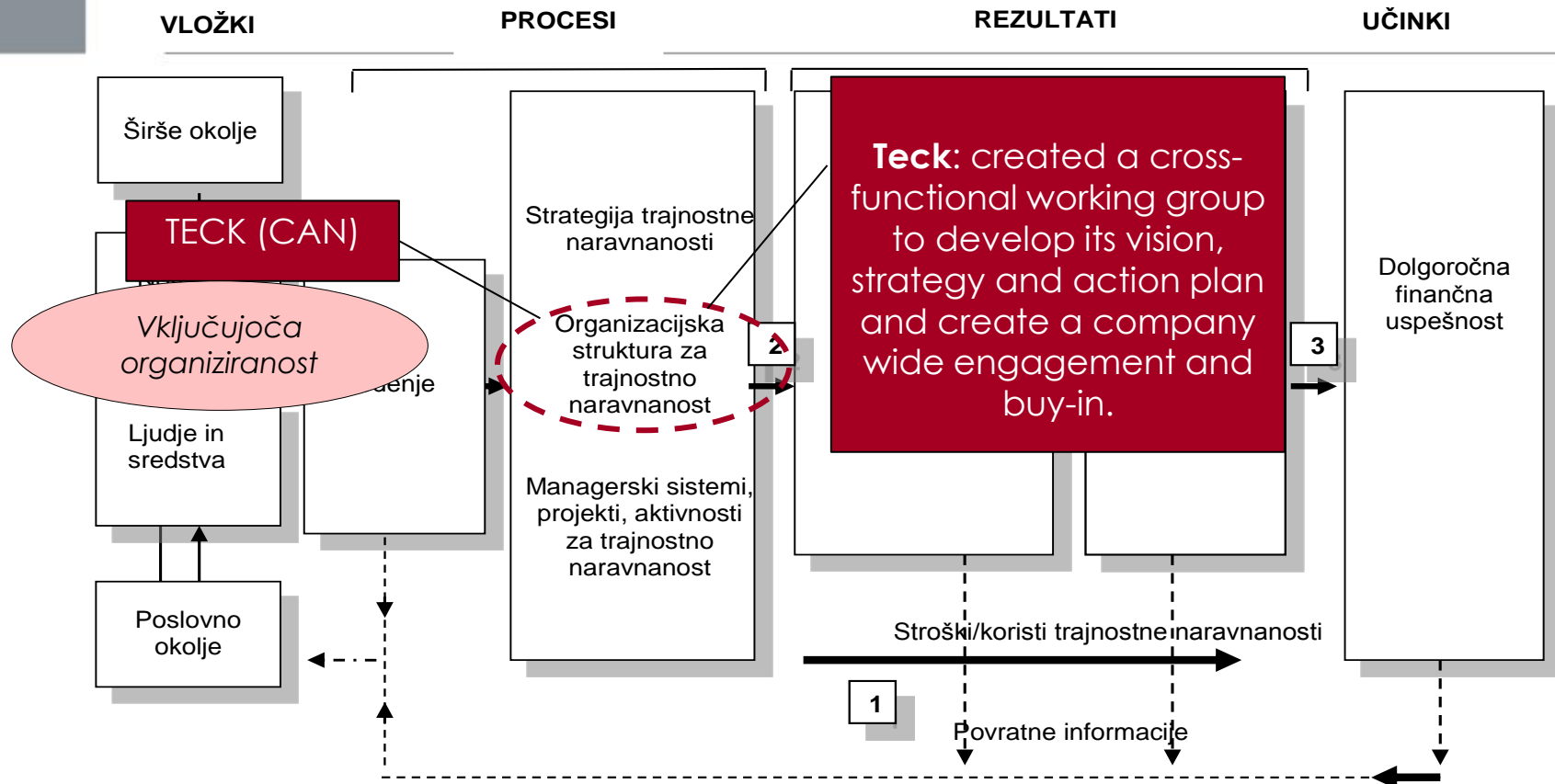
CEMEX

Vir: CEMEX, Building the Cities of the Future,
2012 Sustainable Development Report

Materiality Matrix



1. Economic value creation
2. Customer engagement & satisfaction
3. Health and safety for our employees, contractors & clients
4. Climate change & CO₂ emissions management
5. Renewable & alternative energy sourcing
6. Corporate governance & transparency
7. Employees relations & engagement
8. Products, services and solutions to improve lifestyle in cities
9. Air quality management (SO_x, NO_x and other emissions)
10. Human rights & ethics in business
11. Products, services and solutions for high energy efficiency
12. Community engagement and development
13. Risk management
14. Quarry rehabilitation, biodiversity preservation and ecosystems management
15. Responsible and sustainable management of the supply chain
16. Products, services and solutions for low income families
17. Water use and recycling
18. Waste generation, disposal and recycling
19. Transport and logistic optimization
20. Environmental incidents management



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VLOŽKI

PROCESI

REZULTATI

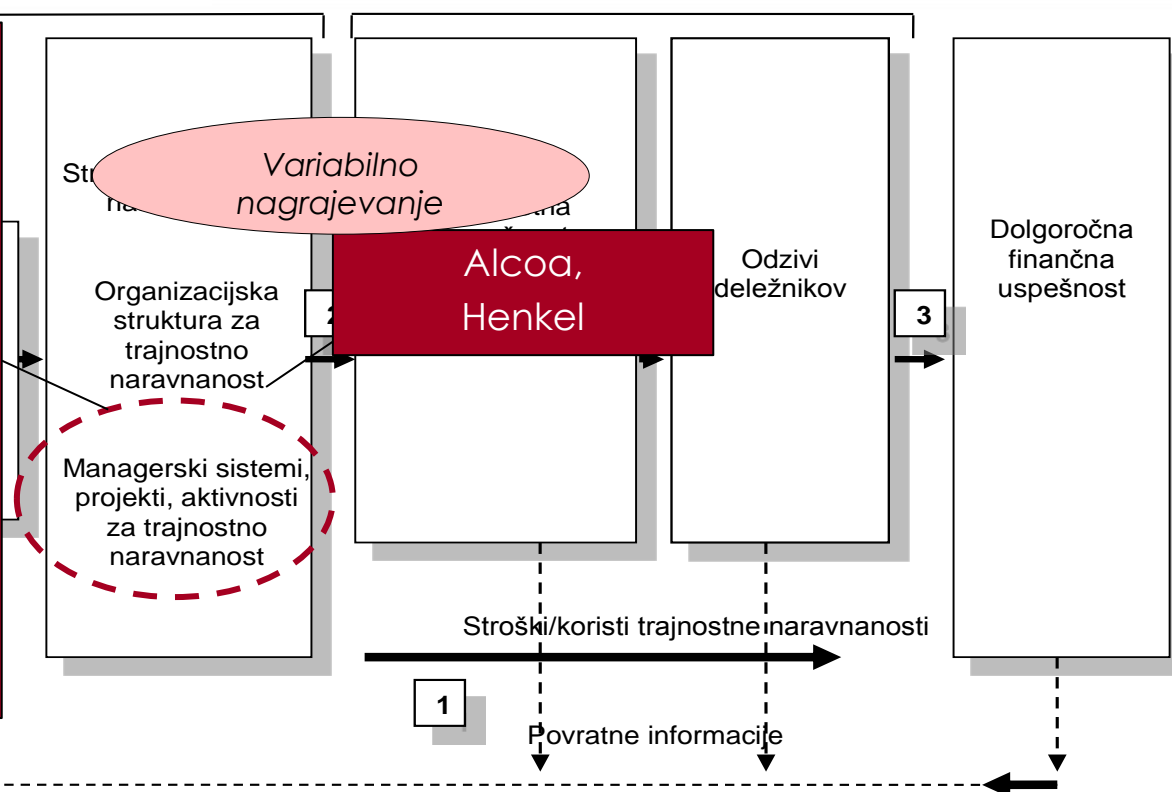
UČINKI

Variable compensation at Alcoa:

-20% of the variable compensation tied to sustainability targets.

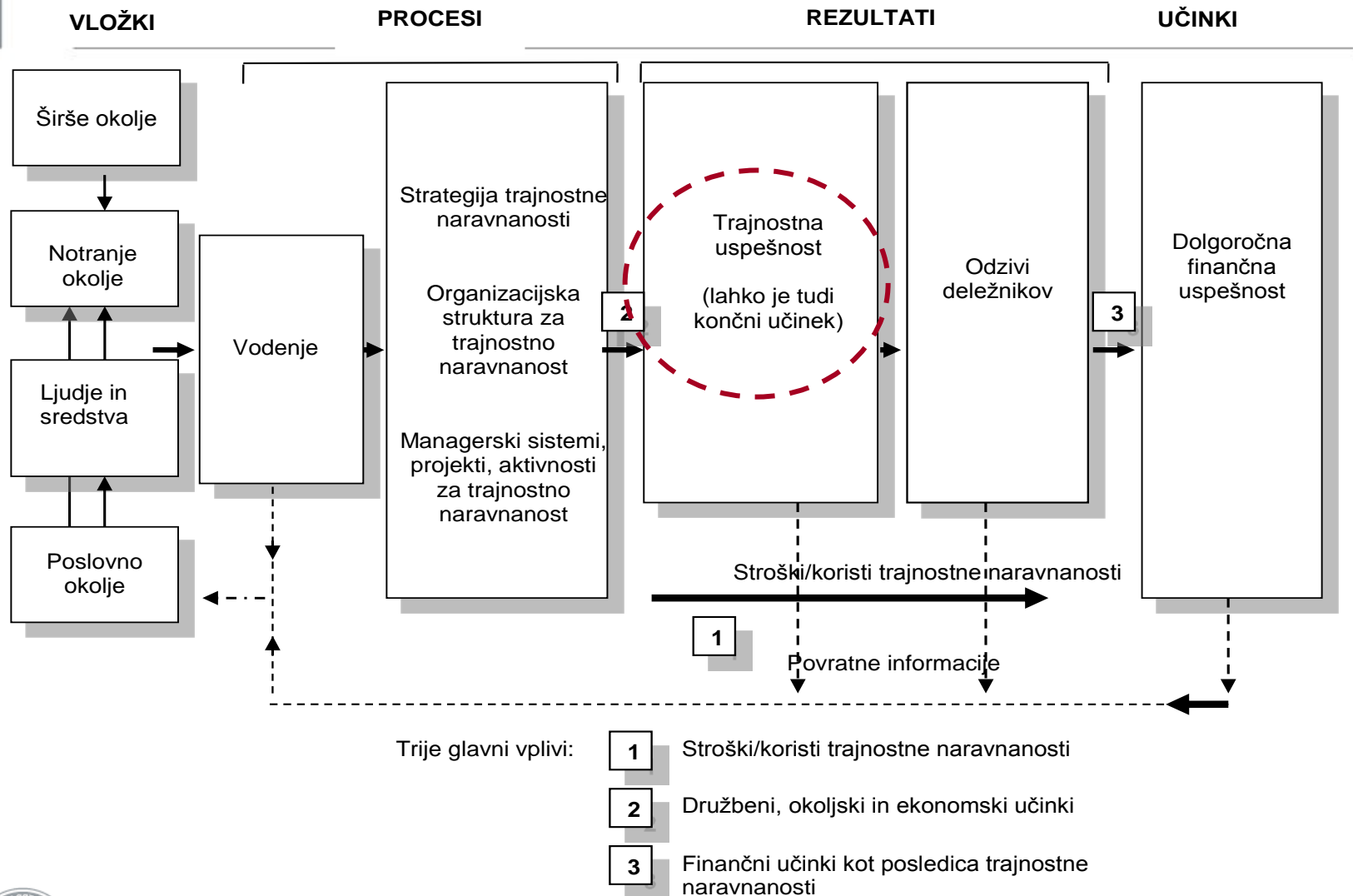
-Across the entire workforce: safety and CO2 emission reductions.

-Management-level employees: additional target to improve the diversity of Alcoa workforce.



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Volvo Car Group

Vir: Volvo 2012 Sustainability Scorecard

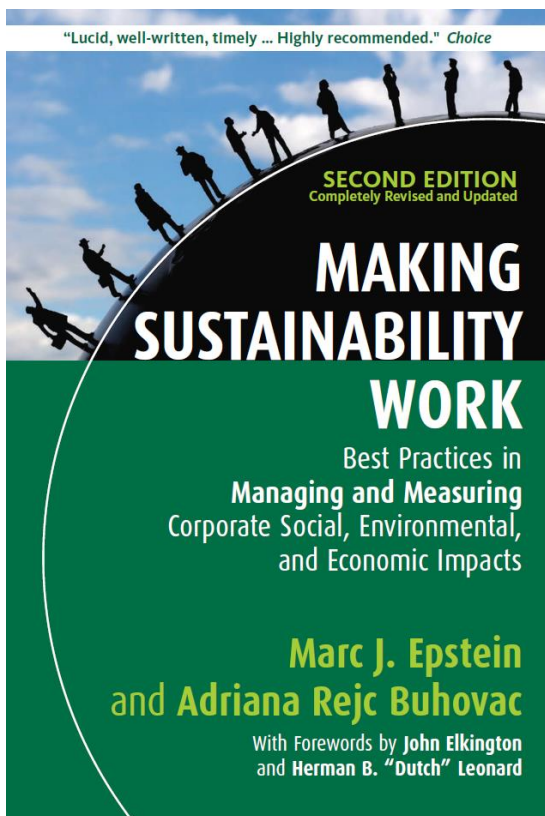
KEY SUSTAINABILITY DATA

	2012	2011	2010	2009	2008	2007	Trend ¹
Creating value							
Total sales (retail deliveries)	421,951	449,255	373,525	334,808	374,297	458,323	(-)
ASSUMING SOCIAL RESPONSIBILITY							
Product responsibility							
Safety test results							
Share of independent tests where Volvo Cars received the highest rank (%)	95	89	88	80	70	69	(+)
Occupational health and safety							
Health							
Sick leave per available hours (%)	4.4	4.4	4.5	4.7	5.0	5.5	(=)
Occupational injuries							
Number of injuries resulting in at least one day of sick leave per 200,000 worked hours	0.55	0.7	0.6	0.5	0.9	1.5	(+)
Diversity and equal opportunity							
Gender balance. Share of women in leading positions (%)	21.3	21	19.6	18.7	18.5	18.0	(+)
Gender balance. Ratio of basic salary of women to men (white collar; average for eight salary grade levels. 'SGD' - 'SGK')	0.97	0.97	0.790	0.994	0.974	n/a	(=)
Ratio of basic salary of women to men (bluecollar; average for five salary grade levels "41-42" - "49-50")	0.99	0.99	1.010	1.034	1.027	n/a	(=)
Employment							
Total workforce	22,715	21,512	19,494	19,650	22,732	24,384	(+)
Rate of employee turnover	2.8	2.3	3.3	12.8	9.2	9.1	(=)
PROMOTING ECOLOGICAL SUSTAINABILITY							
Emissions from product							
Fuel efficiency							
Fleet average CO ₂ in EU (g/km)	143	151	157	173	182	190	(+)
Energy use in car production							
Total energy consumption in car production (MWh)	798,487	815,301 ²	837,785 ²	713,079	816,581	916,669	(+)
Emissions from production							
Total carbon dioxide emissions (tonnes)	61,670	62,922 ²	67,585	58,980	68,367	126,735	(+)
NOx emissions (tonnes)	72	80	85	71	90	101	(+)
SOx emissions (tonnes)	<1	<1	<1	<1	<1	1	(=)
VOC emissions (tonnes)	796	828	738	527	712	740	(+)
Hazardous waste (tonnes)	10,837	11,439	9,087	5,594	9,320	11,395	(+)

¹ Trend indicates our progress in relation to Volvo Cars' goals and vision. A plus sign (+) indicates that the company is moving in the right direction toward our goals, a minus sign (-) indicates that actions need to be taken for the company to develop towards our desired direction.

² Restated.

Making Sustainability Work



- Najuspešnejše poslovne prakse s področja trajnostne naravnosti poslovanja
- Nova znanstvena empirična spoznanja
- Največja svetovna podjetja

Več kot 130 zgodb