

### 1. Company ID

Company Name:	TNT Estonia Ltd.
Activity Sector:	Logistics & transport
Core Business / Main Activities:	Logistics, post and transport services
City/Country:	Tallinn, Estonia
Year of Foundation:	1994
Number of Company Sites (2004):	1 site in Estonia
Website (if available):	<a href="http://www.tnt.ee">www.tnt.ee</a>
Number of Employees (2004):	Full Time 59 Part Time 1 Women 33 Men 27
Annual Turnover in 2004 (€):	7874 kEUR

### 2. Responsible Business Practices – Main Topics

Broad Area(s) of CSR Good Practices:	<input type="checkbox"/> Business Ethics <input checked="" type="checkbox"/> Workplace <input type="checkbox"/> Environment <input type="checkbox"/> Marketplace <input type="checkbox"/> Community
CSR Issue(s):	<input checked="" type="checkbox"/> Work-life balance <input checked="" type="checkbox"/> Charity and other support to community <input checked="" type="checkbox"/> Environment
Main Drivers to be Responsible:	<ul style="list-style-type: none"> <li>Values of the management</li> <li>Intention to retain excellent and motivated workforce</li> <li>Law compliance</li> <li>Environmentally friendly attitude in whole organization</li> </ul>
Some Examples of CSR Initiatives in the Broad Area (workplace) Identified:	<p>The main attention of the CSR good practice falls into the Workplace category. The success factors identified by the company are as follows (See also section 3):</p> <ul style="list-style-type: none"> <li>Regular feedback from customers, employees, business partners</li> <li>Management by objectives</li> <li>Development and engagement of employees</li> <li>Continuously improving communication system</li> <li>Recognition system</li> <li>Self assessment based on European Quality Award model</li> </ul> <p>The company has successfully implemented EFQM quality management model and has received certifications such as the "Investors in People", ISO 9001, and ISO 14001, which assures the overall quality of management and attention to all company's stakeholders.</p> <p>The certification of OHSAS and TAPA (Technology Asset Protection Association) are in progress.</p>
Are the Good Practices integrated into a broader Business Strategy? Yes/No? How?	<p>Yes.</p> <p>The whole approach to employees as stakeholders is fully integrated in the corporate strategy largely through implementing the quality management model.</p> <p>The business strategy is based on corporate values, vision and mission and aims to generate increased profits while focusing on the following key processes:</p> <ul style="list-style-type: none"> <li>Personnel recruitment, empowerment, and development</li> <li>On time delivery of goods in excellent condition</li> <li>Finding and retaining profitable customers</li> <li>Maintaining safe and secure work environment</li> <li>Correct invoicing and income tracking</li> <li>Maintaining financial accountability and internal control</li> <li>Creating high quality IT systems</li> <li>Maintaining business and social excellence</li> </ul>

Business Benefits:	<ul style="list-style-type: none"> <li>Employee retention &amp; motivation – voluntary employee turnover, employee satisfaction survey results, results from different external competitions, self-assessment feedback</li> <li>Very good reputation – media coverage, customer and partner feedback, number of customers</li> <li>Sustainable development of the organization – continuously good results</li> </ul>
Stakeholders/Beneficiary Groups addressed by the CSR Good Practices:	<p>Main beneficiary are the <b>employees</b>. But as the responsible approach to doing business is very well integrated into the operations of the company the other beneficiaries are:</p> <ul style="list-style-type: none"> <li>Customers</li> <li>Environment (as a result of environmental management good practice)</li> <li>Local community (as the corporate volunteering &amp; charitable activities are targeted to number of issues in the society: orphan children for example)</li> </ul>
Benefits for Society/Stakeholders:	<ul style="list-style-type: none"> <li>Knowledge based (expertise sharing) or financial support to the community</li> <li>Reduced environmental impact</li> </ul>
To Whom and How did the Company Communicate their Actions:	<ul style="list-style-type: none"> <li>Main successes like receiving the below mentioned awards have been covered in the national newspapers and also on the company website in the “News” section</li> <li>The same has been communicated internally within the corporation</li> <li>Representatives from the company (7) have been participating in the national quality award process as assessors since 2001</li> <li>The CEO of the company is also the chairman of the board of the Estonian Quality Association and HR &amp; Quality manager is on the board of Estonian Association for Personnel Development PARE, which also provides a good channel to communicate company’s good practices</li> </ul>
Awards / Certifications / Marks of Honour:	<ul style="list-style-type: none"> <li>European Quality award finalist in 2005</li> <li>Employee’ friendly companies’ TOP 2 place in 2005</li> <li>OHSAS 18001 &amp; TAPA in the end of 2005</li> <li>TNT IBU HR award in 2004</li> <li>Employee’ friendly companies’ TOP 3.place in 2004</li> <li>Best Employer in Europe and in Estonia in 2004 (based on a survey “Best Employer – Best Results” by Hewitt Associates)</li> <li>TPG Masters in 2003</li> <li>TNT IBU Excellence Award in 2003</li> <li>Estonian Quality award winner in 2003</li> <li>Advancing from ISO 9002 to ISO 9001:2000 in 2002</li> <li>TNT IBU HR Award in 2002</li> <li>Certified with “Investors in People” certification in 2002</li> <li>Participating in Estonian Quality Awards Pilot project in 2001</li> <li>ISO 14001 in 2000</li> <li>ISO 9002 in 1998</li> </ul>
Difficulties Found in the Good Practices Implementation:	<p>External communication: the successes are not always easy to communicate as the other companies for example may not be very receptive for that sort of information – some might think these kinds of efforts are not reasonable and/or justified.</p>
Sources of Further Information:	-

### 3. Responsible Business Practices – Description

Corporate Social Responsibility is excelled through 4 main areas:

1. To comply with law and regulation
2. To be good and responsible employer
3. To donate to charitable causes and provide sponsorship
4. To care for the environment

The key success factors in the process are:

1. Regular feedback from customers, employees, business partners
2. Management by objectives
3. Development and engagement of employees
4. Continuously improving communication system
5. Recognition system
6. Self assessment

Below you'll find detailed information about the above mentioned topics (6):

#### 1. Regular feedback from customers, employees, business partners

- Customers – contacts with customers, satisfaction surveys
- Employees – performance appraisal interviews, department meetings, satisfaction surveys
- Business partners – regular meetings, couriers' satisfaction surveys
- Society – laws & regulations, feedback from charity and sponsorship projects
- Competitors – regular monitoring of business performance, price surveillance, choice of services, info in the media
- Owners/shareholders – feedback through the budgeting process

#### 2. Management by objectives

- Shared vision, mission and values
- Hierarchy of objectives/goals
- Review of results
- Customer Service and Operations Index
  - Continuous customer satisfaction
  - Team work between departments as generator of development
  - Recognition
  - System adopted changing needs

#### 3. Development and engagement of employees

- Shared vision, mission and values
- Commitment of the management
- Clear recruitment policies
- Development and training programs

- Effective communication system
  - Regular meetings
  - Performance appraisal interviews
  - Team work
  - Recognition system
  - Common leisure activities for staff
- 4. Continuously improving communication system**
- Open doors policy
  - Open phone policy
  - General and department meetings
  - Cross-functional cooperation principles implemented
  - Interdepartmental development teams
  - Announcements boards
  - E-mails
  - Performance appraisal interviews
  - Public server and intranet
  - Headquarters' magazine
- 5. Recognition system**
- A TNT employee of the year, Newcomer of the Year, Courier of the Year, Colleague of the Year Awards
  - Closing of campaigns
  - Bonus systems for everyone
  - Recognizing great results at meetings
  - Daily "pat on a shoulder"
- 6. Self assessment**
- Started with the EFQM model based self assessment in 2002
  - The results of annual assessment are taken into account when planning for next term

### 4. Training Exploitation

#### A). Additional Relevant Information concerning the Exploitation of this Study Case in Training Situations (relevance criteria: broad area(s) of CSR good practices)

*NOTICE: The project partnership recognizes the fact that TNT Estonia Ltd. is part of a multinational company which means that it is not in all means comparable to a SME, which is owned by local capital and which may therefore not have the advantages derived from being a part of a global business network such as multinationals are. However due to the high level of good practices in the company, which implementation to a large extent has been locally driven it was decided to include it in the training material.*

The case can also be used to illustrate the following broad areas of CSR good practices:

- Business Ethics
- Environment (although the environmental management is not very much elaborated on in this case description the company prioritizes it as one of their CSR focus areas)
- Community

#### B) Pedagogical Suggestions concerning the Exploitation of this Study Case in Training Situations (relevance criteria: broad area(s) of CSR good practices)

Some suggestions on how to use this case study for the training.

##### WORKPLACE

Please divide the training participants into groups of 3-6. Give the groups the following task:

##### TASK 1

Please consider the following CSR issues list concerning Workplace.

**Equality and Diversity** - being fair, open-minded and alert to all opportunities for staffing and marketing

**Health and Safety** - developing a culture that minimizes risks and enhances staff quality of life and service

**Work / Life Balance** - finding the balance of business needs and staff opportunity

**Recruitment and Retention** - attracting and keeping the staff you want by being a great place to work

**Training and Development** - growing the skills that your business and your staff are looking for

**Participation** - involving staff in your plans and taking them with you

**Innovation** - harnessing all the creativity within the business

Give the groups time to discuss:

1. What does each of these issues actually mean?
2. Describe the benefits/threats for company when respective issue is/is not addressed?
3. What would be 1-2 concrete actions in a company to address each of these issues?
4. Which of these issues are addressed in the case study company (based on the information given above), and which would entail additional opportunity if implemented?

##### TASK 2

Imagine you are CEO of a smaller company with 25 employees. Your company has just recently been bought by TNT Eesti. You have remained in the leadership position under a condition to prove successful adaptation of TNT Eesti best practice on the field of HR management and community relations.

Previously your company didn't have particularly strong background on HR management not to mention the CSR aspects. You have now an opportunity to learn from TNT and implement new policies.

What aspects does responsible management include for you?

1. Identify benefits of responsible HR management!
2. What would be your concrete steps to implement the good case practice of TNT?
3. What are the aspects to be cautious about?
4. What serves as an opportunity for you in this situation?

For both tasks give the groups enough time for brainstorming and let them write the thoughts on flip-charts.

Depending on the total number of participants, you may do the summary part in a few different ways. You may put the flip charts on the walls and let the other participants to go and see what other groups have come up with. The groups may allocate a person to stand by the flip chart to help others understand their ideas. After going around, you may ask a few people to express their ideas and experience from the task.

Alternatively, you may ask a few groups (or all, depending on time availability and # of groups you have) to make presentations.

For the conclusion, do summarise the key points from the presentations.