

„The European Corporate Responsibility Award“ *Innovation for a better world*



COCO-MAT
sleep on nature



GREECE

Short overview of the company:

COCO-MAT was established in Athens in 1989, and was originally involved in the production of bed mattresses made of natural raw materials. COCO-MAT currently employs 218 people. The company has developed a policy focused on quality, and has taken part in the EFQM Excellence Model since 1997. The vision of the founders of COCO-MAT has been to attain the top position worldwide in the manufacture of natural sleep products, and to achieve a working culture of sustainability, embracing all types of human activity - giving equal chances to everybody irrespective of their nationality, colour, religion, or physical disability. COCO-MAT is one of the 500 nominated companies of Europe's fastest-growing, entrepreneurial and job-creating companies, according to Europe's 500 Listing and it is one of the 10 fastest growing companies in Greece.

For additional information please visit: <http://www.coco-mat.com/site/en>

Date of questionnaire's completion: 27 July 2008

The verification interview took place on : 10 October 2008

People present in the interview :

Eugenia Lianou - Total Quality Manager

HYPODOMI Consulting S.A. representatives in the interview :

Dimitri Economou – Head of Private Sector Projects

Thanos Sampalos - Consultant

Jury member who evaluated the CSR project:

Nikos Avlonas – Managing Director of CSE

CSR Strategy

Society

COCO-MAT management policy provides equal opportunities for all employees. The cultural variation and multilingual pattern of its work force are quite evident. It is also important to point out, that COCO-MAT implements a recruitment and employment policy that provides equal opportunities to people with "special skills". The company's presence in society is also evident in other ways; it participates in the local community providing sponsorships for athletic teams, associations and cultural events, funding environmental activities, information campaigns and supporting people in need.

Environment

The raw materials used by COCO-MAT are wholly natural. COCO-MAT places great emphasis on the protection of the environment, a commitment that is evident in the use of ecological materials and the avoidance of chemical materials. Es includes the packaging of products - mattresses are transported in cotton cases.

Stakeholder Engagement

COCO-MAT's management, in an effort to understand and meet the needs and expectations of customers, partners and external stakeholders follows a job model based on relevant research, and on the personal contacts made at the annual in-house conferences and seminars. COCO-MAT promotes a CSR culture outside the company, by recognising the contribution of everyone that has been actively involved in the development of the company by organising events, offering gifts to its customers and sharing its know-how with its partners. Its sensitivity to social issues is demonstrated by

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its relationship with social groups and services. COCO-MAT's leaders' marked sensitivity to environmental issues and their efforts to protect the environment is demonstrated by their organising and participation in relevant events, conferences, sponsorship of ecological organisations.

Internal Stakeholders

- **CSR Activities for internal stakeholders**

COCO-MAT's leaders act as role models for the company's values by demonstrating their commitment to the company's quality culture. Moreover, leaders motivate, support and recognise the organisations people. To promote and support its culture of sustainability, COCO-MAT has established partnerships with individuals, social teams, external organisations and professional bodies in Greece and abroad. The effectiveness of the leadership is evaluated during the six monthly review meetings of the board of directors.

All employees are encouraged to take action and initiate projects. Employee involvement in the decision making process is a focal point for the smooth operation of the company. The company's effort for motivating its employees is consistent with the formation of a common vision, by everyone for everyone, for the creation of development prospects, perfect working conditions and reduction of the hours of work. Continuous training and further education are encouraged along with the cultivation of a positive view on the part of the employees for the social aspect of their work.

- **Innovative Involvement**

COCO-MAT places great emphasis on the protection of the environment, a commitment that is evident in the use of ecological materials. It should be pointed out that the percentage of rubber foam purity that is manufactured at the company's premises, reaches a level of 96% - for which COCO-MAT can be proud as it has a worldwide record. In addition, all the packaging materials that are used by the company are recyclable and collected by the company upon delivery of its products to the customers, for returning to the factory for recycling. In addition COCO-MAT uses gas for its cars and factories.

COCO-MAT participates in television and radio programs in order to make people sensitive to "special skilled persons". It has a good collaboration with universities and other institutions to exchange knowledge. Employees receive a number of benefits (continuous training, recognition and reward of personal achievements and recreational activities). Additionally, the company organises special educational seminars referring to all the levels of employees. COCO-MAT pays attention to the health of its employees.

External Stakeholders

- **CSR Activities for external stakeholders**

COCO-MAT's suppliers and external partners Suppliers' performance is reviewed through Procedure AG-01 "Associations with Suppliers". This is a systematic quality procedure. Additional information regarding suppliers is collected through a specific procedure. The head of the Sustainability Office has the responsibility to gather all the information concerning the special social needs and is in permanent contact with institutions, members of the local community, organisations and representatives of special social groups.

A detailed report is compiled twice a year by the head of the sustainability office, which refers to social groups with the most urgent needs. The research and development office, in association with the Head of the sustainability office, compiles a report referring to

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alternative sources of energy, recycling methods, and any suggestions regarding COCO-MAT's contribution to environmental protection. The Research and Development Office has the responsibility of evaluating information relative to new technologies and stakeholders' innovative ideas. All the above information are recorded and analysed by the statistics office of the company. All the above information is taken into account in order to plan the company's strategy.

• **Innovative Involvement**

COCO-MAT's management participates actively in the local community. The B.O.D.'s charitable activities cover a wide spectrum of social issues, taking into consideration the local community's needs and expectations. COCO-MAT's prime concern is to allocate its resources to activities that create a sense of social awareness. Develop partnerships referring to new technologies, training in new methods of production, storage and distribution of products, production and supply of raw materials, environmental protection, research programmes, training and occupation programmes for people with "special skills". Within this policy, come the employees' training programmes, Furthermore, the company's policy is to communicate "best practices" outside the organisation through its co-operation with social and educational institutions and the exchange of knowledge and experiences on a theoretical and practical basis.

Evaluation of CSR activities – GEFYRA (Greece) final assessment sheet

	Questions	DHL	Max	%
1	What are the focus areas of the CSR strategy in relation to the core business?	40	50	80%
2	What is the relationship between the CSR strategy and enhancing business success?	50	50	100%
3	How is stakeholder participation integrated into the CSR strategy?	30	50	60%
4	What is the role of (senior) management with regard to the CSR strategy?	30	50	60%
5	To what extent is the CSR policy translated into a business plan?	30	50	60%
6	To what extent is the CSR policy integrated into the core business processes?	50	50	100%
7	What is the role of external stakeholders with regard to CSR projects and strategies?	30	50	60%
8	What is the role of employees with regard to participation in the CSR policy?	40	50	80%
9a	How is the approach to enhancing business success with CSR activities innovative?	40	50	80%
9b	How is the way external stakeholders are involved innovative?	30	50	60%
9c	How is the way employees are involved innovative?	30	50	60%
Σ		400	550	72.3%

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Documents which they provided:

- HR Policy – HR Information
- Sustainable Development Manager’s Statement
- Social & Environmental Report

The company’s application form in English is an inseparable part of this document.

The jury executed the evaluation of CSR activities with regard to the following scale:

Scale for Evaluation in the National Round of the competition		
Points	Description of Evaluation	Scope of CSR practice
10	Best practice (innovative approach and business subtext, above the scope of common practice)	New and interesting on the worldwide level
9		
8		
7	Common practice (project fulfils basic CSR principles)	New and interesting on the local level
6		
5		
4	Unconvincing project lacking coherent concept	Without inspiration
3		
2		
1	Just formal fulfilment of the criteria	