

EcoVadis Sustainability Assessment Report

Company rated: MANPOWERGROUP BELUX (GROUP)

Overall score: 87 /100 December 2024

Sustainability performance: Outstanding

Size: M Headquarters country: Belgium Risk country operations: No Industry: Temporary employment agency activities

TABLE OF CONTENTS

- 1. Sustainability Performance Overview
- 2. Assessment Benefits
- 3. Assessment Process
- 4. EcoVadis Methodology
 - A. Four Themes and 21 Criteria
 - B. Seven Management Indicators
- 5. Understanding a Scorecard
 - A. Quantitative Information: Scores & Activated Criteria
 - B. Qualitative Information: Strengths & Improvement Areas
 - C. Scoring Scale
- 6. Environment
- 7. Labor & Human Rights
- 8. Ethics
- 9. Sustainable Procurement
- 10. 360° Watch Findings
- 11. Specific Comments
- 12. Contact Us
- 13. Appendix: Industry Risk Profile

ABOUT SUSTAINABILITY

Sustainability is the continuing commitment to act responsibly by integrating social and environmental concerns into business operations. Sustainability goes beyond regulatory compliance to focus on how companies manage their economic, social and environmental impacts, as well as their relationships with stakeholders (e.g. employees, trading partners, government).

ABOUT THE ASSESSMENT

The EcoVadis methodology framework assesses companies' policies and actions as well as their published reporting related to the environment, labor and human rights, ethics and sustainable procurement. Our team of international sustainability experts analyze and crosscheck companies' data (supporting documents, 360° Watch Findings, etc.) in order to create reliable ratings, taking into account each company's industry, size and geographic location.

ABOUT ECOVADIS

EcoVadis provides the leading solution for monitoring sustainability in global supply chains. Using innovative technology and sustainability expertise, we strive to engage companies and help them adopt sustainable practices.

No part of this document may be reproduced, modified or distributed in any form or manner without prior written permission from EcoVadis. Provided under contract for exclusive use by subscriber:

1. SUSTAINABILITY PERFORMANCE OVERVIEW

Score breakdown O Insufficient O Partial O Good Advanced O Outstanding Sustainability performance Average score **OVERALL SCORE** ENVIRONMENT **LABOR & HUMAN** ETHICS SUSTAINABLE RIGHTS PROCUREMENT 90 / 100 90 / 100 90 / 100 70 / 100 99th percentile

Overall score distribution



All companies rated by EcoVadis in this industry



MANPOWERGROUP BELUX (GROUP) has received a Platinum Medal in recognition of its sustainability achievement. This award places it in the top of companies assessed by EcoVadis over the past 12 months.

Theme score comparison



Corrective Action Plan in progress

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. MANPOWERGROUP BELUX (GROUP) has a corrective action plan in place and is working on improving their sustainability management system.

* You are receiving this score/medal based on the disclosed information and news resources available to EcoVadis at the time of assessment. Should any information or circumstances change materially during the period of the scorecard/medal validity, EcoVadis reserves the right to place the business' scorecard/medal on hold and, if considered appropriate, to re-assess and possibly issue a revised scorecard/medal.

2. ASSESSMENT BENEFITS

Understand :

Get a clear picture of a company's sustainability performance. The scorecard is the final output of the EcoVadis assessment. It rates and benchmarks a company's sustainability performance in four themes on a scale of 0-100 and highlights strengths and improvement areas.

Know where a company stands compared to their industry. Benchmark the company's sustainability performance against the industry with a score distribution graph and theme score comparisons.

Identify industry trends. Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

Communicate :

Meet customer needs. More and more companies raise questions about their trading partners' environmental and social performance. The EcoVadis assessment allows companies to demonstrate their commitment.

Leverage a unique communication tool. Companies with an EcoVadis Scorecard avoid audit fatigue by sharing one assessment with all requesting customers.

3. ASSESSMENT PROCESS



4. ECOVADIS METHODOLOGY

A. Four Themes and 21 Criteria

EcoVadis assessments focus on 21 issues which are grouped into 4 themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement). The 21 issues or criteria are based upon international sustainability standards such as the Global Compact Principles, the International Labour Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.

21 sustainability criteria

1. ENVIRONMENT

OPERATIONS Energy consumption & GHGs Water Biodiversity Air Pollution Materials, Chemicals & Waste

PRODUCTS

Product Use Product End-of-Life Customer Health & Safety Environmental Services & Advocacy

3. ETHICS

Corruption Anticompetitive Practices Responsible Information Management





HUMAN RESOURCES Employee Health & Safety

2. LABOR & HUMAN RIGHTS

Working Conditions Social Dialogue Career Management & Training

HUMAN RIGHTS

Child Labor, Forced Labor & Human Trafficking Diversity, Equity & Inclusion External Stakeholders Human Rights

4. SUSTAINABLE PROCUREMENT Supplier Environmental Practices Supplier Social Practices



B. Seven Management Indicators

EcoVadis assessments evaluate a company's sustainability management system by looking at seven management indicators. These are used to further customize the assessment by weighting the four themes and their subsequent 21 sustainability criteria.



Policies (weight: 25%)

1. Policies: Mission statements, policies, objectives, targets, governance

2. Endorsement: Endorsement of external sustainability initiatives

Actions (weight: 40%)

3. Measures: Measures and actions implemented (e.g. procedures, training, equipment)

- 4. Certifications: Certifications and labels (e.g. ISO 14001)
- 5. Coverage: Coverage of measures and actions

Results (weight: 35%)

- 6. Reporting: Reporting on Key Performance Indicators (KPIs)
- 7.360: Condemnations, Controversies, Awards

5. UNDERSTANDING A SCORECARD

The overall score can be better understood by looking at quantitative information (theme scores and activated criteria) and qualitative information (strengths and improvement areas).

A. Quantitative Information: Scores & Activated Criteria

Theme Scores:

Like the overall score, theme scores are on a scale of 1 to 100.

Activated Criteria:

Each of the four themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement) have specific criteria associated with them. Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Non-activated

If certain criteria are not activated, then the specific associated issue is not relevant or has very low sustainabiliy risk for that company.

Medium

Medium importance criteria are the issues some sustainability risk is present but not the most pressing.



High importance criteria are the issues where the company faces the greatest sustainability risk.

Risk countries only

Criteria classified as Only in Risk Countries are activated only if the company has significant operations in one or more countries identified as risky.

C. The Scoring Scale

B. Qualitative Information: Strengths & Improvement Areas

Qualitative information provides more details and insights into a company's score. For each theme, the company is assigned strengths (elements of their sustainability management system that are positive) and improvement areas (elements of their sustainability management system that need to be improved). The strengths and improvement areas are divided according to the three management layers (Policies, Actions, Results) and are also classified by priority.

All improvement areas are automatically added to the company's Corrective Action Plan. They are pre-organized by priority. The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback.

0 - 24	Insufficient	No engagements or tangible actions regarding sustainability. Evidence in certain cases of misconduct (e.g. pollution, corruption).
25 - 44	Partial	No structured sustainability approach. Few engagements or tangible actions on selected issues. Partial reporting on Key Performance Indicators. Partial certification or occasional labeled product.
45 - 64	Good	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues. Basic reporting on actions or Key Performance Indicators.
65 - 84	Advanced	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues with detailed implementation information. Significant sustainability reporting on actions and Key Performance Indicators.
85 - 100	Outstanding	Structured and proactive sustainability approach. Engagements/policies and tangible actions on all issues with detailed implementation information. Comprehensive sustainability reporting on actions and Key Performance Indicators. Innovative practices and external recognition.

6. ENVIRONMENT

This theme takes into account both operational factors (e.g. energy consumption, waste management) and product stewardship (e.g. product end-of-life, customer health and safety issues).

Environment Score Breakdown



Environment: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Environment: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.

Weight • • •

Ð

Environment

Strengths

Policies

Endorsement of the United Nations Global Compact (UNGC)

Information

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, ethics and sustainable procurement. The company is a formal signatory of this initiative.

Guidance

The United Nations Global Compact is a United Nations strategic policy initiative to encourage businesses worldwide to adopt sustainable, both environmentally and socially responsible policies, and to report on their implementation. Companies sign the initiative and then are required to provide overviews of their management system through a mandatory disclosure framework (annual publication of a Communication on Progress [COP]).

Quantitative objectives set on waste

Environmental policy on waste

Quantitative objectives set on energy consumption & GHGs

Environmental policy on energy consumption & GHGs

Endorsement of the Science Based Targets initiative - Targets Set

Exceptional policy on major environmental issues

Information

The company has issued an exceptional policy that integrates commitments, qualitative and quantitative objectives on major environmental issues.

Guidance

Policies are deemed exceptional when all environmental issues are covered by qualitative and quantitative objectives. In addition, an exceptional policy must also have exhaustive organizational elements such as the allocation of responsibilities and formal mechanisms to communicate, review and amend the policy.

Actions

Refurbishing and internal reuse of IT hardware

Internal sorting & disposal of waste according to waste streams

Actions or training to raise employee awareness on waste reduction & sorting

Reduction of internal wastes through material reuse, recovery or repurpose

Reduction of energy consumption of lighting systems

Training of employees on energy conservation/climate actions

Use of efficient HVAC (heating, ventilation, and air conditioning) equipment

Purchase and/or generation of renewable energy

Reduction of energy consumption of IT infrastructure

Energy and/or carbon audit

Information

The company has provided supporting documentation demonstrating that it has performed an energy audit or carbon assessment.

Guidance

An energy audit is an inspection, survey and analysis of energy flows, within a building, process or system to reduce energy consumption. An energy audit is the first step in identifying opportunities to reduce energy expense and carbon footprints. Carbon assessment or carbon footprint is a measure of the amount of CO2 or other GHG emissions of a defined process expressed as carbon dioxide equivalent and this can be done using a carbon footprint calculator.

Results

Reporting with reference to the GRI Universal Standards

Total gross Scope 2 reporting value confirmed in supporting documentation

Information	Guidance
It was confirmed in the documentation provided by the company that the declared value for total gross Scope 2 is true.	The company provided supporting documentation which show that the reported value for total gross Scope 2 reporting value is true.

Total gross Scope 1 reporting value confirmed in supporting documentation

Information

It was confirmed in the documentation provided by the company that the declared value for total gross Scope 1 is true.

Reporting on total gross Scope 2 GHG emissions (market or location based)

Information

The company demonstrates that there is public or internal reporting of consolidated data on the total gross Scope 2 GHG emissions (market or location based).

Guidance

The company provided supporting documentation which show that the reported value for total gross Scope 1 reporting value is true.

Guidance

The company provided data which show the total gross Scope 2 GHG emissions (market or location based), these emissions refer to the GHG emissions resulting from the generation of purchased or acquired electricity, steam, heating, and cooling.



Parent company reports to CDP

Information

The company's parent company has responded to the Carbon Disclosure Project (CDP) survey (either Investor or Supply Chain Responses).

Guidance

The Carbon Disclosure Project is an independent not-for-profit organization, after an initiative led by the institutional investor community. Each year, large corporations are asked through comprehensive questionnaires to disclose their greenhouse gas emissions and climate change strategies in their CDP response. EcoVadis and the CDP have an active partnership which facilitates the assessment process for companies which are answering to the CDP questionnaires. Through this partnership, EcoVadis collects and analyzes available CDP answers and allows respondent companies to skip energy consumption & GHG related KPIs in the Ecovadis survey.

Reporting on total energy consumption

Information

The company has reported KPIs with regard to total energy consumption either through formal documentation or questionnaire declaration.

Guidance

Total energy consumed represents total primary energy consumption reported in kWh. Total energy consumed may include e.g. consumption of coal and coke (in Kg) reported in kWh and/or consumption of oil, LPG and electrical power in kWh.

Comprehensive reporting on environmental issues

Information

The company has provided comprehensive reporting figures or Key Performance Indicators (KPIs) on the majority of relevant environmental issues.

Guidance

The company has provided good quality KPIs on the majority of environmental criteria. To make the reporting figures more advanced in terms of quality, quantity and transparency, the KPIs should have all the following quality factors; (1) External assurance to assess the quality and credibility of the qualitative and quantitative information reported by the organization, (2) Alignment with reporting standards such as GRI Core/Universal/Comprehensive, SASB,...etc. (3) Materiality analysis to identify the most relevant environmental issues based on the company's activity (4) The reporting timespan should be extending over 36 months for the majority of activated criteria and the reporting figures should not be more than 2 years old. (XS company: KPIs/reporting figures provided on at least two material environmental topics which extends over a period of 24 months or more)

7. LABOR & HUMAN RIGHTS

This theme takes into account both internal human resources (e.g. health and safety, working conditions, career management) and human rights issues (e.g. discrimination and/or harassment, child labor).

Labor & Human Rights Score Breakdown



Labor & Human Rights: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Labor & Human Rights: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.

Weight

၀၀၀ (ဂူ) Labor & Human Rights

Strengths

Policies

Endorsement of the United Nations Global Compact (UNGC)

Information

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, ethics and sustainable procurement. The company is a formal signatory of this initiative.

Guidance

The United Nations Global Compact is a United Nations strategic policy initiative to encourage businesses worldwide to adopt sustainable, both environmentally and socially responsible policies, and to report on their implementation. Companies sign the initiative and then are required to provide overviews of their management system through a mandatory disclosure framework (annual publication of a Communication on Progress [COP]).

Quantitative objectives set on diversity, equity & inclusion

Quantitative objectives set on child labor, forced labor & human trafficking

Information

The company's human rights policy contains quantitative objectives or targets on child labor, forced labor & human trafficking.

Guidance

Quantitative objectives or targets on child labor, forced labor & human trafficking issues are considered as fundamental elements of a comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (e.g. by 2035 we commit to reduce the occurrence of child labor cases by 10% from 2020 levels).

Quantitative objectives set on career management & training

Quantitative objectives set on working conditions

Labor & human rights policy on diversity, equity & inclusion

Labor & human rights policy on child labor, forced labor & human trafficking

Information

The company has issued a formal policy that integrates commitments and/or operational objectives on child labor, forced labor & human trafficking.

Guidance

The company has implemented a policy on the prevention of child labor, forced labor & human trafficking in its operations. There are at least qualitative objectives/commitments which specifies the efforts to be made by the company to eradicate the occurrence of child labor, forced labor & human trafficking.

Labor & human rights policy on career management & training

Labor & human rights policy on social dialogue

Labor & human rights policy on working conditions

Labor & human rights policy on employee health & safety

Company labor and human rights policies also cover temporary employees

Information

The labor and human rights policies provided by the company cover temporary employees working on the premises.

Guidance

Companies who engage the services of temporary employees to undertake different tasks on their company premises should commit to protecting the labor and human rights of these workers. The company has a duty to ensure that all practical steps are taken to safeguard their rights by considering the labor and human rights risks that temporary employees could be exposed to and minimizing these risks.

Endorsement of external initiative on labor or human rights issues

Information

There is evidence of public adherence to an external initiative on labor practices or human rights issues or membership in a voluntary initiative on labor practices or human rights issues.

Guidance

Guidance

N/A

An endorsement is a company's commitment to meeting objectives or principles that have been defined by external organizations. The company must be listed as an active member of the initiative website. Such initiatives can encompass many labor and human rights issues, be specific, intergovernmental, multistakeholder, business-led, cross-sector or sector-specific. Examples include Global Compact, Electronic Industry Citizenship Coalition (EICC), Responsible Care, The Voluntary Principles on Security and Human Rights, etc.

Exceptional policies on major labor and human rights issues

Information

The company has issued exceptional policies that integrate commitments, qualitative and quantitative objectives on all the labor and human rights issues the company is faced with. Additionally, exceptional policies have exhaustive organizational elements such as the allocation of responsibilities, mechanisms to deal with policy violations, formal review processes, and communication of the policy to all employees and business partners, etc.

Actions

Actions related to temporary agency workers' career management and training

Information

The company has implemented measures on training and career management for temporary agency workers.

Guidance

While the hiring of temporary agency workers is becoming more frequent as a result of flexible working schedules, companies should provide workers with access to skills development opportunities, trainings, apprenticeships and opportunities to advance in their careers.

Actions related to temporary agency workers' working conditions

Information

The company has implemented specific measures to ensure good working conditions for temporary agency workers.

Guidance

Some examples of measures in place (non-exhaustive) with regards to temporary agency workers' working conditions are the provision of health care insurance, flexible working hours, etc.

Actions to prevent discrimination against temporary agency workers during recruitment phase

Information

The company has proactive actions not to discriminate against temporary agency workers during recruitment processes.

Guidance

Companies who use in-house human resources personnel to recruit temporary agency workers must make sure they are made aware of discrimination issues. They should be encouraged to follow a fair selection process.

Actions related to temporary agency workers' health and safety

Information

The company has implemented actions related to temporary agency workers' health and safety.

Guidance

Companies who engage the services of temporary agency workers to undertake different tasks on their company premises should commit to protecting the labor and human rights of these workers. The company has a duty to ensure that all practical steps are taken to safeguard their rights by implementing health and safety actions, or making sure that the actions currently in place cover not only regular full-time employees, but any temporary agency workers as well. Examples could include specific procedures relating to the tasks allocated to temporary agency workers, training for temporary agency workers on health and safety, etc.

Actions to improve workstation ergonomics

Information

The company has taken actions to deal with ergonomics issues associated with employees at their different work stations.

Guidance

The company has implemented actions to improve workplace ergonomics of employees to minimize risks of workplace related injuries such as repetitive strain injuries. A few examples are providing ergonomic IT equipment, chairs, tools or any other equipment used in work stations. This has been achieved through work instructions or procedures detailing guidelines to improve workplace ergonomics.

Actions to address stress and psychological wellbeing in the workplace

Information

The company has implemented measures that will help with the employee wellbeing, not only physically but psychologically as well. These measures help prevent or reduce stressful situations that can also be linked to mental health issues.

The company has implemented actions that demonstrate their commitment to minimize stress at the workplace and support their employees' psychological

Guidance

minimize stress at the workplace and support their employees' psychological well being. These actions consist of stress check assessments, resources to help employees with a better management of their workload, assistance programs, counseling hotlines, among other support initiatives.

Employee health and safety emergency action plan

Information

The company has formal procedures that have been communicated to all employees regarding accidents, injuries, provision of emergency equipment, emergency evacuation, first aid, fire drills and other situations regarding health and safety at the workplace.

Guidance

A health and safety emergency action plan is a document that demonstrates the health and safety plan created by each company in order to guide its employees when facing emergency situations. These emergency situations depend on the operations of the company as well as their workforce, but also include accidents related to operations of heavy equipment, injuries, fires, chemical spills, explosions, falls, among others.

Written contracts provided to placed candidates

Information

The company provided working contracts to all its workers.

Guidance

The company has given contracts to all its workers which include all terms and conditions of employment in a language understandable to them. The contract has clauses related to hours of work, wages, overtime, leave, compensation and benefits, and other relevant conditions of employment.

Stakeholder consultation with potentially affected groups or NGOs to address child labor, forced labor and/or human trafficking issues

Information

The company has engaged with stakeholders who are at high risk or are affected by child/forced labor or human trafficking or the company has collaborated with NGOs involved in addressing these human rights issues.

Guidance

The company has either identified and engaged with stakeholders which might be affected by child labor/forced labor or human trafficking issues stemming from the company's operations or the company has collaborated with local NGOs to gain more in-depth knowledge about the subject matter and they are also working together to prevent or eliminate the occurrence of these human rights issues in their business operations.

Actions in place to protect young workers

Information

The company has implemented actions to protect its young workers of working age but less than 18 years old.

Guidance

The company pays special attention to its young employees as far as contracting working hours, onboarding and orientation, ongoing health and safety checks, identification of hazards are concerned. These dedicated workplace arrangements are in place to ensure the wellbeing of young workers who are of working age but still under 18 years old.

Age verification of candidates before hiring

Information

The company verifies the age of all its candidates before employment.

Guidance

The company has an operational procedure in place to prevent hiring of underage workers and systematically verifies the age of all candidates before employment. This has been demonstrated in the company's hiring procedures, employee handbook, child labor prevention procedure or other relevant documents.

Family Friendly programs (FFPs) implemented (e.g. parental or care leaves, childcare services or allowances)

Actions to promote gender inclusion in the workplace

Information

The company has implemented actions to ensure a gender inclusive work environment.

Guidance

Companies should ensure gender equality at their workplace by providing equitable benefits to employees of all genders. This can be achieved by ensuring a flexible working environment and eliminating gender biasness at the workplace.

Women development, mentorship, and/or sponsorship programs in place

Information

The company has developed a mentoring or sponsorship program for women

Guidance

Companies should help women, especially those just starting their careers or changing careers. One valuable source of help is strong, effective mentors. Mentors can provide a great deal of help in guiding women through the new and unprecedented challenges they confront. Apart from mentors, companies can also opt to sponsor training courses for women to enable continuous skills development.

Actions to promote the inclusion of minority/vulnerable groups in the workplace

Information

The company has implemented actions to ensure the inclusion of employees who are from minority or vulnerable groups.

Guidance

Companies should give special attention to those persons who belong to disadvantaged and marginalized groups in society. This entails guaranteeing non-discriminatory treatment as well as adopting proactive actions to enable those suffering from discrimination (for example, refugees, disabled people, ethnic minorities or indigenous people). This can be done by implementing protection programmes for these employees to ensure that they have equal opportunities, regardless of their background, so that they can achieve their full potential at work.

Actions to prevent workplace harassment

Information

The company has proactive actions in place to prevent workplace harassment.

Guidance

Harassment impacts negatively on the organization of work, workplace relations, worker engagement, enterprise reputation and productivity. Some actions that a company can take to prevent workplace harassment are; identify hazards and assess the risks of harassment along the participation of workers and their representatives, and take measures to prevent and control them.

Actions to prevent discrimination in professional development and promotion processes

Information

The company has proactive actions in place to avoid discrimination in professional development and promotion processes

Guidance

To prevent discrimination in professional development and promotion processes a company must offer equal opportunities for promotion, transfer or other career development to all its employees. Career development opportunities should be clearly communicated to all employees. Training opportunities should be made available to all staff who are in need of improvement.

Remediation procedure in place for victims of discrimination and/or harassment

Remediation procedure in place for identified victims of child labor, forced labor and/or human trafficking

Information

The company has put in place a remediation procedure for identified cases of child labor, forced labor or human trafficking in their business operations.

Guidance

The company has a remediation process for identified cases of child labor, forced labor or human trafficking issues related to their activities. The remediative efforts were set up to help to identify and correct any harm caused to the victims. The programme include a remediation process to support the victims of child labor, forced labor or human trafficking and mitigate the associated ill-effects of these malpractices on them. The process is also continuously monitored to ensure its effectiveness.

Compensation for extra or atypical working hours

Information

The company provides additional remuneration to compensate for overtime work.

Guidance

Extra or atypical hours refers to all hours worked in excess of the normal hours (could be overtime hours for instance). Employees should be provided additional compensation for overtime and/or other forms of atypical working hours.

Communication to all employees of remuneration process (e.g. salary grid, procedure for salary advancement)

Employee satisfaction survey

Information

The company conducts a survey to employees regarding satisfaction in the work environment.

An employee satisfaction survey can be conducted by companies to gain information on how and if employees are satisfied in the work environment. The results of these surveys can used by companies to get feedback on employees

about their engagement, morale, and satisfaction at work.

Bonus scheme related to company performance

Information

The company has implemented a bonus program that is related to company performance.

Guidance

Guidance

It should be part of a robust employee contract to include a bonus scheme, but one that takes into account employee performance and company performance. The company has thus implemented a scheme of monetary remuneration for employees beyond base salary, linked to company performance. This is a form of motivation and it boosts the performance of employees.

Collective bargaining agreement on diversity, discrimination and/or harassment

Information

There is a collective agreement between an employer, its employees, and in accordance with national regulations regarding any of the following labor issues: employees' health & safety, working conditions, career management & training, discrimination and/or harassment.

Guidance

Social dialogue entails all types of negotiation, consultation or simply exchange of information between representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. A collective agreement is an agreement in writing regarding working conditions and terms of employment concluded between an employer, on the one hand, and one or more representative workers' organizations, in accordance with national laws and regulations, on the other. Content of collective agreements should focus on the most important social dialogue topics; e.g. a collective agreement regarding discrimination and/or harassment.

Collective bargaining agreement on working hours, overtime, or leaves

Information

There is a collective bargaining agreement between an employer, its employees, and in accordance with national regulations regarding working conditions. A collective bargaining agreement is an agreement in writing regarding working conditions and terms of employment concluded between an employer, on the one hand, and one or more representative workers' organizations, in accordance with national laws and regulations, on the other.

Guidance

There is a collective bargaining agreement between an employer, its employees, and in accordance with national regulations regarding discrimination and/or harassment. A collective bargaining agreement is an agreement in writing regarding working conditions and terms of employment concluded between an employer, on the one hand, and one or more representative workers' organizations, in accordance with national laws and regulations, on the other.

Flexible organization of work (eg. remote work, flexi-time)

Information

The company has official measures to promote work-life balance in place, which have been found within the supporting documentation. The company provides flexible hours and organization for employees to work.

Guidance

The company has implemented working practices that acknowledge and aim to support the needs of staff in achieving a balance between their home and working lives. The company has supporting documentation showing a flexible organization of working hours is provided for employees, which can include evidence of options for part-time work, telecommuting or remote work, jobshares, and other forms of variable work schedules.

Health care coverage of employees in place

Awareness training on child labor, forced labor and human trafficking

Impact assessments identifying potential child labor, forced labor and/or human trafficking

Information

The company carries out human rights impact assessments to identify potential or actual impacts on child labor, forced labor and/or human trafficking on their business operations.

Guidance

The company has carried out human rights impact assessments which are carried out to identify, understand, assess and address the corporate impacts in the field of human rights. Such assessments enable companies to proactively shape a strategic approach to deal with child labor, forced labor and/or human trafficking based existing risks rather than reacting to external pressure or unexpected incidents.

Grievance mechanism on discrimination and/or harassment issues

Information

The company has implemented a formal whistleblower procedure which encourages employees (and external stakeholders) to report potential violations of the company's discrimination and/or harassment policies.

Guidance

Employees can report on areas such as violations of the company's discrimination and/or harassment policy (e.g. on hiring, remuneration, training, promotion) through anonymous and secure communication channels. In addition, non-retaliation is ensured.

Actions to promote wage equality in the workplace

Awareness training regarding diversity, discrimination, and/or harassment

Employee representatives or employee representative body (e.g. works council)

Information

The company has implemented representation for employees in the form of elected employee representatives or a representative body.

Guidance

Social dialogue entails all types of negotiation, consultation or simply exchange of information between representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. Employee representatives can include representatives who are freely elected by the workers of the company in accordance with provisions of national laws, or any union, works council or other agency or representative body recognized for the purposes of bargaining collectively on behalf of any employee. They are the point of contact between the workforce and management. They can/must be consulted by management on certain topics (e.g. collective redundancy).

Employee health & safety risk assessment

Information

The company has provided documents which demonstrate that an employee health and safety risk assessment has been conducted. The assessment took into consideration the daily operational tasks of employees, the health and safety hazards present at the workplace and the associated risks and has a proposed corrective action plan to address these identified risks.

Guidance

A health and safety risk assessment is systematically conducted to identify and evaluate the potential impact of operational tasks or conditions on employees' health and safety. The main elements of a complete risk assessment are; 1) description of hazards or risk factors identified to have the potential to cause harm and determining the significance of the risks. 2) periodic review of risks to reflect the latest risks and health and safety environment in the business. 3) presence of a preventive and corrective action plan in the form of steps and/or recommendations that an organization needs to take to effectively prevent and address the risks identified, mapped & evaluated in risk assessments. If applicable, the results of a health and safety risk assessment should be made available to relevant stakeholders such as employees, members of the health and safety committee , staff representatives, the occupational physicians, and labor inspectors.

Actions to prevent discrimination during recruitment phase

Information

The company has proactive measures in place to avoid discrimination during the recruitment phase

Guidance

Discrimination is defined as different treatment given to people in hiring, remuneration, training, promotion, and termination. Discrimination can be based on race, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age (source: ISO 26000). Some examples of measures to prevent discrimination during the recruitment phase are: to have a predefined procedure covering the selection process, to establish a pre-determined and non-discriminatory role profile for the open position based on skills competencies which the successful applicant must meet, and to encourage diversity amongst applicants.

Grievance mechanism on child labor, forced labor and/or human trafficking issues

Information

The company has established a grievance mechanism to report child labor, forced labor or human trafficking issues if identified in the company's operations.

Guidance

The company has established a reporting mechanism for different parties to report child labor, forced labor and/or human trafficking issues if found in the company's operations. The elements of the grievance mechanism includes firstly a communication channel communicated to all stakeholders about the presence of a grievance mechanism and the provision of support for those who may face particular barriers (ie. language, minority status). The second element is a non-retaliation policy to protect those who make use of the grievance mechanism and the third element is a confidentiality policy for those who make use of the grievance mechanism.

Regular assessment of individual performance

Information

The company demonstrates evidence of regular assessments of individual performance.

Guidance

The company has a process in place to quantitatively and/or qualitatively assess and review employee's job performance on a regular basis. This includes processes such as performance reviews to allow the company to identify areas for improvement, provide support and guidance to employees as well as recognizing and rewarding top performers. Two-way communication system in place to facilitate employee voice regarding working conditions

Information

The company has an interactive communication session with employees on working conditions.

Guidance

Interactive communication strategies help and allow companies to receive input and feedback directly from employees. These sessions should focus on working conditions & benefits. This assists companies in effectively running their business and helps eliminate or reduce workplace mistakes, oversights and inter-office conflict. Proactive strategies can include creating a discussion agenda, communication policies and structured workshops between employees and management.

Regular employee health check-up

Information

The company has been conducting regular health screening tests for employees.

Guidance

The company has made regular health check arrangements for employees through health service contracts or employee health surveillance procedures. These periodical and relevant occupational health check-ups provided to employees have had a particular focus on the health risk factors that the employees are exposed to at the workplace. Some of the health risks are; exposure to chemicals, potentially dangerous machines, noise, or other potential hazards to allow for early detection of effects on health and timely treatment.

Preventive actions for repetitive strain injury (RSI)

Information

The company has taken actions to prevent any type of repetitive strain injury (RSI) resulting from work process and/or task.

Guidance

A Repetitive Strain Injury (RSI) is the damage caused to a person's muscles, tendons or nerves caused by repetitive motions or constant use. The company has implemented actions to prevent any RSI from its work processes or tasks. They provide an environment that is ergonomically optimized, that will help mitigate any painful or uncomfortable conditions of muscles tendons or nerves cause by repetitive movements and overuse.

Actions to promote internal mobility

Information

The company has implemented measures to promote internal mobility for employees.

Guidance

The company has a process in place to promote internal mobility for employees. Career mobility refers to the movement of employees across positions/pay grades or a complete change in job function (i.e. horizontal career mobility) within the same organization. Some examples of measures promoting internal career mobility include, but are not limited to: objectively promoting talent based on ability and potential, developing roadmaps for key talent in the company, continuing professional training, and encouraging employees to broaden their range of skills.

Provision of skills development training

Information

The company provides training to its employees to develop their skills.

Guidance

The company has implemented vocational training and instruction, which include skills development training, education paid for in whole or in part by the company, with the goal to provide opportunities for career advancement (Source: Global Reporting Initiative G3). Examples of on-the-job training to enhance employee skills are coaching, mentoring, job rotation, apprenticeships, etc. Total number of hours of training per employee per year can be a significant key performance indicator for this action.

Actions to promote the inclusion of employees with disabilities

Information

The company has implemented specific measures to integrate disabled persons into the workforce.

Guidance

Emerging studies determine that there is a true business case for the integration of disabled employees into the workforce beyond its roots as a socially responsible business practice. Evidence states that disabled employees have comparable productivity rates, lower accident rates, and higher job retention trends. People with disabilities also represent an untapped source of skills and talent, including technical skills if they have access to training and transferable problem-solving skills developed in daily life. Hiring disabled employees can contribute to the overall diversity, creativity and workplace morale. Some potential examples of implementation measures could include specific outreach techniques and programs, the provision of reasonable accommodation to meet individual needs, and allocating designated human resources management staff with knowledge on disadvantaged or work-related disability issues, etc. (source: ILO)

Individual development and career plan for all employees

Information

The company demonstrates evidence of creating individual development and career plans for all employees.

Guidance

Career planning is an ongoing process that can help employees manage their learning and development/progress within the company. It is also a key component of a company's attraction and retention strategy. The company has mechanisms in place to provide career opportunities to employees, allowing them to access to promotions and higher pay. For example, an individual development plan can be put in place by analyzing skills and competencies needed by the employees to achieve their short, mid and long term goals. This process should also be coupled with the annual review process of the employee.

Training of employees on health and safety risks and best working practices

Information

The company has provided its employees with necessary training to strengthen their knowledge about health and safety risks at work and good working practices.

Guidance

The company has provided training with the help of training materials (slide decks, training content summaries) and/or evidence of training execution (progress reports, certificates of completion, attendance sheets) to demonstrate the execution of training programs regarding health and safety risks at work and good working practices. A best practice is to have a training matrix which helps to keep track of which employees have been trained, the date of the training, the training topic, and expected dates for refresher trainings. Monitoring of training attendance certificates is also suggested. It is also a best practice to have the training carried out in the language that the employees understand best and to carry out tests or quizzes to ensure training concepts have been successfully transmitted to participants.

Results

Reporting on health & safety indicators for temporary agency workers

Information

The company demonstrates evidence of reporting on health & safety indicators for temporary agency workers.

Guidance

The information provided demonstrates evidence of public or internal reporting of consolidated data on health & safety for temporary agency workers. Examples of reporting on health & safety includes number of work-related accidents, number of work-related ill health, number of days lost to work-related injuries, fatalities and ill health etc.

Reporting with reference to the GRI Universal Standards

Reporting on the percentage of women at top management level

Information

The company demonstrates that there is public or internal reporting of consolidated dataon the percentage of women at top management level.

Guidance

The company provided data on the percentage of women at top management level. Top management level should include all management levels below the company's board of directors, e.g. Chief Officers (CEO, CFO, CTO, etc); as well as members of mid and top management (Directors, VPs, Team Leaders, etc).

Reporting on number of recordable work-related ill health

Information

The company demonstrates that there is public or internal reporting of consolidated data on the recorded number of ill-health.

Guidance

The company provided data which show the recorded number of ill-health. Work-related ill health can include acute, recurring, and chronic health problems caused or aggravated by work conditions or practices. These include musculoskeletal disorders, stress-related diseases (including obesity and heartdiseases) and psychological ill-health, etc.

Reporting on the percentage of women employed in relation to the whole organization

Reporting in accordance with SASB

Report on average unadjusted gender pay gap

Materiality analysis in sustainability reporting

Company communicates progress towards the Sustainable Development Goals (SDGs)

Comprehensive reporting on labor and human rights issues

Information

The company has provided comprehensive reporting figures or Key Performance Indicators (KPIs) on the majority of relevant labor and human rights issues.

Guidance

The company has provided good quality KPIs on the majority of labor and human rights criteria. To make the reporting figures more advanced in terms of quality, quantity and transparency, the KPIs should have all the following quality factors; (1) External assurance to assess the quality and credibility of the qualitative and quantitative information reported by the organization, (2) Alignment with reporting standards such as GRI Core/Universal/Comprehensive, SASB,...etc. (3) Materiality analysis to identify the most relevant labor and human rights issues based on the company's activity (4) The reporting timespan should be extending over 36 months for the majority of material topics and the reporting figures should not be more than 2 years old. (XS company: KPIs/reporting figures provided on at least two material labor and human rights topics which extends over a period of 24 months or more) Additionally, KPIs are reported in a formal public document available to stakeholders, and are in compliance with the Global Reporting Initiative guidelines or other external sustainability reporting standards.

Reporting on number of average training hours per employee

Information

The company reports, either through formal documentation or questionnaire declaration, on the average number of training hours per employee for the last reporting year.

Guidance

Investment in training is considered as beneficial for both the employees and the company. Training is a mean to increase the knowledge base of employees, to diversify the skills among the staff and can even act as a retention tool for the company. On the company side, different kinds of training can lead to different positive outcomes such as higher customer satisfaction, more innovation, and safer working practices for employees. By monitoring the number of hours of training provided to employees, a company can keep track on the training performance and where improvement is needed.

Improvement Areas

Results



No information on reporting on ratio of the annual total compensation of the highest paid individual, to the median annual total compensation for all employees

Information

The company has not provided documents about reporting on ratio of the annual total compensation for the highest paid individual, to the median annual total compensation for all employees.

Guidance

There is no reporting documentation available about ratio of the annual total compensation for the highest paid individual, to the median annual total compensation for all employees. Annual total compensation includes salary, bonus, stock awards, option awards, non-equity incentive plan compensation, change in pension value, and nonqualified deferred compensation earnings provided over the course of a year.

8. ETHICS

This theme focuses primarily on corruption and bribery issues, and also takes into account anticompetitive practices and responsible information management.

Ethics Score Breakdown



Ethics: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Ethics: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.

Weight • • •

ðĴ́ð ___Ethics

Strengths

Policies

Endorsement of the United Nations Global Compact (UNGC)

Information

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, ethics and sustainable procurement. The company is a formal signatory of this initiative.

Guidance

The United Nations Global Compact is a United Nations strategic policy initiative to encourage businesses worldwide to adopt sustainable, both environmentally and socially responsible policies, and to report on their implementation. Companies sign the initiative and then are required to provide overviews of their management system through a mandatory disclosure framework (annual publication of a Communication on Progress [COP]).

Policy on fraud

Policy on money laundering

Policy on conflict of interest

Disciplinary sanctions to deal with policy violations

Information

There is evidence within the supporting documentation provided that the company has implemented structured mechanisms to deal with policy violations such as disciplinary actions.

Guidance

In order to ensure the adequate implementation of business ethcis policies, companies should establish procedures to administer investigations and sanction employees for eventual violations (i.e. disciplinary measures up to and including possible termination).

Policy on information security

Information

The company has issued a formal standard policy that integrates commitments in the form of qualitative objectives on information security issues. The policy is formalized in a document such as a Code of Ethics and includes at least some organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Policies on corruption

Information

There is a formal policy that integrates qualitative objectives/commitments on anti-corruption & bribery issues (including for example conflict of interest, fraud and money laundering) in the supporting documentation provided by the company.

Guidance

It is imperative for companies who manage sensitive information to set commitments on the protection and responsible management of third-party data. The security of third party data encompasses the protection of customer personal identification information (PII) and the protection of third party intellectual property rights.

Guidance

Corruption & bribery covers all forms of corruption issues at work namely extortion, bribery, conflict of interest, fraud, money laundering. A comprehensive policy is formalized in a standalone document or is part of a Code of Ethics/Conduct on the issues mentioned and incorporate as well some of the following elements: scope of application, allocation of responsibilities, quantitative objectives, and review mechanisms.

Dedicated responsibility for ethics issues

Endorsement of external initiative on ethics issues

Information

There is evidence of public adherence to an external initiative on business ethics issues or membership in a voluntary initiative on business ethics issues.

Guidance

An endorsement is a company's commitment to meeting objectives or principles that have been defined by external organizations. The company must be listed as an active member of the initiative website. Such initiatives can encompass many business ethics issues, be specific, intergovernmental, multi-stakeholder, business-led, cross-sector or sector-specific. Examples include Global Compact, Extractive Industries Transparency Initiative (EITI), Institute of Business Ethics, International Forum on Business Ethical Conduct (IFBEC), etc.

Comprehensive policies on ethics issues

Information

A comprehensive policy on business ethics issues integrates commitments and/or operational objectives on all or almost all of the main fair business practices issues a company is confronted with: namely corruption & bribery issues, and information security and responsible marketing if applicable. It is also compulsory to have additional elements such as formal mechanism to communciate on business ethics, scope of the policy's application and allocation of responsibilities, among others.

Guidance

Policies are deemed exceptional when all business ethics issues are covered by qualitative and quantitative objectives. Additionally, an exceptional policy has exhaustive organizational elements such as allocation of responsibilities, mechanisms to deal with policy violations, formal review process, communication of the policy to all employees and business partners, etc.

Actions

Whistleblower procedure for stakeholders to report information security concerns

Whistleblower procedure for stakeholders to report corruption and bribery

Information security due diligence program on third parties in place

Information

The company has implemented systematic compliance and due-diligence measures when dealing with third-party intermediaries (i.e. commission agents, brokers, sales representatives, distributors, contractors, customs brokers, consultants) acting on its behalf.

Guidance

Provisions in key international laws hold companies liable for information security related misconduct committed in the context of their relationships with third parties (i.e. their agents, consultants, suppliers, distributors, joint-venture partners, or any individual or entity that has some form of business relationship with the organization). Given the risk exposures caused by third-parties, it is important that companies have adequate due diligence procedures in place. Due diligence is the process of gathering independent information to gain an understanding of the risks associated with a third party and visibility of its compliance management systems which address these risks. It can involve background checks and screenings of third party by means of sanction lists, tracking adverse media reports and identifying links to politically exposed persons, assessments of third parties on their own ethics & compliance programs and risk controls. Companies should provide documentation of their procedures that demonstrate how these due diligence efforts are undertaken.

Incident response procedure (IRP) to manage breaches of confidential information

Implementation of a records retention schedule

Information security risk assessments performed

Information

The company carries out periodic risk assessments on responsible information security management.

Guidance

Risk assessments are a formal process of evaluating and predicting the consequences (positive or negative) of a hazard and their likelihoods/probabilities. Periodic risk assessments on information security allow a company to identify potential information security risks, rate the likely occurrence and the potential impact of the risks, identify security controls, and develop an action plan. Such assessments ensure the presence of a strong compliance program and help to develop a more robust approach to counter breaches in information security management within the organization.

Audits of control procedures to prevent information security breaches

Information

The company's information security policies and compliance mechanisms are regularly audited.

Guidance

Internal controls (for examples four-eyes principle, job rotations, among others) are necessary to regularly monitor the effectiveness and proper implementation of actions put in place to support the responsible information management policies. Periodic audits of those controls, done either through an external third party that performs business ethics audits or an internal audit team, are carried out to ensure their effectiveness and provide reasonable assurance that internal processes are being adhered to.

Awareness training to prevent information security breaches

Information

The company has delivered awareness trainings to employees on information security issues.

Guidance

Information management is the process of collecting, storing, managing and maintaining information securely in all its forms. Through the use of rigorous information management practices, companies can help maintain their credibility and confidence of consumers. Awareness or trainings on such practices are regularly conducted to ensure that employees are familiar with the company's information management policy and procedures. They may be conducted either online or in person, and should include regular testing to ensure the training effectiveness.

Corruption risk assessments performed

Information

The company carries out periodic corruption & bribery risk assessments.

Guidance

Risk assessment are a formal process of evaluating and predicting the consequences (positive or negative) of a hazard and their likelihoods/probabilities. Periodic corruption and bribery risk assessments allow a company to identify potential bribery and corruption risks, rate the likely occurrence and the potential impact of the risks, select the appropriate anti-corruption controls, and develop an action plan. Such assessments ensure the presence of a strong compliance program and help to develop a more robust approach to counter bribery and corruption activities by the organization.

Measures to protect third party data from unauthorized access or disclosure

Information

The company has implemented measures to protect customer or client data from unauthorized access or disclosure.

Guidance

The company has taken measures to limit access to customer or client data within its own operation, or have implemented measures to secure its information system including such data so as to protect the data from unauthorized access or disclosure.

Measures for gaining stakeholder consent regarding the processing, sharing and retention of confidential information

Information

The company has implemented measures to consult with customers/clients on their personal/confidential data.

Guidance

Consulting with customers/clients on their personal/confidential data helps to eliminate risks around confidentiality breaches, which is one of the major concerns from customers nowadays.

Audits of control procedures to prevent corruption

Information

The company's anti-corruption and bribery policies and compliance mechanisms are regularly audited.

Guidance

Internal controls (for example four-eyes principle, job rotations, among others) are necessary to regularly monitor the effectiveness and proper implementation of actions put in place to support anti-corruption and bribery policies. Periodic audits of those controls, done either through an external third party that performs business ethics audits or an internal audit team, are carried out to ensure their effectiveness and provide reasonable assurance that internal processes are being adhered to.

Awareness training performed to prevent corruption

Information

The company has implemented awareness or training program on anticorruption and bribery issues for its employees.

Guidance

According to the ISO 26000 guideline, ""Corruption can be defined as the abuse of entrusted power for private gain"". There are all forms of public and proprietary corruption in the workplace, including among other things extortion, bribery, conflict of interest, fraud, money laundering. Since corruption undermines a company's effectiveness and ethical reputation, awareness or trainings on anti-corruption & bribery issues are regularly conducted to ensure that employees are familiar with the company's policy and procedures. They may be conducted either online or in person, and should include regular testing to ensure the training effectiveness.

Specific approval procedure for sensitive transactions (e.g. gifts, travel)

Information

The company has implemented a verification process for sensitive transactions.

Guidance

Sensitive transactions are a broad range of business dealings which involve higher ethics-related risks. Some examples include (non-exhaustive) gifts, travel arrangements and other types of hospitality, which are common in the business world, but may in fact constitute unethical or even illegal kickbacks, bribes or payoffs to influence decision affecting a company's operations, etc. Such transactions also comprise facilitation payments which are usually made with the intention of expediting an administrative process and may be considered as a form of corruption. As such, a verification procedure should be put in place to review and approve any sensitive transactions made by the company.

Results

Reporting with reference to the GRI Universal Standards

Reporting in accordance with SASB

Materiality analysis in sustainability reporting

 $Company\ communicates\ progress\ towards\ the\ Sustainable\ Development\ Goals\ (SDGs)$

Comprehensive reporting on ethics issues

Improvement Areas

Actions

Low

No conclusive documentation regarding an anti-corruption due diligence program on third parties

Information

No company declaration and no evidence within the supporting documentation regarding the implementation of systematic compliance and due-diligence measures when dealing with third-party intermediaries (i.e. commission agents, brokers, sales representatives, distributors, contractors, customs brokers, consultants) acting on its behalf.

Guidance

Provisions in key international laws hold companies liable for corruption related misconduct committed in the context of their relationships with third parties (i.e. their agents, consultants, suppliers, distributors, joint-venture partners, or any individual or entity that has some form of business relationship with the organization). Given the risk exposures caused by third-parties, it is important that companies have adequate due diligence procedures in place. Due diligence is the process of gathering independent information to gain an understanding of the risks associated with a third party and visibility of its compliance management systems which address these risks. It can involve background checks and screenings of third party by means of sanction lists, tracking adverse media reports and identifying links to politically exposed persons, assessments of third parties on their own ethics & compliance programs and risk controls. Companies should provide documentation of their procedures that demonstrate how these due diligence efforts are undertaken.

9. SUSTAINABLE PROCUREMENT

This theme focuses on both social and environmental issues within the company supply chain.

Sustainable Procurement Score Breakdown



Sustainable Procurement: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Sustainable Procurement: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.

Weight • • •

Sustainable Procurement

Strengths

0

Policies

Endorsement of the United Nations Global Compact (UNGC)

Information

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, ethics and sustainable procurement. The company is a formal signatory of this initiative.

Guidance

The United Nations Global Compact is a United Nations strategic policy initiative to encourage businesses worldwide to adopt sustainable, both environmentally and socially responsible policies, and to report on their implementation. Companies sign the initiative and then are required to provide overviews of their management system through a mandatory disclosure framework (annual publication of a Communication on Progress [COP]).

Standard policies on sustainable procurement issues

Quantitative objectives set on sustainable procurement policy

Information

The company has defined and has formally communicated quantitative objectives (i.e. targets) with regard to the relevant sustainable procurement policy objectives.

Guidance

Quantitative objectives or targets on sustainable procurement issues are considered as fundamental elements of comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. Some examples of specific targets on this topic include the percentage of suppliers to be audited on sustainability issues, the percentage of suppliers signing the Supplier code of conduct, or the percentage of employees or buyers trained on sustainable purchasing. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (i.e. by 2020 we commit to train 100% of buyers on sustainable purchasing issues).

Endorsement of external initiative on sustainable procurement issues

Information

There is evidence of public adherence to an external initiative on sustainable procurement issues or membership in a voluntary initiative on sustainable procurement issues.

Guidance

An endorsement is a company's commitment to meeting objectives or principles that have been defined by external organizations. The company must be listed as an active member of the initiative website. Such initiatives can encompass many sustainable procurement issues, be specific, intergovernmental, multistakeholder, business-led, cross-sector or sector-specific. Examples include Sustainable Purchasing Leadership Council, Sustainable Apparel Coalition, Bettercoal, Clean Shipping Network, Business Social Compliance Initiative (BSCI), etc.

Actions

Consideration for sustainability integrated into internal purchasing processes for specific products or services (stationery, wood-related products, data hosting services)

Information

The company has provided formalized documents that demonstrate consideration for sustainability integration into internal purchasing processes for specific products or services (stationary, wood-related products, or data hosting services).

Guidance

There is evidence of a process that integrates the sustainability performance of suppliers into internal purchasing for specific products or services. For example, a process to purchase only sustainable stationery products, certified wood products, energy-efficient data hosting services, etc.

Supplier sustainability code of conduct in place

Information

The company has provided formalized documents that demonstrate evidence of a supplier CSR code of conduct in place.

Guidance

There is evidence of a separate supplier code of conduct document that outlines the company's expectations for their suppliers to follow in order to be socially and environmentally responsible.

There is evidence of employee instructions or operational process relating to

on-site audits of the company's suppliers, unannounced or announced, to identify non-conformances to the mandatory sustainability requirements.

On-site audits of suppliers on environmental or social issues

Information

The company has provided formalized documents that demonstrate on-site audits of suppliers on environmental or social issues.

Regular supplier assessment (e.g. questionnaire) on environmental or social practices

Information

The company has provided formalized documents that demonstrate evidence of a supplier assessment (e.g. questionnaire) on environmental or social practices.

Integration of social or environmental clauses into supplier contracts

Information

The company has provided formalized documents that demonstrate the integration of social or environmental clauses into supplier contracts.

Guidance

Guidance

There is evidence of a questionnaire-based review of a supplier's sustainability practices which is remote either done by a third party or directly by the supplier without verification (i.e. self-assessment).

Guidance

There is evidence of provisions/clauses in business contracts that cover labor practices and human rights and/or environmental issues which are not directly connected to the contract subject matter with the aim to set the expectations on sustainability.

Sustainability risk analysis (i.e. prior to supplier assessments or audits)

Information

The company has provided formalized documents that demonstrate evidence of a CSR risk analysis process to identify which suppliers, products or purchasing categories expose the company to sustainability risks.

Guidance

There is evidence of a process to identify which suppliers, products or purchasing categories expose the company to sustainability risks. The result of this risk analysis demonstrates evidence of consideration whether further action should be taken on a particular supplier, product or purchasing category.

Results

Reporting with reference to the GRI Universal Standards

Total gross Scope 3 upstream GHG emissions value confirmed in supporting documentation

Reporting on total gross Scope 3 upstream GHG emissions

Reporting in accordance with SASB

Materiality analysis in sustainability reporting

Company communicates progress towards the Sustainable Development Goals (SDGs)

Standard reporting on sustainable procurement issues

Information

There is evidence of formal reporting implemented regarding both labor and human rights issues from the company supporting documentation, including key performance indicators (KPIs), statistical figures or associated concrete actions.

Guidance

Reporting items are standard in terms of quality and quantity, do cover the main issues, are meaningful enough, and are regularly updated. KPIs may include (but are not limited to): the percentage of suppliers covered by sustainable procurement measures, and percentage of buyers trained on sustainable procurement issues. Comprehensive reporting on sustainable procurement issues will additionally have KPIs reported in a formal public document available to stakeholders, and will be in compliance with the Global Reporting Initiative guidelines or other external sustainability reporting standards.

Improvement Areas

Actions

Medium

No conclusive documentation on the training of buyers on social and environmental issues within the supply chain

Information

The company lacks evidence of formalized documents that demonstrate training of buyers on social and environmental issues within the supply chain.

Guidance

There is no conclusive evidence of training of the company's procurement professionals on sustainable purchasing to ensure understanding of social and environmental issues and their integration into the procurement function. This can be demonstrated through training programs such as training progress reports, certificates of completion with company name or training materials.

10. 360° WATCH FINDINGS

Impact on Score Neutral	Impact on Score Neutral	Impact on Score Neutral →
valid from 1 Jul 2024 to 1 Aug 2029	valid from 1 May 2024 to 1 Jun 2029	valid from 1 Apr 2024 to 1 May 2029
Impacted themes	Impacted themes	Impacted themes
merica's Best Employers for Women 2024	SBTi's target - Companies taking action	America's Best Employers for Diversity 2024
Forbes partnered with market research firm Statista to survey more than 150,000 women working at companies with at least 1,000 employees in the United States. Participants were also asked to rate their current employers in such areas as working environment, pay equity, barental leave, and the company's handling of ncidents related to sexual misconduct and discrimination. Responses from the last three rears were considered. Manpower was ranked at number 452 for America's Best Employers for Vomen 2024.	Ambition for 1.5°, a campaign aimed at driving the adoption of science-based targets in line wi the most ambitious goal of the Paris Agreemen 1.5°C.	
Mar 2024 https://www.ouest-france.f	1 Jan 2024 https://time.com/collectio	1 Jan 2024 https://worldsmostethicalc
Impact on Score	Impact on Score	Impact on Score
Neutral \rightarrow valid from 1 Mar 2024 to 1 Apr 2029	Neutral → valid from 7 Jan 2025 to 1 Jan 2034	Neutral → valid from 1 Jan 2024 to 1 Feb 2029
Impacted themes	Impacted themes	Impacted themes
Manpower à Nantes : l'intersyndicale appelle à une grève reconductible les salariés permanents de la multinationale américaine du recrutement sont en lutte depuis	World's Most Sustainable Companies of 202 ManpowerGroup is ranked 96 on the World's Most Sustainable Companies of 2024 list.	World's Most Ethical Companies 2024 ManpowerGoup is on the World's Most Ethical Companies® Honoree List for the year 2024.
des semaines pour exiger une augmentation générale de leurs salaires. À Nantes, les grévistes ont appelés à se rassembler, mardi 5 mars, à 0h, devant l'agence du boulevard Einstein.	5	
Jan 2024 https://www.newsweek.com/r	1 Jan 2024 https://www.hrc.org/resour	1 Jan 2024 https://www.newsweek.com/r
Impact on Score	Impact on Score	Impact on Score
Neutral → valid from 1 Jan 2024 to 1 Feb 2029	Neutral → valid from 1 Jan 2024 to 1 Feb 2029	Neutral → valid from 1 Jan 2024 to 1 Feb 2029
Impacted themes	Impacted themes	Impacted themes
America's Most Responsible Companies 2024	2024 Corporate Equality Index for ManpowerGroup	Newsweek Excellence Index 2024
NanpowerGroup was ranked 7th for America's Nost Responsible Companies 2024 with a score of 76.97. The company scored 90.3 in environment, 55.47 in social and 85.24 in orporate governance.	In 2024, ManpowerGroup scored 100 out of 100 in the 2024 CEI Rating. A CEI rating is one key evaluation metric among others in assessing th LGBTQ inclusiveness of any employer or provid of goods or services.	Excellence 1000 Index, recognizing companies across more than 25 industries and 100

Copyright © 2025 EcoVadis ® - All rights reserved www.ecovadis.com | +33 (0) 1 82 28 88 88 | support@ecovadis.com customers, stakeholders and communities with a dedication to social responsibility and ethical standards. ManpowerGroup is on the Newsweek Excellence Index 2024 for the year 2024.

Ϋ́

٢̈́




















trabajadores que venían laborando desde hace varios años en los proyectos mineros del grupo Prodeco, localizado en los municipios de El Paso, La Jagua de Ibirico y Becerril (Centro del Cesar).





360° Watch Findings comprise relevant public information about companies' sustainability practices that have been identified via more than 10,000 data sources (including NGOs, press and trade unions). 360° Watch Findings are incorporated into the EcoVadis assessment and can have positive, negative or no score impact.

EcoVadis is connected to the following international sources:

- Sustainability networks and initiatives (e.g. AccountAbility, Business for Social Responsability, CSR Europe)

- Trade unions and employers' organizations

- International organization (e.g. United Nations, European Court of Human Rights, Global Compact, International Labor Organization, World Bank)

- NGOs (e.g. China Labor Watch, Greenpeace, WWF, Movimento Difesa del Cittadino)
- Research institutes and specialized press (e.g. CSR Asia, Blacksmith Institute, Corpwatch)

11. SPECIFIC COMMENTS

Additional comments from our analysts pertaining to the assessment.

Specific comments

No records found in third party risk and compliance database.
The company demonstrates an advanced sustainability management system that covers all four themes under review.
Since the last assessment, the overall score has increased thanks to the publication of additional sustainability reporting.

12. CONTACT US

Any questions or need help? Visit our Help Center at support.ecovadis.com

APPENDIX:

INDUSTRY RISK PROFILE

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

EcoVadis determines industry based on the International Standard Industrial Classification of All Economic Activities (ISIC), which is a compilation of all global economic activities published by the United Nations Statistical Commission. Its main purpose is to provide a set of activity categories that can be utilized for the collection and reporting of statistics according to such activities.

It is possible that a company has operations in more than one industry. In these cases, EcoVadis classifies companies based on their main area of operation, as determined by sustainability risk and/or total revenue.

CRITERIA ACTIVATION BY THEME:

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

Environment 😡	
Medium	Energy consumption & GHGs
Non-activated	Water
Non-activated	Biodiversity
Non-activated	Air Pollution
Medium	Materials, Chemicals & Waste
Non-activated	Product Use
Non-activated	Product End-of-Life
Non-activated	Customer Health & Safety
Non-activated	Environmental Services & Advocacy

Ϋ́́

Labor & Human Rights

	5	
Medium		Employee Health & Safety
Medium		Working Conditions
Medium		Social Dialogue
High		Career Management & Training
High		Child Labor, Forced Labor & Human Trafficking
High		Diversity, Equity and Inclusion
Non-activated		External Stakeholder Human Rights
Ethics ស្ន្និង		

Corruption



Non-activated

Anticompetitive Practices



Responsible Information Management

Sustainable Procurement



Supplier Environmental Practices

Supplier Social Practices

almost 40 percent of our garbage.e.x.(13). Companies can aim to minimize these impacts through various measures aimed at minimizing the generation of waste and implementing recycling initiatives to encourage reuse and recycling by employees in the workplace. Internal audits can help to identify areas where the most waste is produced, what types of waste are being generated, and where waste is being generated from obsolete office equipment. Companies in this sector have adopted strategies and procedures to decrease their consumption of resources, reduce overall waste, and increase the amount of waste from daily business activities that can be

KEY SUSTAINABILITY ISSUES

Find qualitative explanations of the key sustainability issues and risk associated with Temporary employment agency activities



recvcled.

၀၀၀ (႐ှာ Labor & Human Rights

Importance

Sustainability issue

Medium

Employee Health & Safety

Definition

Deals with health and safety issues encountered by employees at work i.e. during operations and transport. Includes both physiological and psychological issues arising from, among others, dangerous equipment, work practices and hazardous substance.

Industry issues

The industry of temporary employment agencies is extremely competitive and fluctuating, making it very difficult to have robust policies that protect the various temporary workers that find themselves employed through these companies, and can increase their exposure to various health and safety hazards that are not accounted for. The quick-paced and ever-changing work environment also discourages these temporary, usually low-wage employees from filing complaints or suggestions regarding poor or unsafe job conditions. These workers often know they are easily replaceable and that their complaints may not be heard, which creates a complex employment relationship between temporary agency workers, temp agencies and client employers.e.x.(14). The policies and work environments in these types of companies might even leave low-wage temp agency workers more vulnerable to workplace injuries or limited safety training because of loopholes or financial incentives. Client employers have little incentive to improve safety for these temporary agency workers.e.x. (5). However, companies can tackle this issue through rigorous health and safety risk assessments of workplace environments, strict policy implementation, and monitoring of the workplace for a wide range of issues including ergonomics, overall work conditions, health checkups, etc. Furthermore, it is necessary for companies to establish a procedure for investigating all health and safety incidents and problems in order to minimize or eliminate them. It is also important to recognize and address the specific ways in which occupational safety and health risks differently affect men and women (such as those who are pregnant, have recently given birth or are breastfeeding), or workers in particular circumstances such as people with disabilities, those who are inexperienced, or younger workers.e.x.(6). Companies should provide equal health and safety protection for all part-time and temporary workers, as well as subcontracted workers. They should strive to eliminate psycho social hazards in the workplace, which can contribute to stress and illness, as well as provide adequate training to all personnel on all relevant health and safety matters. Sector initiatives regarding health and safety include: ILO convention 181 on Private Employment Agencies, ILO Recommendation 188 on Private Employment Agencies, PRISME Code of conduct for temporary labor agencies, Universal Declaration of Human Rights, OHSAS 18001 (Occupational Health and Safety Assessment Series).



Working Conditions

Definition

Deals with working hours, remunerations and social benefits granted to employees.

Industry issues

Human capital investment is increasingly important for companies seeking to develop a sustainable work force while reducing hiring costs associated with high employee turnover. The International Trade Union Confederation's 2014 Global Poll indicates that wages have failed to increase at a rate consistent with global cost of living inflation, a conclusion supported by 79% of respondents that believe national minimum wages are insufficient, and 87% believe that the social protections, including pensions, healthcare and family leave are inadequate (7). These numbers highlight the opportunities for companies operating in countries where wage increases can improve quality of life. As indicated by the above figures, it is in the corporate sector's interest to invest in their human capital by providing adequate wages, social benefits and fair work hours to employees. Companies operating in less developed countries where minimum wage laws are deemed inadequate, including in China where 81% of ITUC respondents believe the national minimum wage is inadequate, companies should default to wage standards established by the ILO. When operating in countries where state provided social protections are minimal or absent, companies should provide employees with healthcare and retirement pensions that are consistent with international standards. Employee satisfaction surveys and collective bargaining through worker representative groups, including unions and work councils can assist companies with identifying human capital management needs. Fair pay and social protections, and sector appropriate working condition are essential for companies to reduce labor costs without sacrificing ethics or production efficiency.

Medium

Social Dialogue

Definition

Deals with structured social dialogue i.e. social dialog deployed through recognized employee representatives and collective bargaining.

Industry issues

Social dialogue with work councils and labor unions is an effective tool to assist companies in identifying human capital management needs, including in areas such as wages, benefits and skills development training. A vast majority of ITUC's 2014 respondents believe that workplaces with unions provide better wages, work conditions and safety, evidence of the impact that advanced social dialogue has in reinforcing human capital management strategies (7). Numerous factors influence the level of social dialogue with workers representatives, including national laws that outlaw labor unions, and employee apathy caused by the declining impact of unions to serve worker interests. According to the 2014 ITUC survey, a vast majority of respondents disapprove of their working conditions, including the wages, benefits and job security-a figure that provides tremendous opportunities for companies by implementing effective dialogue in countries that clearly lack such engagements(7). Given the importance of social dialogue in helping establish policies and procedures that promote both employer and employee interests, companies should work to promote collective bargaining. Collaboration with work councils, labor unions or worker representatives can be leveraged to address working conditions, remuneration, skills development and occupational health and safety needs. In countries where union membership is not permitted, or are insignificant due to low member rates, companies should establish alternative modes of social dialogue that promote worker interests.



Career Management & Training

Definition

Deals with main career stages i.e. recruitment, evaluation, training and management of layoffs.

Industry issues

In addition to fair pay, social benefits and safe and stimulating working conditions, companies should include occupational skills development in their human capital management strategies. Occupational skills development, through formal training, developmental assignments and feedback, provides mutual benefits for employees and companies. Companies benefit from a higher skilled workforce capable of meeting 21st century market demands, and workers develop skills necessary for promotions and/or future employment opportunities in the sector. Workers are increasingly demanding occupational skills development in order to stay up-to-date on technological developments, ultimately ensuring they remain competitive workers. The reciprocal benefits ultimately reduce employee turnover costs, evidenced by one HBR report that finds that workers are 125% less likely to change jobs due to burnout (8). To take advantage of the benefits provided by a skilled workforce, companies should develop and implement occupational training and development programs across all operations. Ongoing employee evaluations accompanied by continuous feedback should be deployed to identify skills that enable companies to place employees in positions that reflect their skill levels, allowing for promotions as skill levels increase. Lastly, Companies should ensure that, when necessary, workers required to perform redundant tasks are helped to access other functional areas through training. Occupational skills development programs can benefit companies across all functional areas, and should therefore be embedded throughout all operations.



Child Labor, Forced Labor & Human Trafficking

Definition

Deals with child, forced or compulsory labor issues within the company owned operations.

Industry issues

Modern slavery, characterized by low wages, wage theft, violent and coercive working conditions, debt bondage, identification documentation retention, forced trafficking and exposure to unsafe working conditions is a global phenomenon. According to the International Labor Organization's (ILO) Global Estimates of Modern Slavery, there are about 4.3 million children aged below 18 years in forced labor, representing 18% of the 24.8 million total forced labor victims worldwide (9). An estimated 168 million children are engaged in labor, an estimated 90 million are exposed to hazardous work that jeopardizes the physical, mental or moral well-being of a child (10). Recruitment fees charged to workers are perhaps the single most important indicator in assessing labor brokers, because exorbitant fees so often lead to situations of debt bondage or other forms of coercion on the job. However, international instruments stop short of a blanket prohibition against the use of fees, which may include "expenses for documentation, visa arrangements, medical examination or air travel." Conditions that lead to trafficking or forced labor are often spread among several different actors in the recruitment, hiring and management of migrant workers. This makes it difficult for government investigators and prosecutors to make a case that proves the guilt of just one of the parties with a charge such as trafficking or forced labor. For example, a recruitment agency may instigate a situation of debt bondage through the charging of high fees and deception about job salary and type; but if the actual debt is held not through the broker but through an unrelated lending agency (11). The vision of the ILO's Fair Recruitment Initiative (FRI) is to ensure that recruitment practices nationally and across borders are grounded in labor standards, are developed through social dialogue, and ensure gender equality. Specifically, they are transparent and effectively regulated, monitored, and enforced; protect all workers' rights, including fundamental principles and rights at work (FPRW), and prevent human trafficking and forced labor; efficiently inform and respond to employment policies and labor market needs, including for recovery and resilience (12). Companies must implement effective slavery and child labor awareness training, perform impact assessments and monitoring procedures such as site audits. Given the inherent exposure to hazardous chemicals, it is important that chemical companies adhere to ILO child labor conventions for working in hazardous job functions. Employers should provide transparent contracts to all workers regardless of their status, should not require employees to pay recruitment fees or withhold employee documentation during any duration of the labor contract. When cases of forced or child labor are discovered, it is important for companies to remedy the issues through engagement with NGOs to provide remedy to victims, e.g., housing, psychological support and educational opportunities for child workers.



Diversity, Equity and Inclusion

Definition

Deals with discrimination and harassment prevention at the workplace. Discrimination is defined as different treatment given to people in hiring, remuneration, training, promotion, termination; based on race, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age. Harassment may include physical, psychological and verbal abuse in the work environment.

Industry issues

Given that temporary employment agencies are responsible for the hiring of workers, and the holders of the employment contracts, it is their responsibility to manage anti-discrimination efforts and to ensure that client companies have effective anti-harassment systems in place. employment agencies benefit from promoting diversity through antidiscrimination and harassment management systems because they are able to retain their labor pools, therefore reducing employee turnover costs. Globally, anti-discrimination efforts are not up to scale, indicated by research performed by the ILO indicating that women are paid on average 70%-90% of the salaries received by the male counterparts (13). The manufacturing sector experiences, according to some estimates, a 20% gender wage gap (14). While most countries have laws that prohibit discrimination, differences exist in their level of enforcement and scope of racial and social groups covered by their respective legislation, making it a strategic must for companies to establish internal policies that promote internal efforts. Many of the world's biggest and most successful companies have advanced diversity strategies, including in respect of LGBT. Temporary employment agencies must implement systems that reinforce diversity efforts, including the development of anti-discrimination and harassments policies. Training of all managers that have authority over recruitment, training, and promotions should be implemented across all operations. Human resources personnel should perform frequent internal salary audits to determine where wage gaps exist. Companies engaged in the sector should have systems in place to verify that client companies have anti-harassment systems in place to promote a safe and productive work environment. Lastly, an effective whistle-blowing procedure should be available to all employees to report concerns related to, or violations of, established anti-discrimination policy.

ඩ්ර් Ethics

Importance

Sustainability issue

Medium

Corruption

Definition

Deals with all forms of corruption issues at work, including among other things extortion, bribery, conflict of interest, fraud, money laundering.

Industry issues

Corruption distorts fair markets and, if not managed effectively by the automotive manufacturing sector, exposes companies to financial losses from both the act itself and the increased cost of business caused by rampant industry-wide corruption. The Foreign Corrupt Practices Act and the UK Bribery Act expose companies and individuals working on behalf of companies to financial and criminal penalties, while similar legislation is currently being debated in Brazil and Franceexposing companies to risks in additional jurisdictions. FCPA risks take different forms depending on the nature, scope and location of a company's international activity. They can arise both when companies seek to sell their products and services directly to foreign governments and state-owned entities and in the form of bribe payments in return for favorable contracting decisions. FCPA risks can also take other, less obvious forms, such as when companies face shakedowns from customs inspectors and tax assessors during efforts to import or export raw materials or finished products. Additionally, risks can surface when companies operate manufacturing facilities in foreign countries, which requires frequent interaction with hosts of foreign officials ranging from maintaining utility service to paying local taxes and securing police protection. The UK Bribery Act expands the scope of bribe recipients to any individual, regardless of their government relationship. To minimize corruption risks, companies should implement a risk-based due diligence procedure to identify opportunities or situations where corrupt transactions are possible. It is important that companies identify anti-corruption training needs in order to keep employees abreast on the regional or sector environment that exposes them to potential risks. Lastly, companies must document and maintain detailed records of all due diligence measures in order to minimize liability in the event that the company is implicated in corruption investigations involving internal employees or third-party relationships.

Medium

Responsible Information Management

Definition

Deals with third-party data protection and privacy which encompasses the protection of customer personal identification information (PII) and third party intellectual property rights.

Industry issues

Companies collect, process and share confidential information belonging to third-parties in order to operate their business. Thirdparty confidential information includes employee and consumer personal identification information, third parties' intellectual property, and business partner trade secrets. Companies are legally mandated in several jurisdictions to manage third party data responsibly. Breaches of third-party data, including proprietary intellectual property, trade secrets and employee and consumer PII expose companies to operational seizures, financial and reputational impacts caused by stakeholder lawsuits and regulatory penalties. The financial impacts of information security breaches can be both immediate and drawn out over several years, due to possible litigation action by parties who lost confidentiality of their information entrusted to the breached company. The costs of regulatory violations remain severe, and proposed changes to major regulatory frameworks in major countries are likely to impose greater fines. Ponemon Institute estimates the global average cost of a cyber-attack to be US\$3.86 million (15). Beyond direct regulatory and financial penalties, breaches in a company' information management system can cause long term distrust in the company' information security management. Almost immediately after Target's information breach, the company' net earnings for the fourth quarter were down 46 percent from the same period the year before. Over time, Target will pay an estimated US\$1.4 billion when factoring ongoing legal costs, class-action lawsuits by consumers and business partners, and credit monitoring services for affected consumers (16). In order for companies to manage operational and legal risks associated with information security breaches, it is vital that robust information security management systems are developed and implemented across to the operational scope. Companies should perform vulnerability assessments, implement access and disclosure controls and provide thorough training for all employees responsible for processing third-party data. An adequate incident response procedure capable of preventing further data loss, communicating with exposed stakeholders, and systems updates is necessary to meet legal requirements in key jurisdictions. Employment agencies, at any given time, maintain a significant level of information regarding client companies, including process intellectual property and client employee information. This information, when breached, exposes employment providers to lawsuits from client companies and potentially any individuals affected by the breach. In order to reduce impacts of information security breaches, it's important for recruitment agencies to have effective information security management systems in place. Specifically, information should only be retained that is necessary for operational purposes, information access should be provided to employees on a need-to-know basis and an effective incident response procedure is vital to prevent the diffusion of impacts across the organization and the prevention of third-party information being further exposed.

Sustainable Procurement

Importance

6

Sustainability issue



Supplier Environmental Practices

Definition

Deals with environmental issues within the supply chain i.e. environmental impacts generated from the suppliers and subcontractors own operations and products.

High

Supplier Social Practices

Definition

Deals with labor practices and human rights issues within the supply chain i.e. labor practices and human rights issues generated from the suppliers and subcontractors own operations or products.

Industry issues

Companies have an obligation to respect and promote internationally recognized human rights of both internal and external stakeholders by managing the impacts caused by business operations, particularly when operating in identified high-risk countries. In promoting human rights, companies should not contribute to, or be complicit with, the denial of basic human rights, including property rights, privacy rights, water rights, and cultural and religious rights of either their workers or the communities where they operate. In accordance with international frameworks, workers should be allowed to perform religious and cultural rituals in the workplace without fear of coercion, harassment or reprimand, and should also be allowed to associate and assemble collectively and freely. The human rights of external stakeholders are potentially deprived when pollution caused by business operations impact food and water sources that local communities depend on to thrive. Population relocations, before, during or after operations, potential deprive local communities of property rights. Armed conflicts create favorable conditions for companies to exploit circumstances in which their operations, products or services further contribute to chaos. Lastly, customer data forfeitures to governments and other entities exposes customers to security risks when the information provided is used by governments to target parties deemed to be threats to state authority. In accordance with the UN Guiding Principles on Business and Human Rights, social impact assessments used to assess impacts across a company's operations should include those of supply chain operations. Companies should develop and implement due diligence procedures, to include supply chain mapping, risk assessments and follow up supplier engagements, including training and on-site audits. Companies should also establish contract provisions detailing supplier expectations regarding human rights protections and, when possible, integrate whistle-blowing procedures on the supplier behalf. To minimize liability for supplier corruption, companies should implement a risk-based due diligence procedure to identify suppliers at greatest risk of being accused of such transactions.

Key industry Strengths

Key industry Improvement Areas



No reporting on environmental issues					
No endorsement of external CSR initiatives or principles (e.g. Global Compact)					
No endorsement of external CSR initiatives or principles (e.g. Global Compact)					
No reporting on sustainable procurement issues (e.g. percentage of suppliers evaluated)					
	0%	25%	50%	75%	100%

• All companies rated by EcoVadis in this industry

Sustainability KPIs Overview

KPI	All companies rated by EcoVadis in this industry
Audit or assessment of suppliers on CSR issues	34%
Carbon disclosure project (CDP) respondent	10%
Global Compact Signatory	12%
Grievance mechanism or whistleblowing procedure in place	30%
ISO 14001 certified (at least one operational site)	35%
ISO 45001 certification or equivalent (at least one operational site)	22%
Policy on sustainable procurement issues	35%
Reporting on energy consumption & GHGs	45%
Reporting on health & safety indicators	32%

Main Regulations and Initiatives

Charte de la diversité en entreprise (French Diversity Charter)

http://www.diversity-charter.com/

The Diversity Charter is a written commitment that can be signed by any company, regardless of its size, that wishes to ban discrimination in the workplace and makes a decision to work towards creating diversity.

ញ៉ື Labor & Human Rights

ILO convention 181 on Private Employment Agencies

http://www.ilo.org/ilolex/cgi-lex/convde.pl?C181

A Regulatory

International convention about the private employment agencies.

ໍ່ຕື້ Labor & Human Rights

ILO Recommendation 188 on Private Employment Agencies

http://www.ilo.org/ilolex/cgi-lex/convde.pl?R188

A Regulatory

International recommendation about employment policy and promotion.

ືເறີ Labor & Human Rights

Standard ISO 14000 (International Standard Organisation)

http://www.iso.org/iso/iso_14000_essentials

The ISO 14000 family addresses various aspects of environmental management

D Environment

International Labor Organization's Fundamental Conventions

http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documen ts/publication/wcms_095895.pdf

A Regulatory

The Governing Body of the International Labour Office has identified eight Conventions as fundamental to the rights of human beings at work. These rights are a precondition for 12 the others in that they provide a necessary framework from which to strive freely for the improvement of individual and collective conditions of work.

ញ៉ឺ Labor & Human Rights

Foreign Corrupt Practices Act of 1977

http://www.usdoj.gov/criminal/fraud/fcpa/

A Regulatory

The Foreign Corrupt Practices Act of 1977 (FCPA) prohibits payments, gifts, or Practices Act contributions to officials or employees of any foreign government or government-owned business for the purpose of getting or retaining business.

ଣ୍ଡି Ethics

CIETT (Code of conduct of the International Confederation of Private Employment Agencies)

http://www.ciett.org/fileadmin/templates/ciett/docs/CIETT_Code_Conduct.pdf

Principles for a responsible agency work business around the world

ញ៉ំ Labor & Human Rights

ILO Guide to private employment agency

http://www.ilo.org/public/english/employment/skills/download/peaguide.pdf

A Regulatory

Guide for regulation, monitoring and enforcement.

ເறີ Labor & Human Rights

PRISME Code of conduct for temporary labor agencies

http://prisme.eu//Web_Accueil/Les-Accords-cadre.aspx

Charters, Framework Agreements and conventions from the french professional organization PRISME (Professionnels de l'Iterim, Services et Metiers de l'Emploi)

ញ៉ឺ Labor & Human Rights

Universal Declaration of Human Rights

http://www.un.org/Overview/rights.html

A Regulatory

The Universal Declaration of Human Rights (UDHR) is an advisory declaration adopted by the United Nations General Assembly (10 December 1948)

ືເறີ Labor & Human Rights

Standard OHSAS 18001 (Occupational Health and Safety Assessment Series)

http://www.ohsas-18001-occupational-health-and-safety.com/index.htm

OHSAS 18000 is an international occupational health and safety management system specification.

ືເறີ Labor & Human Rights

United Nations Convention against Corruption (UNCAC)

http://www.unodc.org/unodc/en/treaties/CAC/index.html

Regulatory

The UNCAC is the first leg12y binding international anti-corruption instrument. In its 8 Chapters and 71 Articles, the UNCAC obliges its States Parties to implement a wide and detailed range of anti-corruption measures affecting their laws, institutions and practices.

ର୍ଶ୍ୱି Ethics

United Nations Global Compact (10 principles)

http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of ten principles in the areas of human rights, labour standards, the environment, and anti-corruption:



Standard Global Reporting Initiative's (GRI)

https://www.globalreporting.org/Pages/default.aspx

The GRI is a network-based organization, that has set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.



Carbon disclosure project

https://www.cdp.net

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information.

😥 Environment

OECD guidelines for multinational enterprises

http://www.oecd.org/about/0,2337,en 2649 34889 1 1 1 1 1,00.html

The Guidelines are recommendations addressed by governments to multinational enterprises operating in or from adhering countries. They provide voluntary principles and standards for responsible business conduct in a variety of areas including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and taxation.



Standard ISO 26000 (International Standard Organisation)

http://www.iso.org/iso/pressrelease.htm?refid=Ref972

The future International Standard ISO 26000, Guidance on social responsibility, will provide harmonized, glob12y relevant guidance based on international consensus among expert representatives of the main stakeholder groups and so encourage the implementation of best practice in social responsibility worldwide.



Sources

1- Allen York policies

http://www.allen-york.com/policies

2- Worldwide Trends in Energy Use and Efficiency

http://www.iea.org/publications/freepublications/publication/Indi cators 2008.pdf

3- CSR Report 2013 Page Group

4- Temp agency workers falling through cracks in OHS system

http://www.iwh.on.ca/at-work/69/temp-agency-workers-falling-thr ough-cracks-in-ohs-system

5- Private employment agencies, temporary agency workers and their contribution to the labour market

http://www.ciett.org/fileadmin/templates/ciett/docs/Public Affairs /ILO_C181_WPrEA_2009.pdf

6- Reduce your use of office paper

http://156.98.19.245/workplace/

7- International Trade Union Confederation, 2014,

http://www.ituc-csi.org/ituc-global-poll-2014?lang=en

8- Harvard Business Review, 2012, Creating Sustainable Performance

https://hbr.org/2012/01/creating-sustainable-performance

9- Global estimates of child labour: Results and trends, 2012-2016. International Labour Organization, Geneva, 2017

10- ILO, Child Labor, 2020

http://www.ilo.org/global/topics/child-labour/

11- Verité, Understanding the Policy Context of Hiring, Human Trafficking and Modern-Day Slavery. A brief for responsible business

https://helpwanted.verite.org/sites/default/files/images/Verite-HE LP-WANTED-Understanding the Policy Context of Hiring Human Trafficking and Modern-Day Slavery.pdf 12- ILO, Fair Recruitment, 2021

https://www.ilo.org/global/topics/fair-recruitment/lang--en/index. htm

13- International Labor Organization, 2011, Equality at Work: The Continuing Challenge

http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/ documents/meetingdocument/wcms_154779.pdf

14- Gender Pay Gaps, 2012

http://www.equalityhumanrights.com/sites/default/files/docume nts/research/Briefing_papers/bp_6_final.pdf

15- Larry Ponemon, 2018, Calculating the Cost of a Data Breach in 2018, the Age of AI and the IoT.

https://securityintelligence.com/ponemon-cost-of-a-data-breach-2 018/

16- Andrew Roberts, 2015, Legal Ramifications of Data Breaches.

https://www.stratokey.com/blog/Legal-ramifactions-of-data-breac hes