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## 1. JAM

The new packaging introduced by the company uses significantly less cardboard.

The Economist, a well-known international magazine, pointed out the dramatic wage inequality in the company. The CEO earns 350 times more than the average employee. For the third successive year, the company has been fined after one of its factories polluted a local water supply.

The company has shifted its accounts to a credit co-operative.

The company has introduced apprenticeships as a way of combating youth unemployment in the area where its main factory is located.

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## 2. JAM

The Board of Directors has committed to close the wage gap between its lowest and highest paid employees so that its pay ratio is 5:1, significantly better than the 10:1 ratio proposed by the Economy for the Common Good.

Over the last ten years the company has taken over a number of smaller competitors in order to consolidate its position in the market.

The company has made a commitment to improve employees' work-life balance.

Employees are now able to arrive earlier to work and leave at 15:00.

The Board of Directors recently cut unpaid overtime by 50% and is hiring new employees to cover peaks of demand.

The company's Annual Report does not provide any information on its subsidiaries.

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## 3. JAM

The company does not disclose its payments made to lobbyists, despite repeated requests from a number of pressure groups.

An employee-led Green Team meets every Friday to discuss how to reduce the company's carbon footprint.

Due to a permanent staff shortage, working overtime is common practice.

The company has introduced a flexible working timetable. Core working hours are given as 9.00am to 13.00pm. Employees are free to manage their own working hours outside of this time.

The company has given its lowest-paid workers a pay rise of 10%, in order to guarantee a more equal distribution of income.

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## 1. NUTS

The company is run as a co-operative. All employees have a stake in the company, and have some say in decision-making.

The company offers unpaid internships to local students, giving them a comprehensive set of skills for the labour market.

The company plants one tree for every 1000 products sold to reduce its carbon footprint.

The new company catalogue has a section written in Braille.

The company recently issued its first annual report on sustainability.

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## 2. NUTS

The company recently launched a hostile takeover of one of its competitors. Unions and pressure groups jointly demonstrated against the move.

Shareholders have renounced their annual dividend and have recommended that profits should be fully reinvested in the company instead.

The company follows a strict recycling policy.

Last month, the company joined the local Chamber of Commerce and sends a delegate to its permanent committees.

The National Consumer Association has a seat on the Company Board and has an influence on the decision-making process.

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## 3. NUTS

The Board of Directors invited local community organisations to its AGM and regularly consults with them about decisions affecting people who live near to its factory.

After a six-month trial period, the Company Director has decided to bring back a hierarchical managerial structure, in place of the flatter structure proposed by the workers.

Due to a long record of disagreements with other CEOs, the company Chairman has decided to quit the Nut Producers Association and end any form of collaboration with their members.

A recent leak has revealed that the company owns a significant number of shares in the aerospace and arms firm EADS.

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## 1. MILK

The company publishes its pay structure every year, clearly stating different pay scales from shop floor to senior manager.

The company has introduced a healthy-living programme to improve employees' physical and mental wellbeing.

A recent investigation found that the company uses non-salaried interns in positions that should merit a full-time wage.

The company has undertaken an ECG audit, and its first Economy for the Common Good report has been published.

The company has recently become wholly employee-owned.

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## 2. MILK

Despite record profits, employees' wages are unchanged and there have been no bonuses or additional benefits.

The Competition Commission recently ruled that the company has sold their products at below market price in order to undermine their competitors and create a monopoly (dumping).

The company has made a commitment to test the Economy for the Common Good in Spain and will be audited.

The new Board of Directors refuses to renew the company's ISO 14001 environmental certification.

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## 3. MILK

The company changes its shifts according to demand, which has made it difficult for employees to find a proper work-life balance.

The company asks its suppliers to comply with ISO 14001.

In the last few years, more than 80% of production has been outsourced. Working conditions for employees have become worse.

The company supports a Foundation that offers social and cultural programmes.

The company headquarters has been made fully accessible for disabled employees and visitors.

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## 1. CHEESE

Employees do not know what the real income of the company is and how the profit is spent.

The company canteen offers free vegetarian food for employees every Friday.

The company has implemented a policy of minimum and maximum remuneration. Salaries are linked in a ratio of 10:1, which means that the maximum salary paid by the company can not exceed ten times the minimum.

All logistics processes have recently been optimized. One benefit is the drastic reduction of the carbon footprint generated by truck traffic.

The company applies a complex legal system with several subsidiaries in tax havens to avoid paying taxes in the country where it is located.

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## 2. CHEESE

A newspaper article revealed the payment of large sums to local politicians for contracts.

When choosing means of transport, the company prioritizes those with the lowest CO2 emissions.

Telework accounts for 30% of the company's total working hours and this percentage is constantly growing, as a result of efforts to improve the life - work balance of the employees.

A newspaper article revealed that one of the company's suppliers did not comply with environmental regulations. The company decided to replace it with another supplier.

The foundation, closely related to the company, financially supports the Eco-Fair organized by local associations.

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## 3. CHEESE

The company's strategic plan for the next ten years was approved by employees as part of democratic consultation.

An agreement was signed with the Association of People with Celiac Disease to develop a new line of gluten-free products.

The company's main suppliers were invited to take part in a social and environmental audit. Its negative results may mean that the supply contract will not be extended.

During interviews with new employees of the company, women are asked if they are married, in order to find out if they plan to get pregnant in the near future.

The company was bought by an investment fund located in a tax haven known for its lack of respect for employees' rights and environmental protection.

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## 1. PASTA

The company's reserves have been placed into an ethical investment fund.

The company has reduced its working week to 35 hours.

An international magazine has published an expose on working conditions in the company's factories in Algeria, which do not respect international labour standards.

A local newspaper has accused the firm of polluting a nature reserve.

The Board of Directors recently cancelled a new product line because it did not address any significant human or environmental need.

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## 2. PASTA

Every weekend, company employees undertake voluntary work to help protect the environment, such as planting a community orchard.

The company received an award from the Global Solidarity Foundation for its work in developing a more sustainable production process.

The company offers their facilities for free to a local community organisation, which runs adult education classes for local residents.

Market research by the London School of Economics has linked the company to a cartel that has been accused of price-fixing.

A recent company audit showed that female employees are paid less than male employees in equivalent positions.

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## 3. PASTA

The company contributes to the work of the Smith Institute, which researches innovative solutions to help reduce environmental impact.

The company targets its recruitment to attract young people from the local area.

Following the financial crash of 2008, company employees decided they would work unpaid overtime. The company's finances have improved, and they have now committed to overtime payments.

The company has recently bought several patents in order to prevent the development of a technology that would undermine its market position.

The company pays a Living Wage to its lowest-paid employees.

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