SUSTAINABLE PURCHASING

TISON Audrey
Louvain School of Management
29.05.19

« FOUNDATION » TOOLS

Mapping the supply chain: risk and opportunities assessment

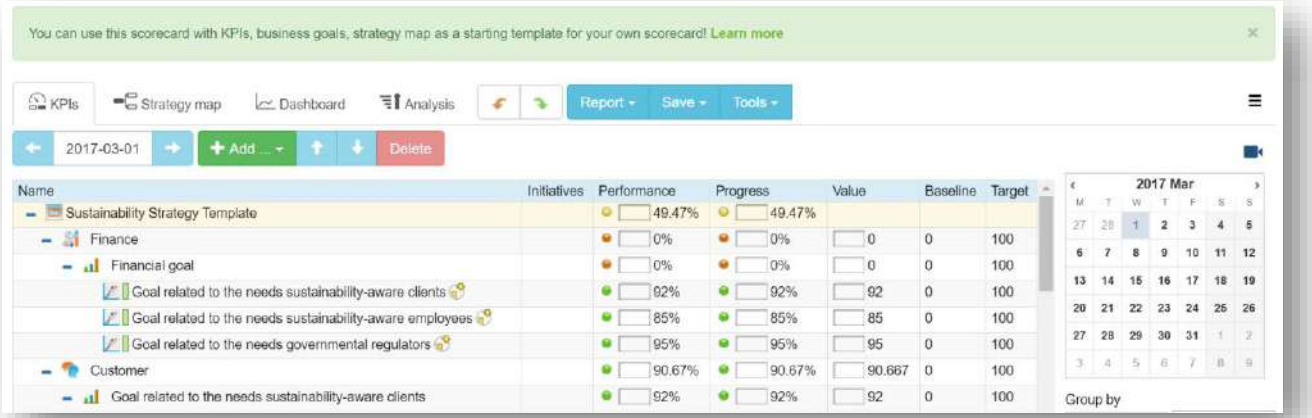
Actual Sustainability Impact Assessment

Formulating supplier requirements (CoC, etc) and reporting?

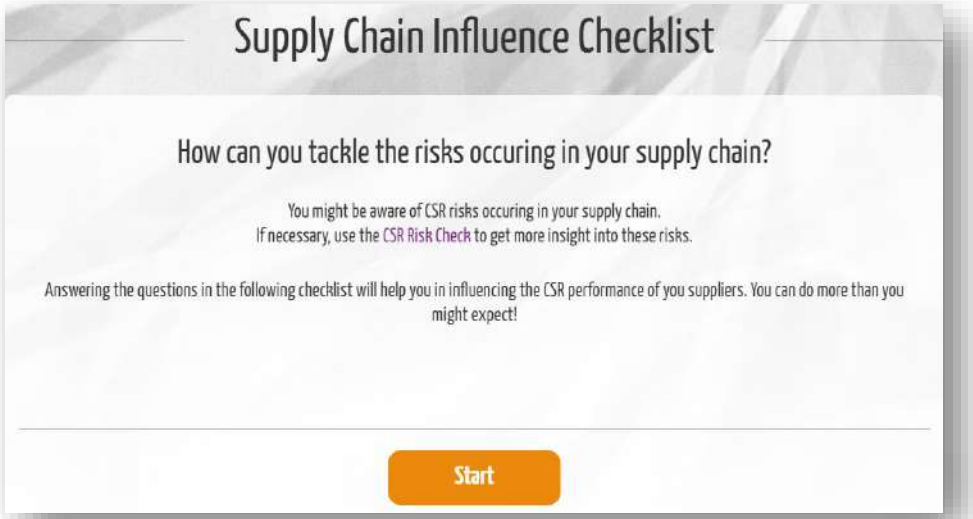
Organisation	Sustainability Accounting Standards Board (SASB)
Tool	**SASB Materiality Map®**
Geographical Dimension	International
Domain	Materiality Analysis
Language	English
Access	For commercial use terms of the Materiality Map, contact <licensing@sasb.org>
Comments	SASB's Materiality Map® identifies sustainability issues that are likely to affect the financial condition or operating performance of companies within an industry. In the left-hand column, SASB identifies 26 sustainability-related business issues, or General Issue Categories, which encompass a range of Disclosure Topics and their associated Accounting Metrics that vary by industry
Source	https://materiality.sasb.org/

BSC DESIGNER ONLINE
STRATEGY MAPS AND KPIS

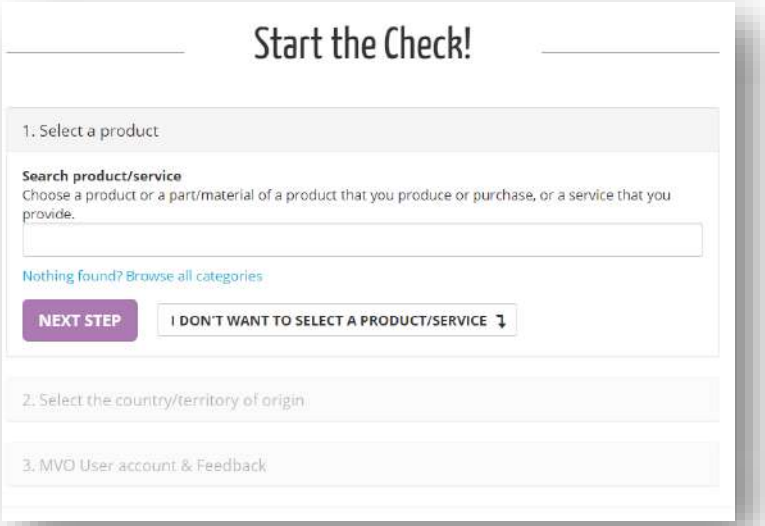
Organisation	BSC Designer – Strategy Exécution Software
Tool	**BSC Designer Online**
Geographical Dimension	International
Domain	Balanced Scorecard and Sustainability Strategy
Language	English, deutsch, português, espanol, français, arab
Access	Free trial and access to 22 dashboards. If more: 49,95$/month per power user
Comments	Professionals use BSC Designer to: - Capture their thoughts about strategy on a sustainable strategy map - Track leading and lagging indicators to calculate performance - Engage employees in strategy execution and keep team accountable Users state that BSC Designer is a *very ergonomic and intuitive* tool. It is *simple, fast and effective*.
Source	https://www.webbsc.com/s/sustainable-strategy-template Sustainable Strategy Template https://www.webbsc.com/s/strategy-scorecard-wizard?sw=1 Strategy Scorecard Wizard



Organisation	MVO Nederland
Tool	**Supply Chain Influence Checklist**
Nature	Checklist
Geographical Dimension	Nederland
Domain	Supply Chain Risk Assessment
Language	English, Dutch, German
Access	Free
Comments	This checklist helps companies to tackle risks occurring in their supply chain. « You might be aware of CSR risks occurring in your supply chain. If necessary, use the CSR Risk Check to get more insight into these risks. Answering the questions in the following checklist will help you in influencing the CSR performance of you suppliers. You can do more than you might expect!"
Source	https://www.mvorisicochecker.nl/en/supply-chain-influence-checklist#slide1

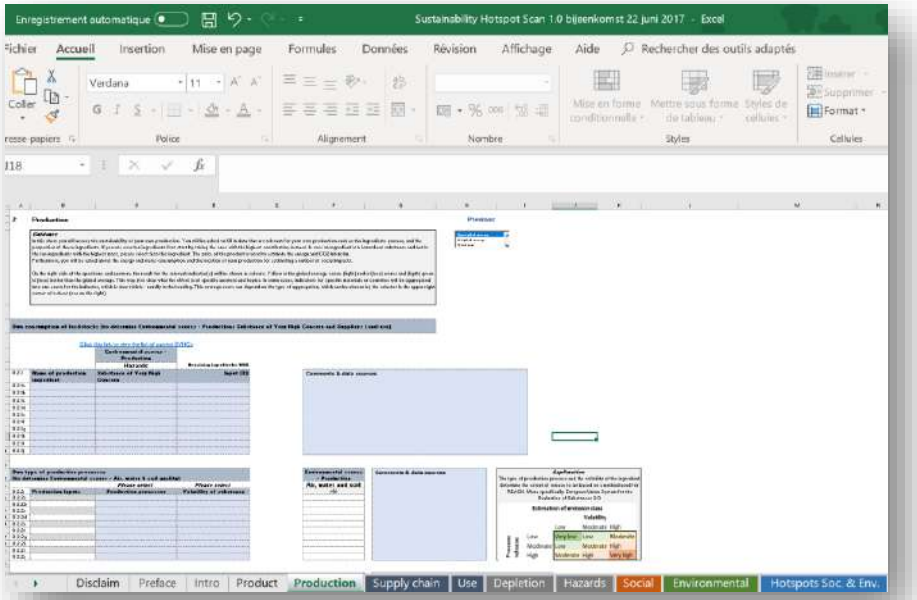


Organisation	MVO Nederland
Tool	**The CSR Risk Check**
Nature	Checklist
Geographical Dimension	Nederland
Domain	Supply Chain Risk Assessment
Language	English, Dutch, German
Access	Free
Comments	The CSR Risk Check is aimed at entrepreneurs who purchase internationally produced products, export products or produce abroad Your company: - purchases products or services through a agent or directly from a manufacturer or supplier, and/or - exports products or services, and/or - produces or offers services abroad (or invests in production locations abroad). After taking this (short) test you will know which international CSR risks your trade activities carry, and what you can do to mitigate these risks
Source	https://www.mvorisicochecker.nl/en/risk-check

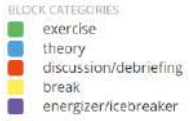


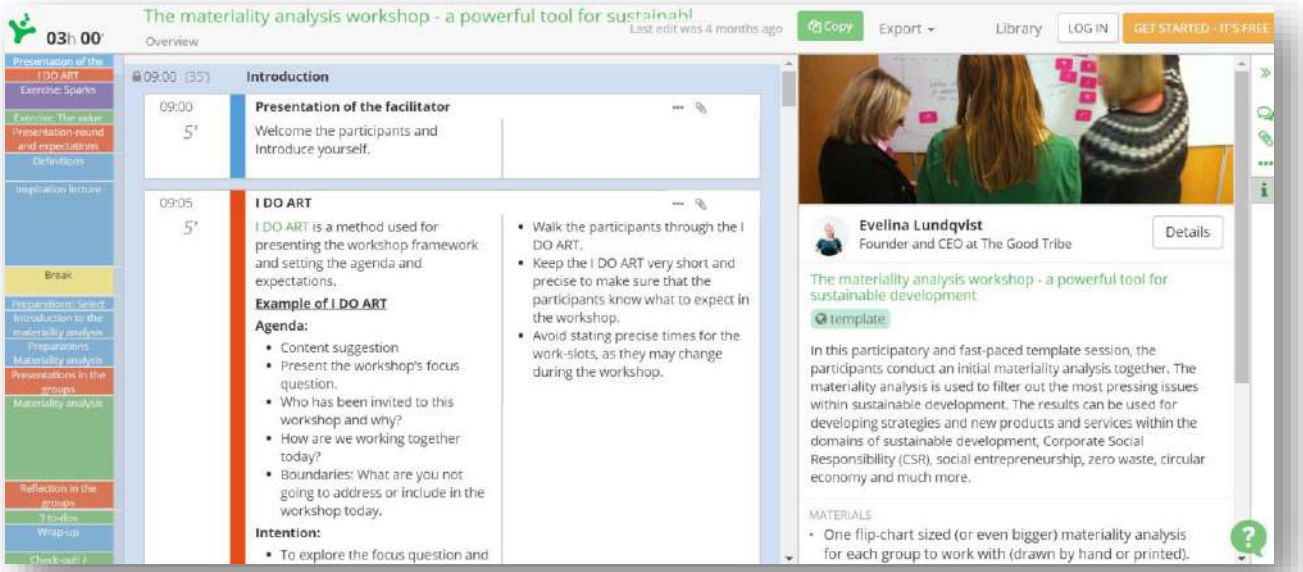
Organisation	World Business Council of Sustainable Development (wbcsd)
Tool	**Chemical Industry Methodology for Portfolio Sustainability Assessments (PSA)**
Nature	Guide
Geographical Dimension	International
Domain	Sustainability Strategy
Language	English
Access	Free
Comments	The goal is to guide companies from the chemical industry in developing and applying consistent, high quality PSA approaches that will result in more sustainable product portfolios. • Applicable for existing products, existing services and R&D projects • Benefits: robust strategy, strong relationships, sustainable solutions, credible communication, reduced risks, improved corporate image
Source	https://www.wbcsd.org/Programs/Circular-Economy/Factor-10/Sector-Deep-Dives/Resources/Chemical-Industry-Methodology-for-Portfolio-Sustainability-Assessments

Organisation	MVO Nederland
Tool	**The Sustainability Hotspot Scan for chemical industries**
Nature	Excel Sheet
Geographical Dimension	Netherlands
Domain	Supply Chain Risk Assessment and Sustainability Strategy
Language	English
Access	Free
Comments	This tool will provide you with insights in the most important potential 'hot spots' i.e. risks and opportunities in sustainability in your value chain (in the chemical industry). For more information on international CSR in chemical industry click here (in dutch). If you have your Safety Data Sheets, the composition of your product at hand and know in which countries your business partners are operating, filling in the scan will take about half a day's time.
Source	https://mvonederland.nl/publicatie/sustainability-hotspot-scan

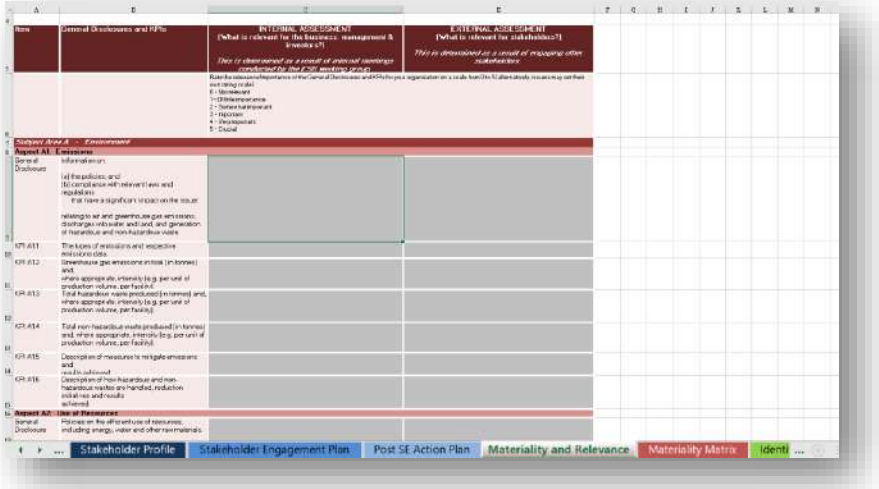


Organisation	The Sessionlab
Tool	**The materiality analysis workshop**
Nature	Workshop tool
Geographical Dimension	International
Domain	Materiality Analysis
Language	English
Access	Free
Comments	In this participatory and fast-paced template session, the participants conduct an initial materiality analysis together. The materiality analysis is used to filter out the most pressing issues within sustainable development. The results can be used for developing strategies and new products and services within the domains of sustainable development, Corporate Social Responsibility (CSR), social entrepreneurship, zero waste, circular economy and much more.
Source	https://app.sessionlab.com/sessions/wvzh4h





Organisation	HKEX
Tool	**Materiality Matrix - Toolkit**
Nature	Excel Sheet
Geographical Dimension	International
Domain	Materiality Analysis
Language	English
Access	Free
Comments	This tool contains different sheets to analyse the stakeholder influence and to tackle the most important sustainability topics: • Stakehoder Influence – Dependency Matrix • Stakeholder Profile • Stakeholder Engagement Plan • Post Stakeholder Engagement Plan • Materiality and Relevance • Materiality Matrix • Identifying Information Gaps
Source	https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=17&ved=2ahUKEwiBsf_x9aLiAhXFbFAKHcX4Ag8QFjAQegQIBxAC&url=https%3A%2F%2Fwww.hkex.com.hk%2Feng%2Frulesreg%2Flistrules%2Flistsptop%2Fesg%2FDocuments%2Fapp1_toolkit.xls&usg=AOvVaw1QVIg3fd1l8FzGly4G6jDV



CHEMIE3

THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

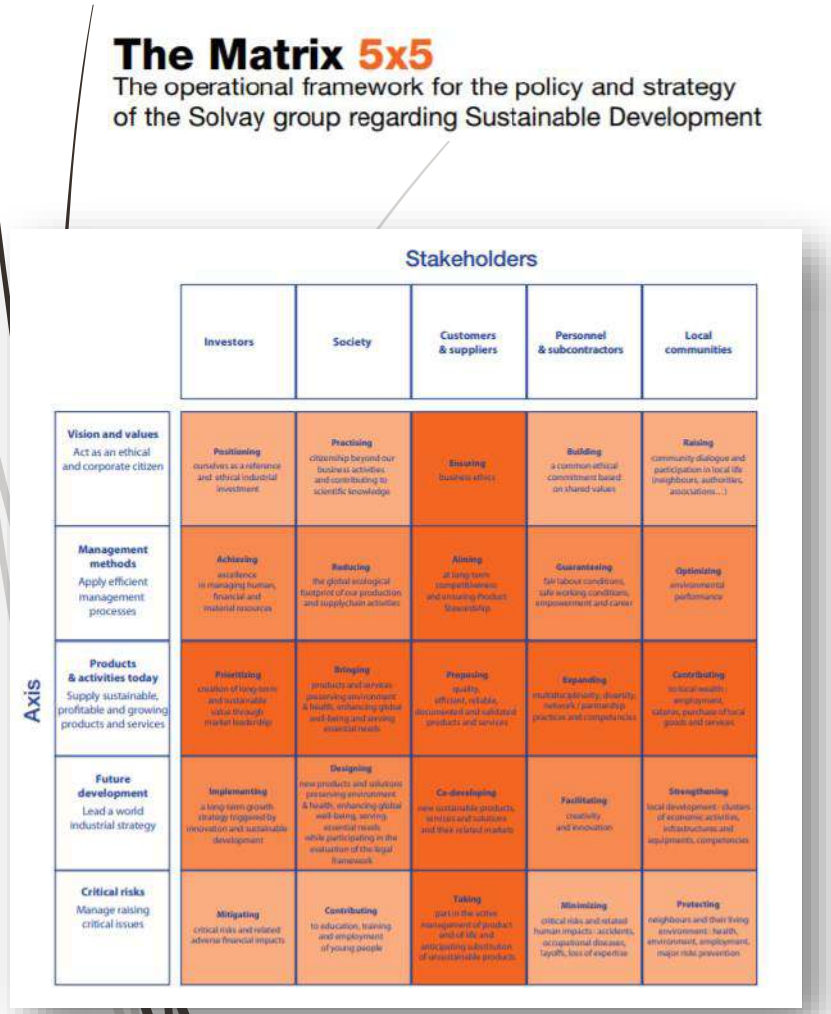
Organisation	Chemie[3]
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Approaches to assessing sustainability topics and risks in supply chain **p.14-23** "There are several approaches that can be used in the assessment and prioritisation of sustainability topics and risks in supply chains. We present four of them in the following section, from which you can select the one that best matches your company's requirements".
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.14-23

SUSTAINABILITY TOPICS IN SUPPLY CHAINS (SELECTION)

ENVIRONMENTAL TOPICS	SOCIAL TOPICS		ECONOMIC AND PRODUCT TOPICS
	Working conditions	Human Rights	
• Biodiversity protection • Conservation of resources • Emissions • Energy use • Land use • Pollution • Waste • Water/waste water	• Fair remuneration • Fire and building protection • ILO-compliant working hours • Occupational health and safety	• Freedom of association and right to collective bargaining • Prohibition of discrimination/legal equality • Prohibition of exploitation of children • Prohibition of slavery, human trafficking and forced labour	• Anti-corruption • Compliance • Plant safety • Product safety • Regional value creation • Traceability • Transport safety

APPROACHES TO ASSESSING SUSTAINABILITY TOPICS AND RISKS IN SUPPLY CHAINS

Information at	APPROACH I: Pragmatic Supplier Selection Matrix	APPROACH II: Country and Sector Risk Assessment	APPROACH III: Pragmatic Supply Chain Risk Assessment	APPROACH IV: Comprehensive Supply Chain Analysis
Supplier level	✓	-	✓	✓
Commodity/product-group level	-	-	✓	✓
Industry level	-	✓	✓	✓
Country level	-	✓	✓	✓
RESULTS	Scoring based on risk sources such as development status of the production country and degree of production automatisation	Risk overview by country and industry	(Qualitative) overview of key sustainability risks in the supply chain Basis: literature and media reports as well as personal experiences in companies	Detailed (qualitative and quantitative) overview of relevant sustainability risks by topic area, country and supply chain stage Basis: comprehensive literature and media analysis as well as expert interviews



Organisation	Solvay Group
Tool	**The matrix 5x5**
Nature	Template
Geographical Dimension	Belgium
Domain	Sustainability Strategy
Language	English, French
Access	Free
Comments	The Matrix 5x5 guides and formalizes the Sustainable development strategy for the Solvay group and all of its entities. By cross-looking at the intersection of the expectations of the stakeholders of the Group and the five driving axes of its strategy, key fields are identified which, when combined, will be the sphere of operation for the action we take in relation to business, the environment and our role in society. When combined with the fields of action in the Matrix 5x5, tools enable each of the Group's management units (Strategic Business Units, Competence Centres and Business Support Centers) to: 1• carry out, within its own area of responsibility, regular self-analysis of issues that pose a threat to sustainability; 2• decide its own priorities; 3• identify opportunities for action to be taken.
Source	https://www.sustainabilityreports.be/sites/default/files/reports/solvay_sr_2008-2012_en.pdf https://www.sustainabilityreports.be/sites/default/files/reports/solvay_sd_2008_2012_report_fr.pdf

Organisation	CSR Europe
Tool	**Materiality Assessment – THE MAT**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Materiality Analysis
Language	English
Access	Make contact with CSR Europe *The service of one assessment using a tool is included in CSR Europe's membership fee. The cost for an additional assessment is €4.000 for CSR Europe members and €8.000 for non-members*
Comments	"CSR Europe delivers a 5-step materiality process, aligned with GRI guidelines and can be tailored to apply in an integrated reporting context. Our team, specialising in CSR and corporate stakeholder engagement, is ready to deliver a comprehensive service, specifically tailored to your company's strategic need."
Source	https://www.csreurope.org/sites/default/files/MAT_Tool%202019.pdf

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Organisation	Bundesministeriums für Umwelt (BMU)
Tool	**Step-by-Step Guide to Sustainable Supply Chain Management – a Practical Guide for Companies**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	1. Mapping the supply chain 2. Identifying significant sustainability impacts, assessing risks, and determining action areas 3. Analysing gaps and deriving measures **p.10-33** The three first steps of this guide provide information that will permit companies to: ≥ gain an overview of its essential upstream processes that create value ≥ Identify sustainability aspects and impacts of company activities ≥ Assess and prioritise sustainability risks ≥ Determine sustainability topics and action areas ≥ Compare with existing goals, measures, and processes (gap analysis) ≥ Derive measures for improving sustainability performance in the supply chain
Source	https://www.bmu.de/fileadmin/Daten_BMU/Pools/Broschueren/nachhaltige_lieferkette_en_bf.pdf p.10-33

Table 1: Sustainability topics and action areas (on the basis of ISO 26000)

Action Areas	Sustainability Topics: Environment	Human rights	Labour practices	Fair operating practices
	↗ Avoiding environmental impacts and hazardous materials ↗ Climate change mitigation and adaptation ↗ Increasing resource efficiency ↗ Avoiding loss of biodiversity	↗ Banning child and forced labour ↗ Equal opportunities and non-discrimination ↗ Freedom of association ↗ Avoiding complicity	↗ Employment and employment relationships ↗ Working conditions and social protection ↗ Health and safety at work ↗ Social dialogue	↗ Fighting corruption ↗ Responsible political involvement ↗ Fair competition ↗ Respecting property rights

Source: Own illustration on the basis of the ISO 26000: 2011

Table 2: Example connections between aspects and negative impacts

Sustainability aspects	Negative impacts on the environment and/or people
↗ Carbon dioxide (CO_2) emissions from the transport of raw materials and components	↗ Global warming caused by CO_2 emissions and its impacts on humans and the environment
↗ Use of water in metals processing	↗ Water scarcity, ecosystems impairment, usage competition, and increasing water costs in the region
↗ Use of chemicals in clothing production	↗ Negative health impacts for workers at production sites, water pollution, destruction of the local population's livelihoods
↗ Child labour in the minerals extraction	↗ Negative physical and psychological impacts and limited access to education for children
↗ Lack of protective gear and workplace safety training for supplier company employees	↗ Negative health impacts for workers at production sites, increased risk of workplace accidents

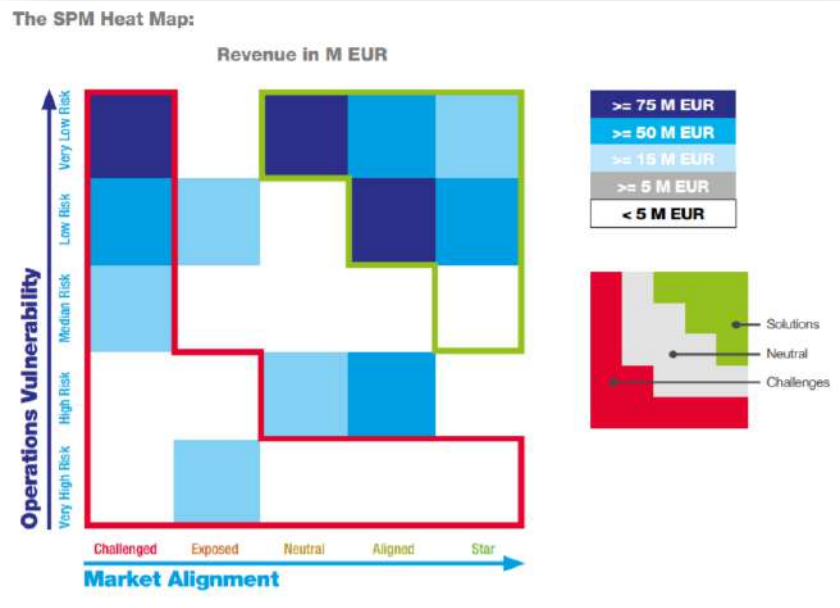
Source: Own illustration

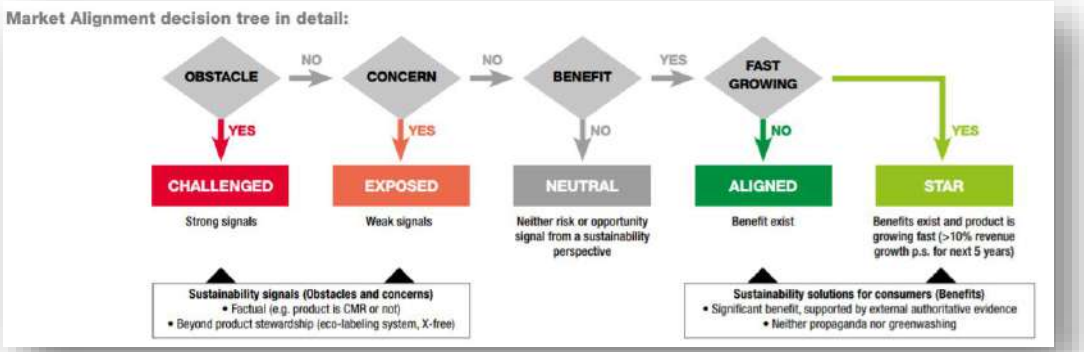
Table 4: Example assessment and prioritisation using a risk matrix
(Assessment was conducted for the sake of illustration and does not necessarily mirror real situations and/or estimates in practice. P: probability of occurrence; M: magnitude)

Impact (examples)	P	M	Risk
Contamination of water systems in a region through inappropriate disposal of waste water by suppliers. Contamination of drinking water and water used for agriculture.	4	5	very high
Smog via emissions of soot, sulfur dioxide (SO_2) dust	2	5	high
Workplace accidents due to the suppliers insufficiently implementing occupational health and safety measures	1	5	medium
Forced overtime for employees of the suppliers	1	3	low

Source: Own illustration

Organisation	Solvay Group
Tool	**Sustainable Portfolio Management – Guide**
Nature	Guide
Geographical Dimension	International
Domain	Sustainability Strategy
Language	English
Access	Free
Comments	The SPM global and systematic assessment helps alert the business to sustainability market signals, even weak ones, to anticipate their impact and develop the right answers in a timely way. It enables value to be captured in emerging eco systems and helps business to grow its portfolio by levering on opportunities and turning challenges into solutions.
Source	https://www.solvay.com/en/sustainability/acting-sustainable-business/sustainable-portfolio-management-spm-tool





Mapping the supply chain: risk and opportunities assessment

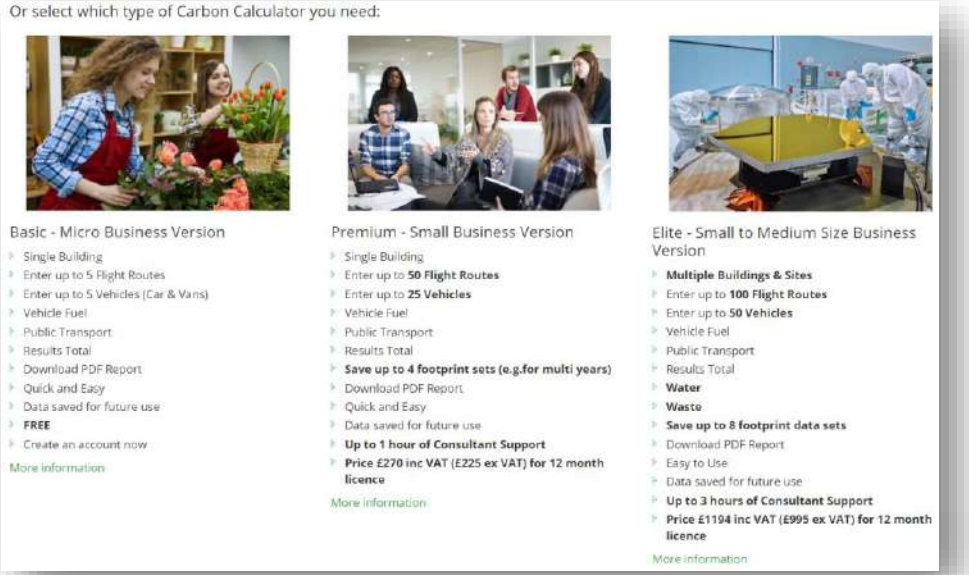
Actual Sustainability Impact Assessment

Formulating supplier requirements (CoC, etc) and reporting?

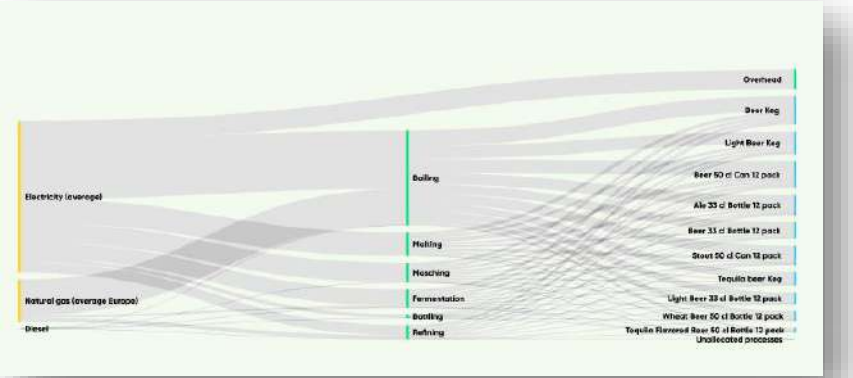
MVO SCAN

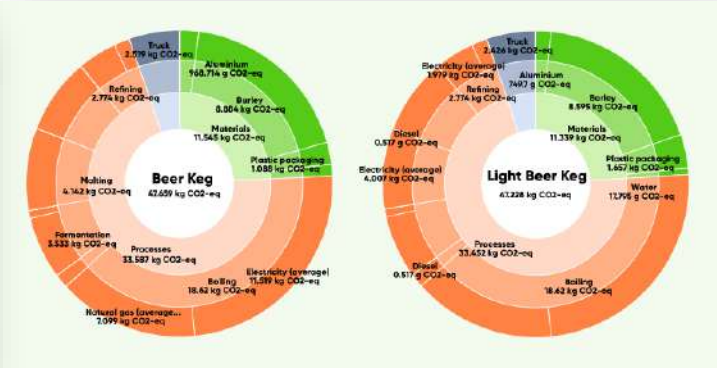
Organisation	MVO Vlaanderen
Tool	**MVO Scan Tool**
Nature	Checklist
Geographical Dimension	Belgium
Domain	Sustainability Impact Assessment
Language	Dutch
Access	Free
Comments	= JA of NEE evaluation grid to quickly scan your company's sustainable performance • Timing: 15min • Exists a longer version (1h)
Source	https://www.mvoscan.be/

Organisation	Carbon Footprint Ltd
Tool	**Carbon Footprint Calculator**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Sustainability Impact Assessment
Language	English
Access	Basic - Micro Business Version = Free Premium - Small Business Version = Price £270 inc VAT (£225 ex VAT) for 12 month licence Elite - Small to Medium Size Business Version = Price £1194 inc VAT (£995 ex VAT) for 12 month licence
Comments	"Carbon Footprint software is an ideal tool to measure and report your organisation's Greenhouse Gas emissions. Our Carbon Footprinting software is the leading & authoritative calculation package and also also one of easiest to use – so much so that it has well over 1 million users worldwide."
Source	https://www.carbonfootprint.com/small_business_calculator.html

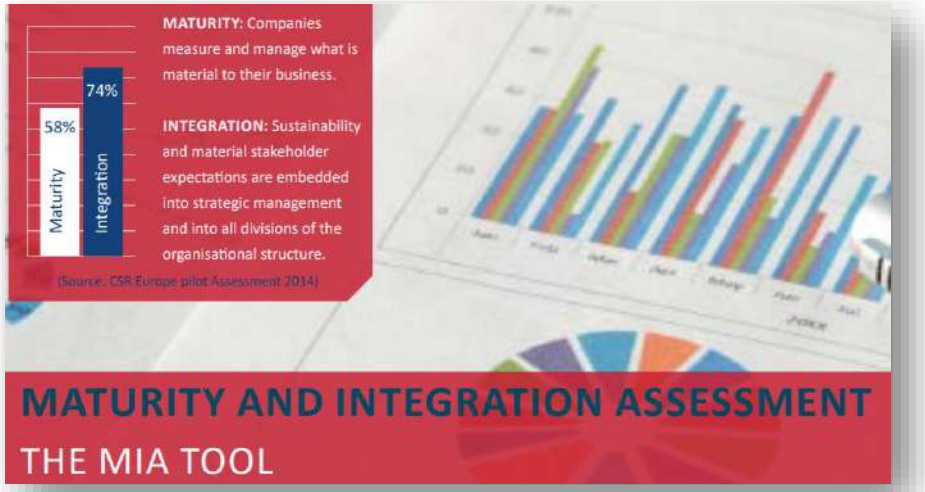


Organisation	Ecochain
Tool	**Ecochain**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Sustainability Impact Assessment
Language	English
Access	Need Subscription
Comments	Ecochain is an LCA software that sees the company in its global picture, instead of focusing on one product in particular. • Take a closer look at the materials and processes that contribute to the environmental footprints of your products. • Conduct LCA Life-cycle Assessments across your entire product portfolio at once and easily compare the footprint of individual products. • Understands the impact of product lines within the context of production numbers • Gain insights into the full scope of your impact across your value chain. Identify hotspots that point out opportunities for sustainable returns. Collaborate with value chain partners to optimize your environmental performance.
Source	https://ecochain.com/software/

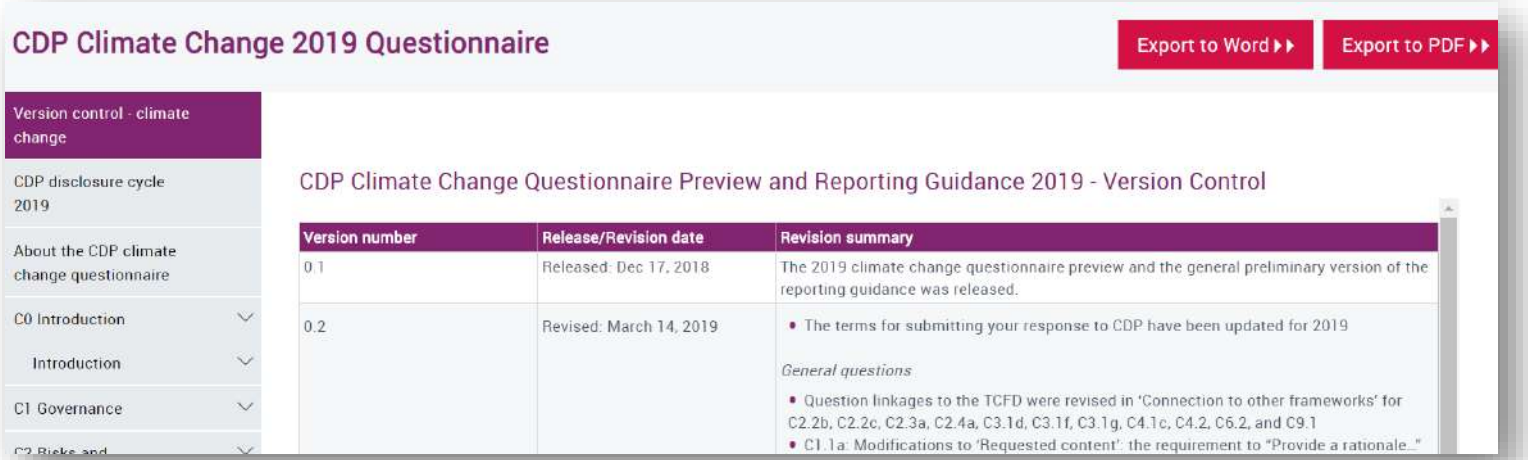




Organisation	CSR Europe
Tool	**Maturity and integration assessment – The MIA Tool**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Sustainability Impact Assessment
Language	English
Access	Make contact with CSR Europe *The service of one assessment using a tool is included in CSR Europe's membership fee. The cost for an additional assessment is €4.000 for CSR Europe members and €8.000 for non-members*
Comments	ABOUT THE MIA TOOL • Key metrics are based on GRI standards and CSR Europe's image of an ideal situation • Linked to requirements of EU Directive on NonFinancial Information Disclosure • Assessments conducted by CSR Europe staff; data treated as strictly confidential • Output in the form of a benchmark report and detailed comments including examples of good practices • Follow up interview with company to discuss
Source	https://www.csreurope.org/sites/default/files/MIA%20Tool_2018.pdf

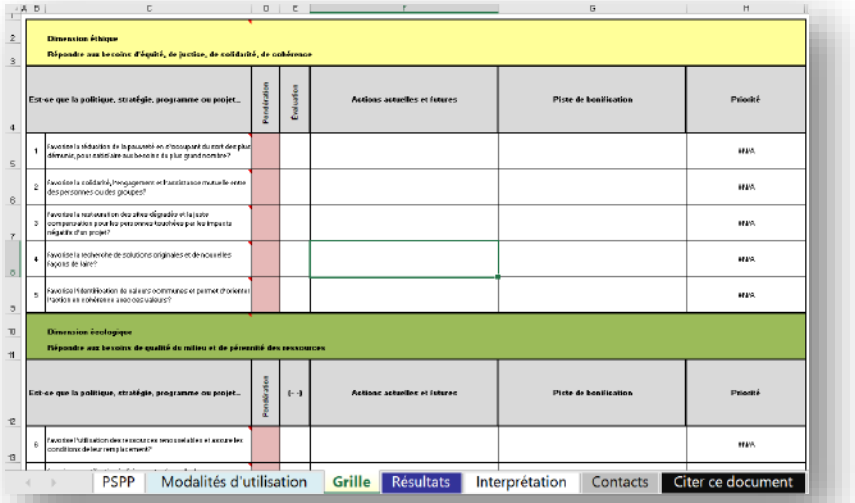


Organisation	CDP.net – Disclosure Insight Action
Tool	**CDP Questionnaires 2019**
Nature	Questionnaire
Geographical Dimension	International
Domain	Sustainability Impact Assessment
Language	English, spanish, french, chinese, portuguees
Access	Free
Comments	CDP's corporate questionnaire previews, reporting guidance, and scoring methodologies can be accessed by program (climate change, forests, and water security) from the guidance for companies page of CDP's website. You will be presented with three prompt screens that allow you to select the sectors and other details relevant to your organization. Questionnaires are valid for information requests from investors, as well as from customers that are members of CDP's supply chain program. For all CDP corporate questionnaires, there are two versions: minimum and full. The minimum version contains identical but fewer questions, and no sector-specific questions or data points.
Source	https://www.cdp.net/en/guidance/guidance-for-companies



UQAC
Chaire en éco-conseil
Université du Québec à Chicoutimi

Organisation	UQAC – Chaire en éco-conseil
Tool	**L'analyse avec la grille des 35 questions**
Nature	Questionnaire
Geographical Dimension	Canada
Domain	Sustainable Impact Assessment
Language	French
Access	Free
Comments	To do the analysis, simply complete the six tables presented in the "Grid" tab. First, the importance given to each question must be assessed (Weighting), then the response of the policy, strategy, program or project (PSPP) to each of the questions asked (Evaluation).
Source	https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwiGq5Px9qLiAhVDZ1AKHaSPDhAQFjAAegQIABAC&url=http%3A%2F%2Fecoconseil.uqac.ca%2Fwp-content%2Fuploads%2F2016%2F01%2Fgrille_35_questions.xls&usg=AOvVaw0kZ52uOCZVMoSh9PqNgOj7



Mapping the supply chain: risk and opportunities assessment

Actual Sustainability Impact Assessment

Formulating supplier requirements (CoC, etc) and reporting?

CHEMIE³

THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Structure and contents

Proven Codes of Conduct follow a tripartite structure:

1. Introduction
- Your company's overall objectives and expectations
- Company values
- Reference to company strategy and internationally recognised guidelines and standards.

2. List of topics and rules
- Basis: Employee Code of Conduct (where this exists), existing purchasing rules, and identified critical sustainability topics in supply chains (see Building Block 1)
- Also: Chemie³ basic Code of Conduct and customers' Codes of Conduct
- Contents: expectations, prohibitions, obligations, proposals.

3. Implementation and requirements
- Implementation information
- Reference to monitoring and sanction mechanisms for violations
- Request to pass on the Code of Conduct to upstream suppliers and monitor them.

IMPORTANT: as before, a working group with representatives of the relevant functions (e.g. Purchasing, Environmental department, Human Resources, Works Council, Sales, Legal department) should develop the Code of Conduct; executive management should of course also be involved.

Organisation	Chemie³
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Develop a policy framework **p.24** This section of the guide explains that companies need, with the involvement of management, to explain which rules suppliers need to follow. A Code of Conduct is an instrument for anchoring core values, compliance and company-specific requirements (including those relating to sustainability) within the company and with suppliers. Then, they need to inform suppliers and the purchasing department.
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.24

CHEMIE³ TOOLBOX

BASIC CODE OF CONDUCT

In the Chemie³ members area you will find a basic Code of Conduct for suppliers to the chemical industry as well as an introductory document for using this template and implementing the Code. If your company already has a Code of Conduct, you can check it against the template and add any missing content.

EXPERT TIP

- The supplier Code of Conduct should be based on the rules/Code of Conduct for your own employees to increase acceptance by your suppliers. If your company does not yet have an internal Code, one should be implemented.
- Codes of Conduct remain mere paper tigers unless acceptance and/or compliance are monitored (see Building Blocks 3 and 4).
- If suppliers have their own Code of Conduct, it should be recognised after comparing the most important issues. On the initiative of the VCI, industry has developed a joint model agreement for the mutual recognition of supplier Codes. For further information and sample texts for dealing with Code violations, please see www.vci.de.

SUPPLY CHAIN SUSTAINABILITY
A Practical Guide for Continuous Improvement

Organisation	UN Global Compact
Tool	**Supply Chain Sustainability - A Practical Guide for Continuous Improvement**
Nature	Guide
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	The ten principles of the global compact and supply chain sustainability **p8** Usefull to integrate these principles in the Supplier's Code of Conduct
Source	https://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf p.8

THE TEN PRINCIPLES OF THE GLOBAL COMPACT AND SUPPLY CHAIN SUSTAINABILITY

THE TEN PRINCIPLES	RELATIONSHIP TO SUPPLY CHAIN SUSTAINABILITY
Human Rights Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	Companies have a responsibility to respect human rights. The baseline responsibility is not to infringe on the rights of others. In addition, business can take steps to support and promote the realization of human rights, and there are good business reasons to do so. Labour conditions in offices, in factories, on farms and at natural resource extraction sites such as mines, particularly in the developing world, often fall significantly below international standards and national regulatory requirements and can lead to serious human rights abuses. Businesses should strive to uphold international labour standards within their supply chains, including the right to freely chose employment, the freedom of children from labour, freedom from discrimination and the freedom of association and collective bargaining. In addition, workers at times suffer from other labour rights abuses, including excessive work hours, degrading treatment by employers and inhibited movement. In order to avoid complicity in abuses, businesses should seek to ensure that they do not cause the rights of workers and others affected by their supply chain to be infringed upon, including the right to freedom of movement, freedom from inhumane treatment, the right to equal pay for equal work and the right to rest and leisure. The rights of all peoples to work in safe and healthy working conditions are critically important as well. Companies can also begin to address human rights (including and beyond labour conditions) alone or by working with partners to promote a broad range of human rights such as gender equality and access to education and health.
Labour Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.	

ecovadis

Organisation	Ecovadis
Tool	**Supplier Code of Conduct**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	French
Access	Free infos but can request a consultation with one of their sustainable procurement experts.
Comments	"EcoVadis can help you establish your Supplier Code of Conduct as part of your sustainable procurement initiative. " Some additional info on this page
Source	https://www.ecovadis.com/supplier-code-of-conduct/

How to develop your supplier code of conduct

1. Assess risk in your company's supply chain:

- Where are your manufactured products sourced from?
- What is the environmental and labor law enforcement like in those countries?
- Are the methods used in manufacturing conflict with the environmental and social goals of your company?

2. Discuss and consult with your suppliers and other companies operating in your industry

If your suppliers are working with customers who already have a code of conduct in place, it will be useful to have terminology and organization as consistent as possible, where appropriate.

3. Seek out examples of supplier code of conducts based on industry initiatives or standards

Your industry may have one or more initiatives to create a common set of supplier conduct standards, and will publish example code of conduct you can use as a model. Examples include Ethical Trading Initiative, fair labor association workplace and Electronic Industry Citizenship Coalition.

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

ANNEXE 1:
DÉCLARATION D'ENGAGEMENT À RESPECTER LES PRINCIPES DU DÉVELOPPEMENT DURABLE

L'entité qui achète doit formuler clairement le minimum attendu en termes de respect des principes du développement durable. Cette annexe présente quelques aspects pouvant constituer le contenu de la Déclaration d'engagement. Soulignons que ce contenu peut varier en fonction du domaine d'activité de l'entreprise, mais qu'il inclut généralement des éléments portant sur les trois domaines suivants:

Aspects éthiques

Ces critères portent sur l'éthique des affaires, et notamment sur la lutte contre la corruption, l'intégrité des informations liées au produit, les relations équitables, etc.)

Exemple d'engagement
Le fournisseur s'engage à agir contre la corruption sous toutes ses formes, à employer des pratiques commerciales équitables, y compris de la publicité exacte et non mensongère, à payer un prix permettant une juste rémunération des producteurs et de leurs salariés, et à tenir une comptabilité officielle.

Aspects sociaux

Les critères sociaux portent sur les conditions de travail décentes et le respect des droits humains. Il est recommandé d'exiger au moins le respect des principes fondamentaux de l'OIT.

Exemple d'engagement
Le fournisseur, ses sous-traitants et ses principaux fournisseurs doivent respecter la législation nationale en matière de droit du travail du pays où ils se trouvent, et au minimum les principes émis dans les huit conventions fondamentales de l'OIT.

Aspects environnementaux

Ces critères portent sur les moyens mis en œuvre par le fournisseur pour limiter les impacts environnementaux sur les sites de production. Il est recommandé de formuler ces principes sous forme d'engagements à s'améliorer.

Exemple d'engagement
Le fournisseur s'engage à mettre en œuvre une gestion respectueuse de l'environnement, notamment en prenant des dispositions pour gérer et optimiser sa consommation d'énergie et d'eau, pour limiter ses flux de déchets et d'émissions polluantes, pour opter pour une mobilité professionnelle respectueuse de l'environnement et pour privilégier les modes d'écoconception.

Pour un exemple, voir la Déclaration d'engagement du respect des principes de développement durable de la Centrale commune d'achats du canton de Genève sur > www.ge.ch/cca

Organisation	Achats-Responsables.ch – Confédération Suisse
Tool	**Guide des Achats Professionnels Responsables**
Nature	Guide
Geographical Dimension	Switserland
Domain	Sustainable Purchasing
Language	French
Access	Free
Comments	The Guide Responsible Professional Purchasing & Tools is a very comprehensive guide developed by a working group made up of representatives from different departments of the State of Geneva. On **page 66**, it provides an example of a declaration of commitment to be respected the principles of sustainable development
Source	https://www.achats-responsables.ch/pdf/leguide_2015/version_approfondie/Guide_Achats_Professionels_Responsables.pdf

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Organisation	Bundesministeriums für Umwelt (BMU)
Tool	**Step-by-Step Guide to Sustainable Supply Chain Management – a Practical Guide for Companies**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Formulating supplier requirements and making them binding **p.39-41** This process step provides the approaches, methods and instruments to formulate the Suppler Code of Conduct and other requirements
Source	https://www.bmu.de/fileadmin/Daten_BMU/Pools/Broschueren/nachhaltige_lieferkette_en_bf.pdf p.39-41

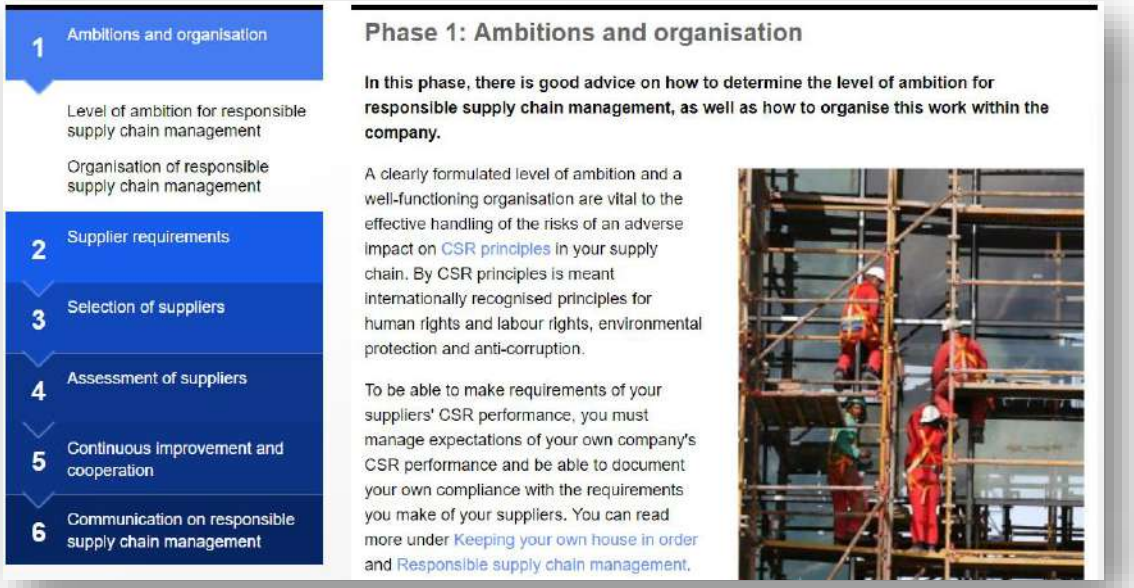
↗ **Introduction:** It summarises the mission statement and references relevant international standards. It may also specify the duties of the direct supplier, such as passing the code on to sub-suppliers and/or being willing to participate in audits.

↗ **Supplier requirements:** These are often broken down into sectors such as environment, social, and governance. The individual requirements can cross-reference valid standards. For the environment sector, for example, an EMS according to EMAS or ISO 14001 might be required.

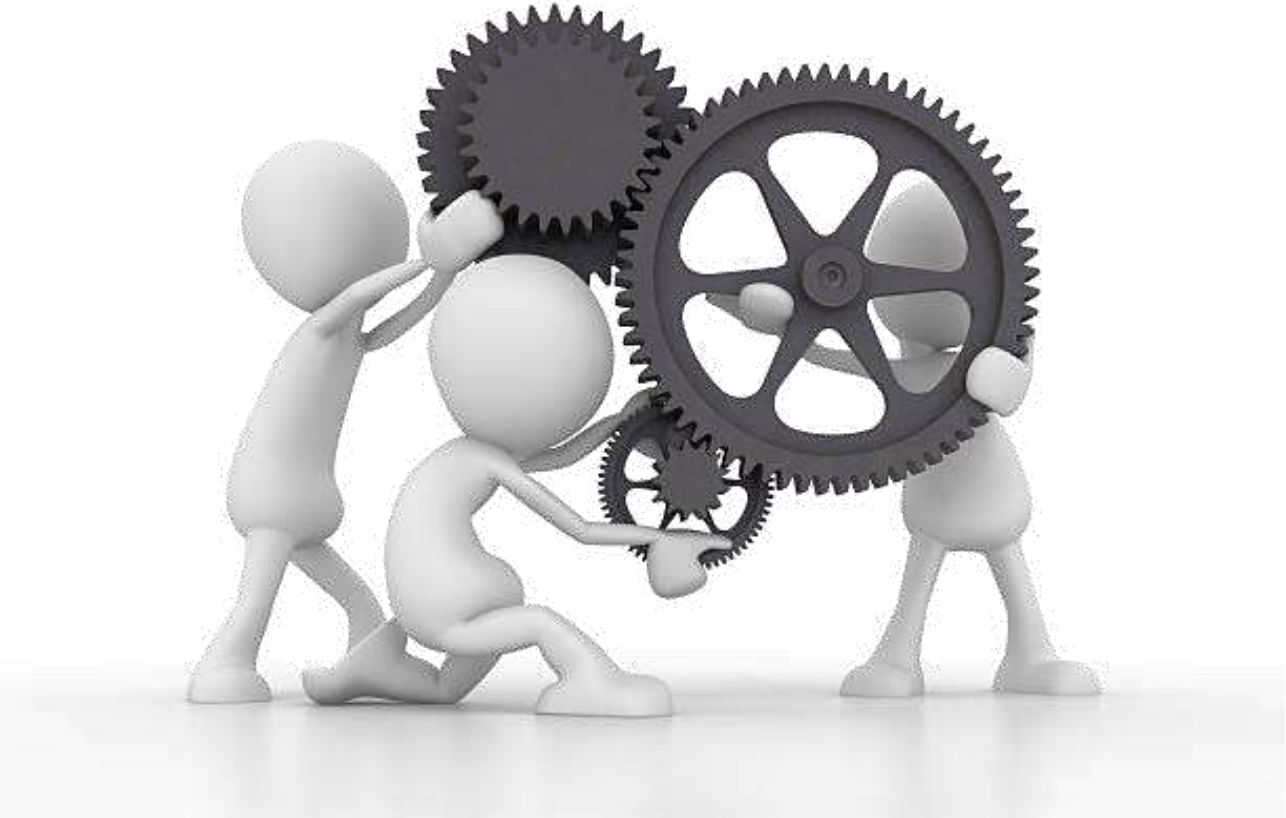
↗ **Supplier understanding and consent:** Suppliers confirm with their name and the signature of a representative that they have read and accepted the code.

CSR COMPASS

Organisation	CSR Compass
Tool	**CSR Compass**
Nature	Guide
Geographical Dimension	Danemark
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	1. Ambition and organization 2. Supplier requirements The CSR Compass is a free online tool that can help companies implement responsible supply chain management. The two first steps of this guide help companies to understand their level of ambition concerning sustainability and show how they can communicate about the suppliers requirements
Source	https://www.csrcompass.com/phase-2-supplier-requirements

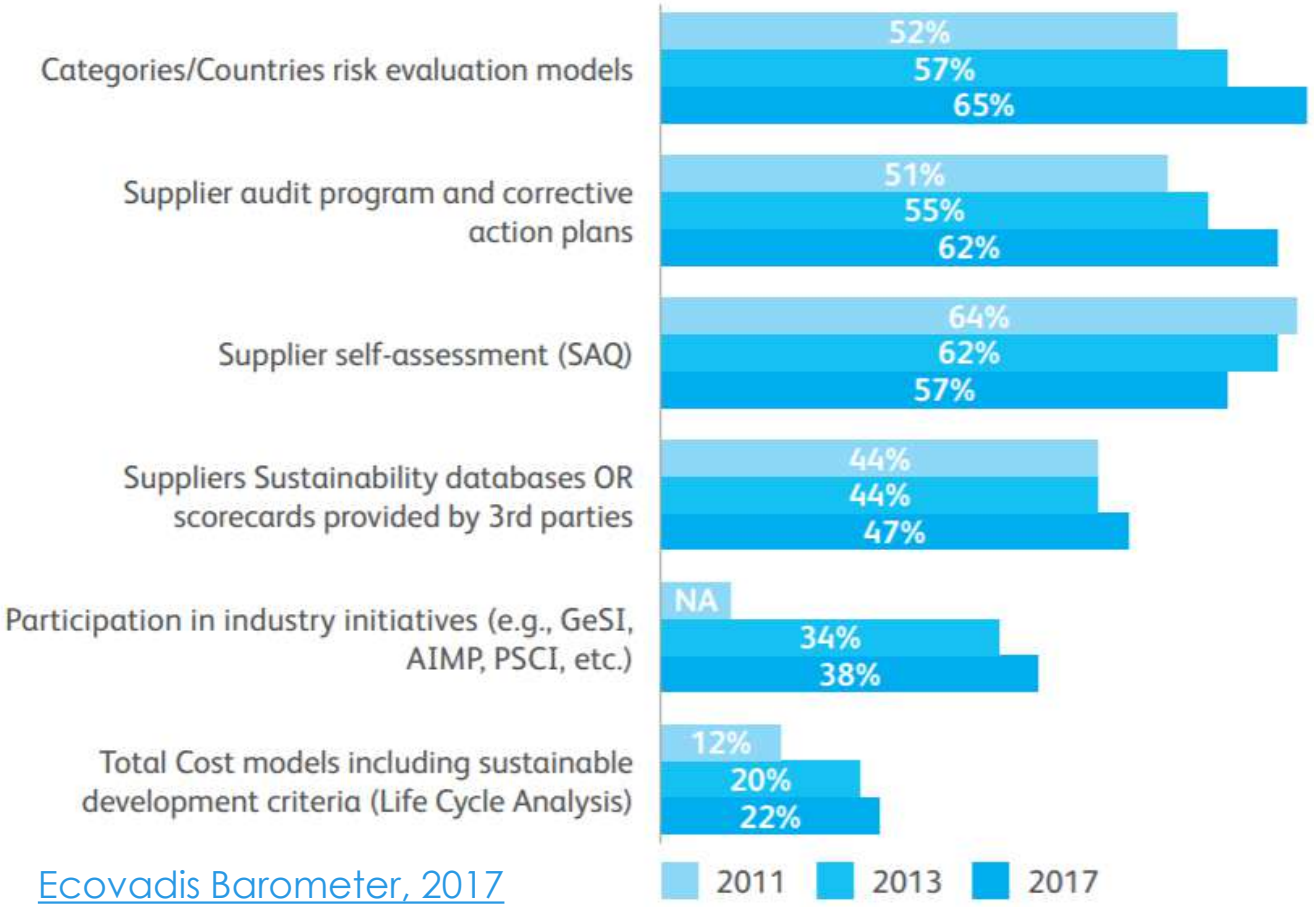


« IMPLEMENTATION » TOOLS



WHAT TOOLS HAVE YOU ALREADY IMPLEMENTED TO SUPPORT YOUR SUSTAINABLE PROCUREMENT INITIATIVE? SELECT ALL THAT APPLY.

Tools implemented to support Sustainable Procurement



Ecovadis Barometer, 2017

Level 1 : Minimizing the negative impact

Supplier Focus

- Supplier Selection

- Supplier Monitoring

- Supplier Development

Product Focus (Life Cycle Assessment)

Level 2 : Opening up to regenerative business models

Level 1 : Minimizing the negative impact
Supplier Focus
Supplier Selection
Supplier Monitoring
Supplier Development
Product Focus
Level 2 : Opening up to regenerative business models

CHEMIE³
THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Organisation	Chemie³
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Inform and prioritize suppliers **p.25-26** The next step after the CoC is to communicate its content, ideally through dialogue, and to review suppliers' compliance. This section of the guide explains how to do it.
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.25-26

CHEMIE³ TOOLBOX

In the Chemie³ members area you will find a template for using the Pragmatic Supplier Selection Matrix.

PRIORITISING DIRECT SUPPLIERS (EXAMPLE)

Assessment Criteria

	SUSTAINABILITY RISK POTENTIAL	PURCHASING VOLUME	IMPORTANCE FOR PRODUCTION	...	PRIORITY	OPTIONS FOR ACTION
Direct Supplier 1	high	high	high	...	A	• Producer: self-assessment and audit/local visit • Distributor: self-assessment, ask for certificates
Direct Supplier 2	high	low	low		A	Check whether supplier can be replaced
Direct Supplier 3	medium	medium to high	medium to high		B	• Producer: self-assessment • Distributor: self-assessment, ask for certificates
Direct Supplier 4	low	low	low to high		C	No other measures

The following Building Blocks 4 and 5 provide more detailed information on the various options for action and on dealing with suppliers with different priorities.

GUIDE DES ACHATS PROFESSIONNELS RESPONSABLES

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

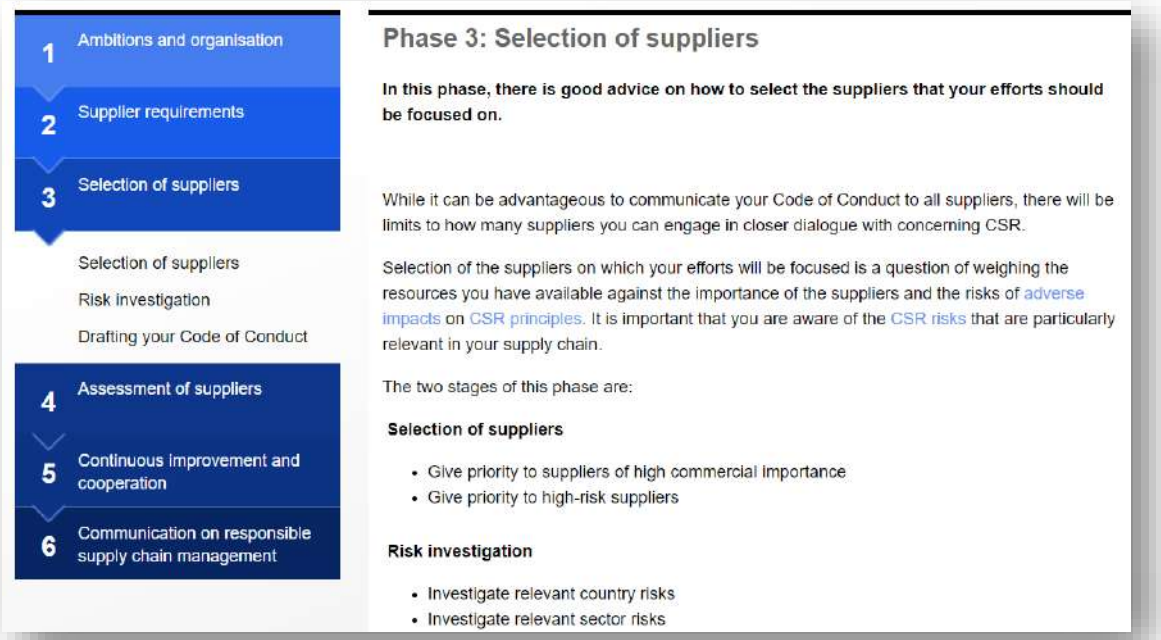
Office fédéral du développement territorial ARE

Organisation	Achats Responsables.ch – Confédération Suisse
Tool	**Guide des achats professsionnels responsables**
Nature	Guide
Geographical Dimension	Switzerland
Domain	Sustainable Supply Chain Management
Language	French
Access	Free
Comments	The Guide Responsible Professional Purchasing & Tools is a very comprehensive guide developed by a working group made up of representatives from different departments of the State of Geneva. On **page 15**, it provides a framework for supplier selection
Source	https://www.achats-responsables.ch/pdf/leguide_2015/version_courte/Guide_Achats_Professionels_Responsables.pdf

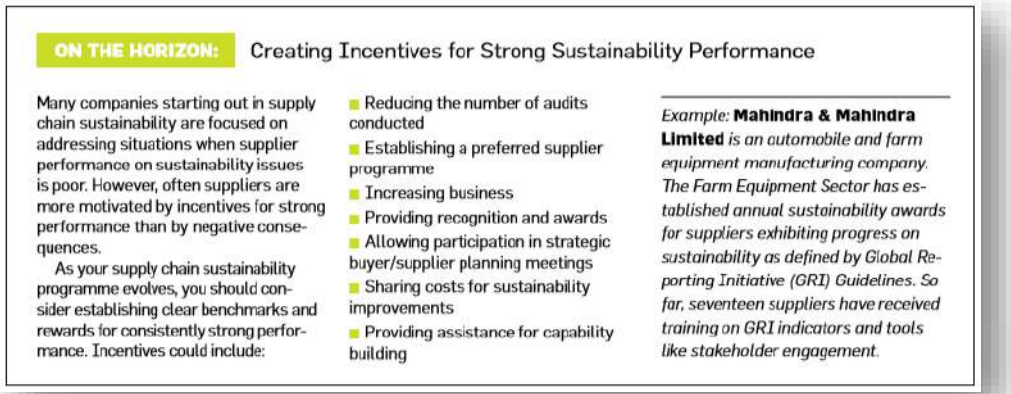
	Ce qu'on analyse	Comment	À quoi sert cette étape?	Critère éliminatoire	Critère d'évaluation
Critères relatifs aux fournisseurs	1. Exigences légales en matière de développement durable liées à l'organisation du fournisseur	→ Liste des pièces obligatoires à fournir par le fournisseur[4], dont la Déclaration d'engagement à respecter les principes du développement durable Voir l'annexe 1 de cette fiche en *version approfondie*	Écarter les fournisseurs ne respectant pas le minimum requis	oui	
	2. Engagement du fournisseur en faveur du développement durable dans son organisation	→ Questionnaire sur la responsabilité sociétale du fournisseur	Valoriser les fournisseurs au travers de leurs engagements liés au développement durable		oui
	3. Prise en compte des critères de développement durable liés à l'exécution du marché (transport pour la livraison, emballages, etc.)	→ Introduction de critères de développement durable dans le descriptif de l'offre	Écarter ou valoriser les fournisseurs sur la base de leurs propositions en faveur du développement durable	oui pour les critères exigés	oui pour les critères non obligatoires
Critères relatifs aux produits et services	Respect du cahier des charges en matière de critères environnementaux (et de santé et sécurité si pertinent)	→ Descriptif du produit Voir les recommandations des fiches *C*		oui	Parfois ces critères sont également évalués
	Avantages environnementaux (et de santé et sécurité) du produit ou service	→ Questionnaire écologique sur le produit/service Voir les recommandations des fiches *C*			oui

CSR COMPASS

Organisation	CSR Compass
Tool	**CSR Compass**
Nature	Guide
Geographical Dimension	Danemark
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	3. Selection of suppliers The CSR Compass is a free online tool that can help companies implement responsible supply chain management. The third step of this guide helps companies in the supplier selection process.
Source	https://www.csrcompass.com/phase-2-supplier-requirements



Organisation	UN Global Compact
Tool	**Supply Chain Sustainability - A Practical Guide for Continuous Improvement**
Nature	Guide
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Inform and prioritize suppliers **p.33-34** This guide provides a map that shows the different levels of engagement with suppliers as well as a list of potential incentives for suppliers, to help companies for the selection and priorization process
Source	https://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf p.33-34



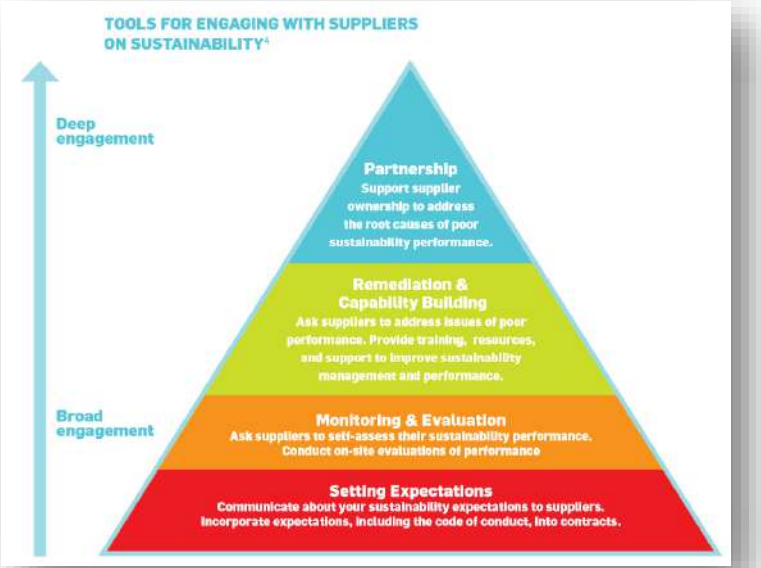
ON THE HORIZON: Creating Incentives for Strong Sustainability Performance

Many companies starting out in supply chain sustainability are focused on addressing situations when supplier performance on sustainability issues is poor. However, often suppliers are more motivated by incentives for strong performance than by negative consequences.

As your supply chain sustainability programme evolves, you should consider establishing clear benchmarks and rewards for consistently strong performance. Incentives could include:

- Reducing the number of audits conducted
- Establishing a preferred supplier programme
- Increasing business
- Providing recognition and awards
- Allowing participation in strategic buyer/supplier planning meetings
- Sharing costs for sustainability improvements
- Providing assistance for capability building

Example: **Mahindra & Mahindra Limited** *is an automobile and farm equipment manufacturing company. The Farm Equipment Sector has established annual sustainability awards for suppliers exhibiting progress on sustainability as defined by Global Reporting Initiative (GRI) Guidelines. So far, seventeen suppliers have received training on GRI indicators and tools like stakeholder engagement.*



Level 1 : Minimizing the negative impact

Supplier Focus

Supplier Selection

Supplier Monitoring

Supplier Development

Product Focus

Level 2 : Opening up to regenerative business models

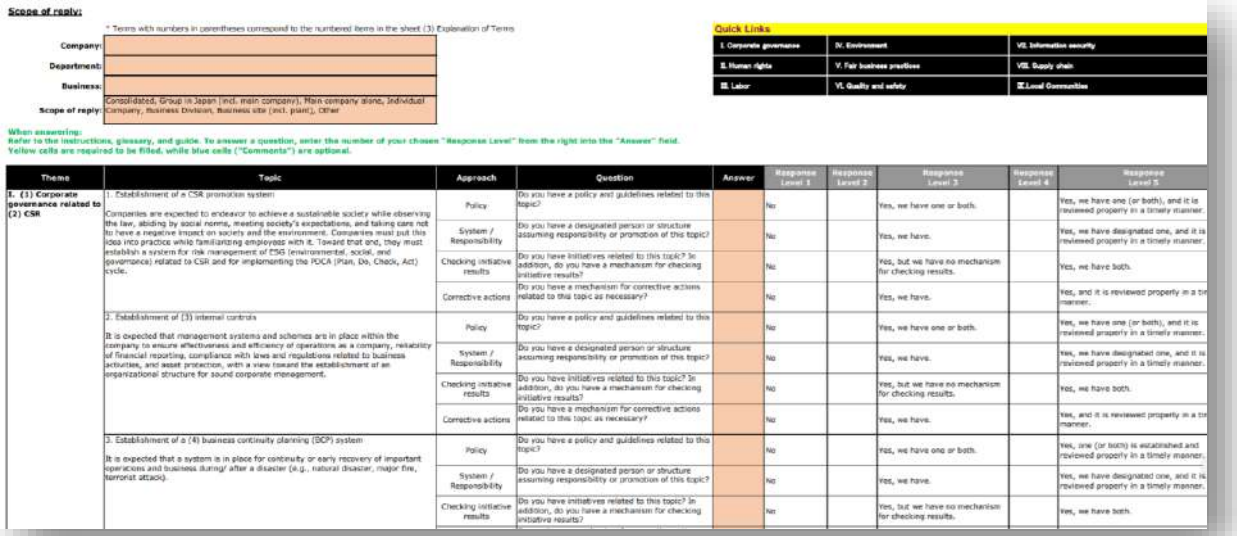
SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Organisation	Sustainable Purchasing Leadership Council
Tool	**Supplier Analysis Tool Provider**
Nature	Tool Provider
Geographical Dimension	International
Domain	Sustainable Purchasing
Language	English
Access	Free
Comments	The tables in this document describe the sustainability-related capabilities of several spend analysis tool providers, as reported by the tool providers. The tables are provided as a jumping off point for purchasers looking for tools or services to assist them with conducting a spend analysis.
Source	https://www.sustainablepurchasing.org/wp-content/uploads/2015/01/SPLC_Info_2015001_Supplier_Analysis_Tool_Providers_rev_20150204.pdf

About Sustainability-related Supplier Analysis	
Focus	"From whom are we buying?"
Purpose	Identify whether the overall make-up of the organization's supply base reflects its values, and whether individual suppliers present significant environmental, social, and economic performance risks.
Analytical Questions	• Do we have the right mix of small, medium, and diverse suppliers? • Are our biggest dollar suppliers sustainability leaders or laggards in their categories? • Do any of our suppliers present an out-sized sustainability risk for us?
Benefit	Enables Strategy Planning to focus on aspects of the organization's supplier selection processes that present the greatest opportunity to improve the supply base's overall performance.
General Method	Pair purchase history data with information about supplier characteristics and supplier performance history from an environmental, social, and economic perspective.
When to Use	When the aspect of environmental, social, and economic performance being evaluated is associated with characteristics of a supplier or the supply base, as a whole.
Data Source Examples	Data reported publicly or directly by suppliers; audit or third-party verified data; standards and certifications; regulatory compliance data

Mitsui Chemicals Group

Organisation	Mitsui Chemicals Group
Tool	**Supplier Self Assessment Questionnaire**
Nature	Questionnaire
Geographical Dimension	International
Domain	Sustainable Purchasing
Language	English
Access	Free
Comments	« The Group has adopted the CSR/ Sustainable Procurement Self-assessment Questionnaire (SAQ) drafted by the UN Global Compact Network Japan supply chain subcommittee meeting as the SAQ format used to request responses from suppliers. This SAQ was drafted to conform with the UN Global Compact's 10 principles and international regulations such as ISO 26000 and GRI. Although the Group already requests that our suppliers meet the requirements of the Sustainable Procurement Guidelines, it is the SAQ that specifically defines the details of these requirements. "
Source	https://www.mitsuichem.com/en/sustainability/society/supplier/pdf/self_assessment.pdf



Scope of reply:

* Terms with numbers in parentheses correspond to the numbered items in the sheet (3) Explanation of Terms

Company:
Department:
Business:
Scope of reply: Consolidated, Group in Japan (incl. main company), Main company alone, Individual Company, Business Division, Business site (incl. plant), Other

Quick Links

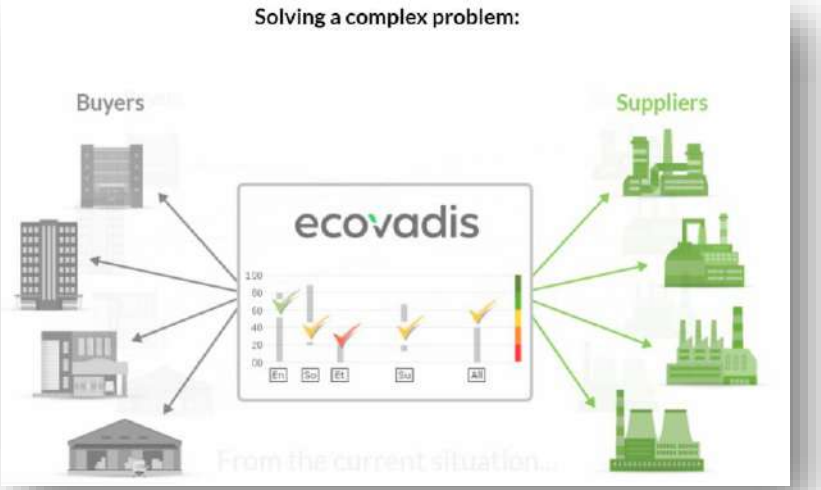
I. Corporate governance	IV. Environment	VII. Information security
II. Human rights	V. Fair business practices	VIII. Supply chain
III. Labor	VI. Quality and safety	IX.Local Communities

When answering:
Refer to the instructions, glossary, and guide. To answer a question, enter the number of your chosen "Response Level" from the right into the "Answer" field.
Yellow cells are required to be filled, while blue cells ("Comments") are optional.

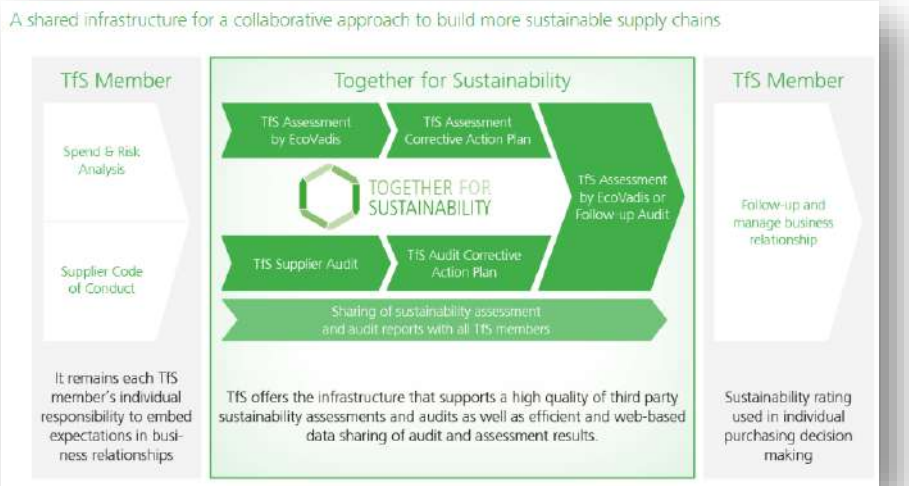
Theme	Topic	Approach	Question	Answer	Response Level 1	Response Level 2	Response Level 3	Response Level 4	Response Level 5
I. (1) Corporate governance related to (2) CSR	1. Establishment of a CSR promotion system Companies are expected to endeavor to achieve a sustainable society while observing the law, abiding by social norms, meeting society's expectations, and taking care not to have a negative impact on society and the environment. Companies must put this idea into practice while familiarizing employees with it. Toward that end, they must establish a system for risk management of ESG (environmental, social, and governance) related to CSR and for implementing the PDCA (Plan, Do, Check, Act) cycle.	Policy	Do you have a policy and guidelines related to this topic?		No		Yes, we have one or both.		Yes, we have one (or both), and it is reviewed properly in a timely manner.
		System / Responsibility	Do you have a designated person or structure assuming responsibility or promotion of this topic?		No		Yes, we have.		Yes, we have designated one, and it is reviewed properly in a timely manner.
		Checking initiative results	Do you have initiatives related to this topic? In addition, do you have a mechanism for checking initiative results?		No		Yes, but we have no mechanism for checking results.		Yes, we have both.
		Corrective actions	Do you have a mechanism for corrective actions related to this topic as necessary?		No		Yes, we have.		Yes, and it is reviewed properly in a timely manner.
	2. Establishment of (3) internal controls It is expected that management systems and schemes are in place within the company to ensure effectiveness and efficiency of operations as a company, reliability of financial reporting, compliance with laws and regulations related to business activities, and asset protection, with a view toward the establishment of an organizational structure for sound corporate management.	Policy	Do you have a policy and guidelines related to this topic?		No		Yes, we have one or both.		Yes, we have one (or both), and it is reviewed properly in a timely manner.
		System / Responsibility	Do you have a designated person or structure assuming responsibility or promotion of this topic?		No		Yes, we have.		Yes, we have designated one, and it is reviewed properly in a timely manner.
		Checking initiative results	Do you have initiatives related to this topic? In addition, do you have a mechanism for checking initiative results?		No		Yes, but we have no mechanism for checking results.		Yes, we have both.
		Corrective actions	Do you have a mechanism for corrective actions related to this topic as necessary?		No		Yes, we have.		Yes, and it is reviewed properly in a timely manner.
	3. Establishment of a (4) business continuity planning (BCP) system It is expected that a system is in place for continuity or early recovery of important operations and business during/ after a disaster (e.g., natural disaster, major fire, terrorist attack).	Policy	Do you have a policy and guidelines related to this topic?		No		Yes, we have one or both.		Yes, one (or both) is established and reviewed properly in a timely manner.
		System / Responsibility	Do you have a designated person or structure assuming responsibility or promotion of this topic?		No		Yes, we have.		Yes, we have designated one, and it is reviewed properly in a timely manner.
		Checking initiative results	Do you have initiatives related to this topic? In addition, do you have a mechanism for checking initiative results?		No		Yes, but we have no mechanism for checking results.		Yes, we have both.

ecovadis

Organisation	Ecovadis
Tool	**Ecovadis**
Nature	Helping Organisation – Consulting Tool
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	Lot of languages (Suppliers can communicate with EcoVadis in 10 languages: English, French, German, Chinese (Mandarin), Italian, Spanish, Portuguese, Dutch, Japanese, Russian. The scorecards are available in French and English)
Access	Fee from $250 to $1600 (à verifier)
Comments	Ecovadis is an international buyer-supplier collaborative platform. It offers a "Software as a Service" solution for supplier CSR scoring, performance management and risk assessment. This consulting tool has great reputation in the chemical sector. 4 Step Process: Register Online, Questionnaire, Expert analysis Your CSR portal
Source	https://www.ecovadis.com/us/sustainable-procurement-solution-2/

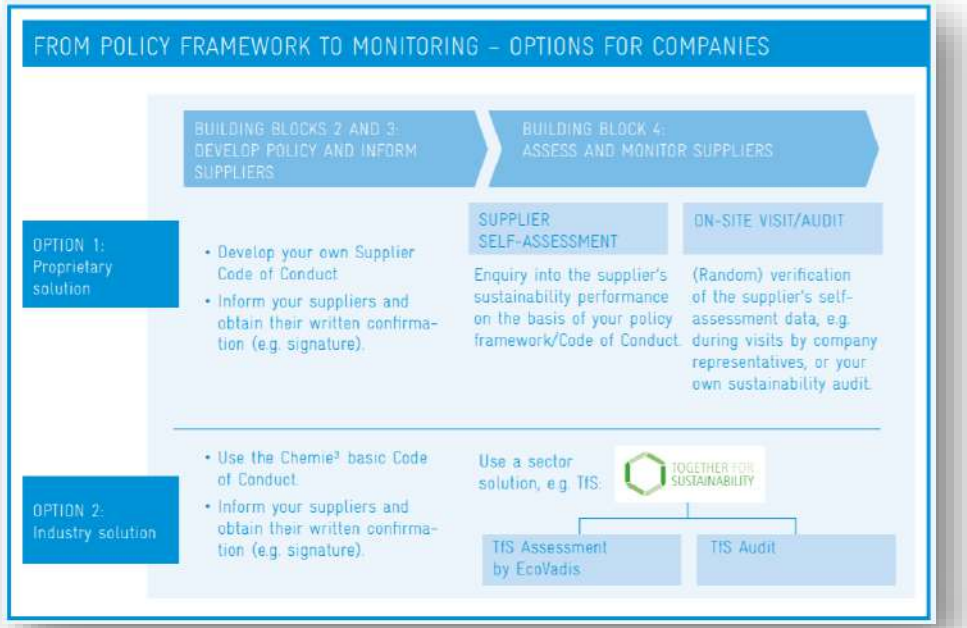


Organisation	Together for Sustainability
Tool	**Together for Sustainability**
Nature	Helping Organisation – Consulting Tool
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	English
Access	Need subscription
Comments	Together for Sustainability (TfS) is a joint initiative of chemical companies that has developed and implemented a global program to assess, audit and improve sustainability practices within the supply chains of the chemical industry • Partner with EcoVadis to assess the performance • Support and promote the principles of UN Global Compact and Responsible Care • Open to all chemical industries • Criterions to be a member: - Commitment to UN Global Compact and Responsible Care - EcoVadis Score equal to or higher than 60 - CPO Commitment
Source	https://tfs-initiative.com/



CHEMIE3
THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Organisation	Chemie³
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Assess and monitor suppliers **p.27-31** This section of the guide gives all the pros and cons of the different existing tools to assess and monitor suppliers: supplier self-assessment, on-site audit visits and industry solution
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.27-31



CSR COMPASS

Organisation	CSR Compass
Tool	**CSR Compass**
Nature	Guide
Geographical Dimension	Danemark
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	4. Assessment of suppliers The CSR Compass is a free online tool that can help companies implement responsible supply chain management. The fourth step of this guide proposes different kinds of activites to assess and monitor suppliers
Source	https://www.csrcompass.com/phase-2-supplier-requirements

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Organisation	Achats-Responsables.ch – Confédération Suisse
Tool	**Guide des Achats Professionnels Responsables**
Nature	Guide
Geographical Dimension	Switserland
Domain	Sustainable Purchasing
Language	French
Access	Free
Comments	The Guide Responsible Professional Purchasing & Tools is a very comprehensive guide developed by a working group made up of representatives from different departments of the State of Geneva. On **page 67**, it provides information about supplier assessment and shows examples of questionnaires
Source	https://www.achats-responsables.ch/pdf/leguide_2015/version_approfondie/Guide_Achats_Professionels_Responsables.pdf

ANNEXE 2:
QUESTIONNAIRE SUR LA RESPONSABILITÉ SOCIÉTALE DU FOURNISSEUR

Cette annexe présente quelques questions pouvant être posées dans le cadre d'une évaluation du panel de fournisseurs ou lors d'une demande d'offres. Dans ce cas de figure, il est important de préciser les documents permettant d'attester les réponses.

La structure du questionnaire peut s'inspirer de la norme ISO 26000, qui fournit des lignes directrices pour orienter l'entreprise vers une gestion responsable vis-à-vis de ses parties prenantes et de l'environnement en général.

Quelques exemples de questions, inspirées des questionnaires de la Centrale commune d'achats du canton de Genève. La situation pouvant évoluer, les questions ci-dessous ne reflètent pas forcément l'état présent et n'engagent en rien la CCA.

Contribution au développement durable

Question	Réponse (à choix unique)	Élément de preuve à fournir
Le soumissionnaire a-t-il défini sa stratégie en termes de développement durable (pôles environnemental et social du développement durable)?	Non	–
	Non, mais la Direction est en train de définir/valider sa stratégie en matière de développement durable.	Joindre le(s) document(s) de travail, le document présentant la stratégie (charte éthique, politique de développement durable par exemple)
	Oui. La Direction a défini et formalisé sa stratégie pour le pôle environnemental ou pour le pôle social du développement durable.	Joindre le(s) document(s) public(s) (politique environnementale, politique sociale, politique santé-sécurité au travail par exemple) et/ou les certifications
	Oui. La Direction a défini et formalisé sa stratégie de développement durable.	Joindre le(s) document(s) public(s) (charte éthique, politique de développement durable par exemple) et/ou les certifications
Le soumissionnaire est-il membre d'une chambre de l'économie sociale et solidaire?	Oui	Joindre la copie de l'adhésion à une chambre de l'ESS (par ex. Après-Ge, Après-VD, etc.), avec l'année d'adhésion
	Non	–

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Organisation	Bundesministeriums für Umwelt (BMU)
Tool	**Step-by-Step Guide to Sustainable Supply Chain Management – a Practical Guide for Companies**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Evaluating the sustainability performance of suppliers **p.43-45** This section of the guide proposes some approaches, methods, and instruments to evaluate the sustainability performance of suppliers
Source	https://www.bmu.de/fileadmin/Daten_BMU/Pools/Broschueren/nachhaltige_lieferkette_en_bf.pdf p.43-45

- Responsibility for sustainability management and compliance with certificates and standards
- Certification in environmental topics (such as EMAS, ISO 14001), labour standards (for example SA 8000)
- Adherence to non-certifiable standards (such as principles of the UN Global Compact or ISO 26000)
- Participation in multi-stakeholder and industry initiatives
- Internal sustainability-relevant measures and management processes that prevent negative impacts on the environment and society, for example by means of relevant indicators
- Results of the previous audits as well as information on the type, extent, and conductor of the audits
- Sub-supplier commitments, for example in the form of their own codes of conduct

- **Discussions with management:** Corporate policy and implementation, use of management systems, salaries, working hours, et cetera.
- **Discussions with employees:** Possible topics include working conditions, resource use, gender equality, etc. Discussions should be carried out with a representative number of employees.
- **Site inspections:** Visually assessing the locations for visible violations.
- **Document evaluation:** Checking personnel files, documents on health and safety, information on working hours, data on emissions, material and energy consumption.

Organisation	UN Global Compact
Tool	**Supply Chain Sustainability - A Practical Guide for Continuous Improvement**
Nature	Guide
Geographical Dimension	International
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Monitoring and evaluations **p.35-36** This guide provides information and examples of supplier assessment tools and gives some tips about audit processes
Source	https://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf p.33-34

Protecting Workers Who Participate in the Monitoring Process

- Workers who participate in the monitoring process should be protected from retaliation.
- Workers should be assured that they can speak freely and information that they provide will not be attributed to them as individuals.
- Workers should be provided means to communicate in their native language, when possible.

SUPPLIER CONTROL LEVELS

Control Level	Guidlines
LEVEL 1	Low impact on CSR & compliance, no impact on production
LEVEL 2	Some impact on CSR & compliance, no impact on production
LEVEL 3	Some impact on CSR & compliance, indirect impact on production
LEVEL 4	Some impact on CSR & compliance, direct impact on production Alternative supplier available
LEVEL 5	Some impact on CSR & compliance, direct impact on production Alternative supplier not available, major problems maintaining production

COMPONENTS OF AN AUDIT

Level 1 : Minimizing the negative impact

Supplier Focus

Supplier Selection

Supplier Monitoring

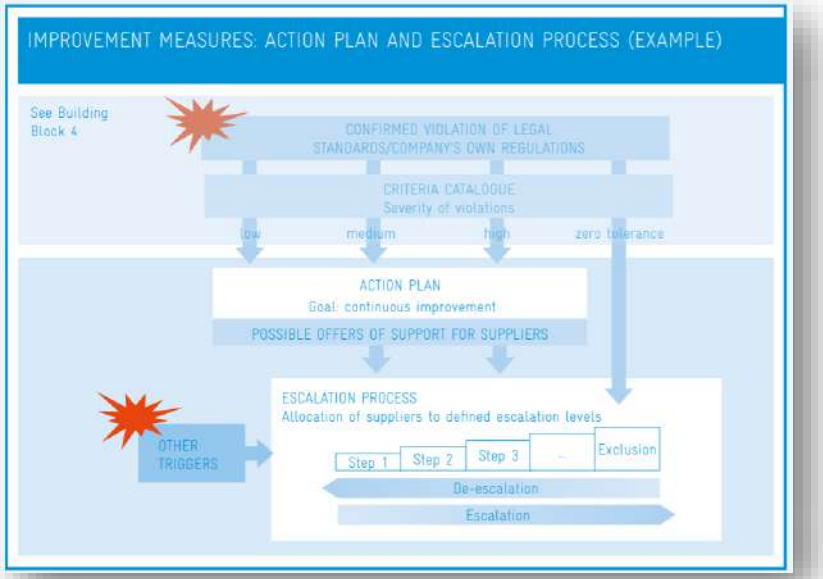
Supplier Development

Product Focus

Level 2 : Opening up to regenerative business models

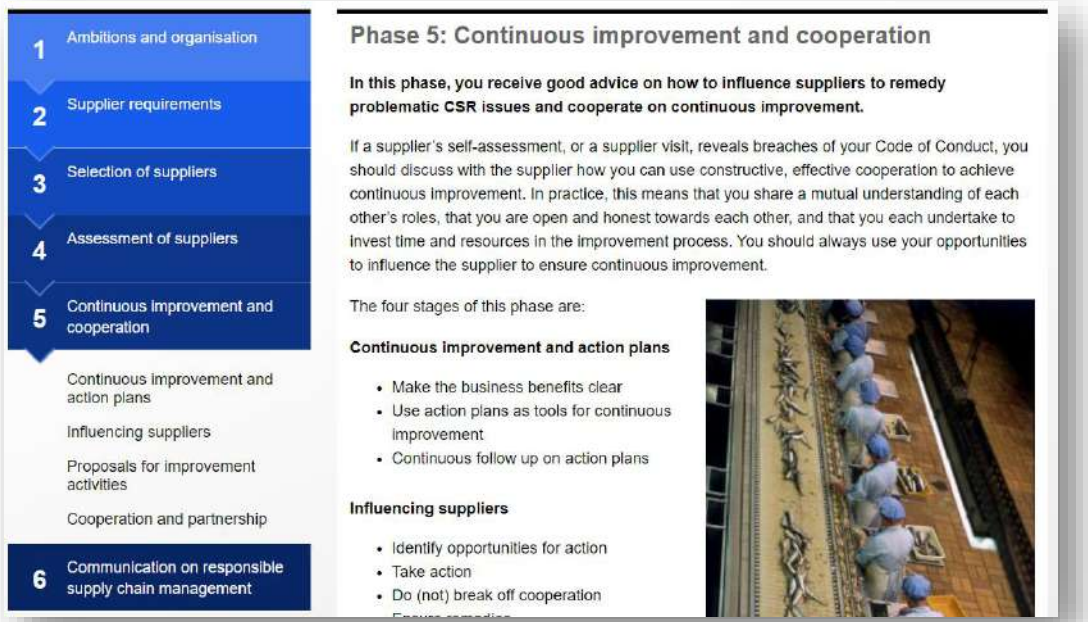
CHEMIE3
THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Organisation	Chemie^3
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Support corrective measures, develop suppliers **p.32-34** "Supplier self-assessments and/or on-site visits may have revealed where your suppliers do not adhere to your Supplier Code of Conduct. Now it is important to find out how significant the deviations are and what measures need to be put in place. You also need to decide how much time to give suppliers to remedy the situation." This section of the guide explains the step of supplier development.
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.32-34



CSR COMPASS

Organisation	CSR Compass
Tool	**CSR Compass**
Nature	Guide
Geographical Dimension	Danemark
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	5. Continuous improvement and cooperation The CSR Compass is a free online tool that can help companies implement responsible supply chain management. The fifth step of this guide gives examples of supplier development activities.
Source	https://www.csrcompass.com/phase-2-supplier-requirements



1 Ambitions and organisation
2 Supplier requirements
3 Selection of suppliers
4 Assessment of suppliers
5 Continuous improvement and cooperation
Continuous improvement and action plans
Influencing suppliers
Proposals for improvement activities
Cooperation and partnership
6 Communication on responsible supply chain management

Phase 5: Continuous improvement and cooperation

In this phase, you receive good advice on how to influence suppliers to remedy problematic CSR issues and cooperate on continuous improvement.

If a supplier's self-assessment, or a supplier visit, reveals breaches of your Code of Conduct, you should discuss with the supplier how you can use constructive, effective cooperation to achieve continuous improvement. In practice, this means that you share a mutual understanding of each other's roles, that you are open and honest towards each other, and that you each undertake to invest time and resources in the improvement process. You should always use your opportunities to influence the supplier to ensure continuous improvement.

The four stages of this phase are:

Continuous improvement and action plans

- Make the business benefits clear
- Use action plans as tools for continuous improvement
- Continuous follow up on action plans

Influencing suppliers

- Identify opportunities for action
- Take action
- Do (not) break off cooperation

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Organisation	Bundesministeriums für Umwelt (BMU)
Tool	**Step-by-Step Guide to Sustainable Supply Chain Management – a Practical Guide for Companies**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Develop Supplier's Capabilities **p.46-47** This section of the guide proposes some approaches, methods, and instruments to develop supplier's capabilities
Source	https://www.bmu.de/fileadmin/Daten_BMU/Pools/Broschueren/nachhaltige_lieferkette_en_bf.pdf p.46-47

Long-term building of supplier competences

Short-term corrective measures should be accompanied by medium-to long-term development of competences among the suppliers. These include the following:

- Supplier training (on relevant sustainability standards and requirements)
- Technical support for process optimisation (for example for reducing emissions)
- Implementing supplier pilot projects (for example for introducing environmental management systems)
- Carrying out materiality analyses with suppliers

As with other process steps, companies should be able to implement common measures for establishing and extending supplier sustainability capacities via industry initiatives.

Level 1 : Minimizing the negative impact

Supplier Focus

Supplier Selection

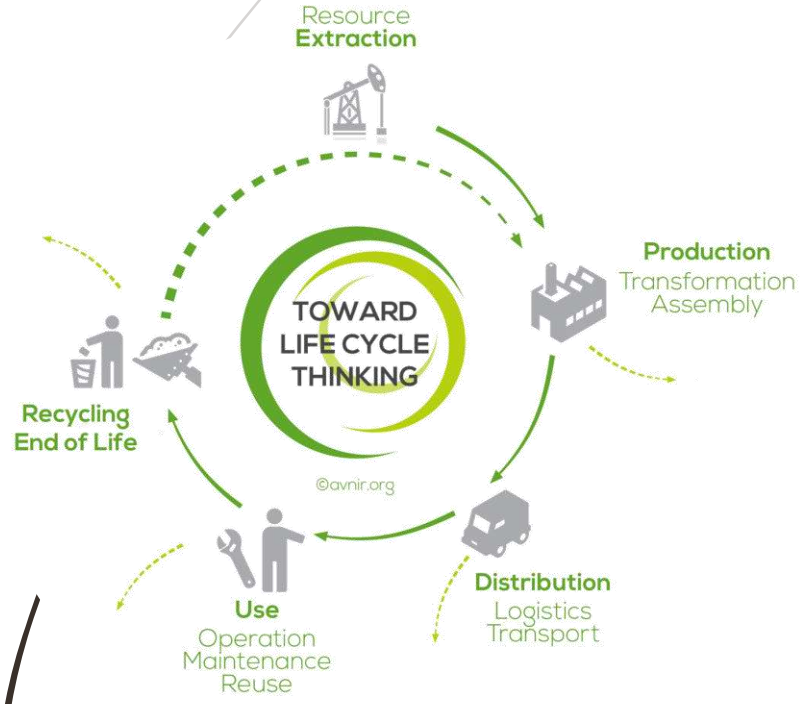
Supplier Monitoring

Supplier Development

Product Focus (Life Cycle Assessment)

Level 2 : Opening up to regenerative business models

List of LCA Assessment tools



Organisation	Access	Source
OpenLCA	Free – Need Suscription	http://www.openlca.org/
GaBi Software	Not free	http://www.gabi-software.com/overview/what-is-gabi-software/
Umberto LCA+	Not free	https://www.ifu.com/en/umberto/lca-software/
SimaPro	Not free	https://simapro.com/
Ecochain	Not free	https://ecochain.com/software/

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Organisation	Achats-Responsables.ch – Confédération Suisse
Tool	**Guide des Achats Professionnels Responsables**
Nature	Guide
Geographical Dimension	Switserland
Domain	Sustainable Purchasing
Language	French
Access	Free
Comments	The Guide Responsible Professional Purchasing & Tools is a very comprehensive guide developed by a working group made up of representatives from different departments of the State of Geneva. From **page 305**, the guide provides you recommendations about the purchasing of some raw materials
Source	https://www.achats-responsables.ch/pdf/leguide_2015/version_approfondie/Guide_Achats_Professionels_Responsables.pdf

QUE CHOISIR?

Cette rubrique présente quelques critères permettant de s'orienter dans le choix des produits contenant des substances chimiques.

Que choisir?	Comment vérifier?
Préférer les produits sans substances chimiques problématiques	→ Se référer aux fiches ☰ *C1 à C15*
Exiger qu'aucune substance chimique interdite par la législation ne soit utilisée	→ Suisse: Ordonnance sur la réduction des risques liés à l'utilisation de substances, de préparations et d'objets particulièrement dangereux (ORRChim)[6] → Europe: REACH – enregistrement, évaluation, autorisation et restriction des produits chimiques
Exiger que les personnes en contact avec les produits chimiques soient formées (prescriptions de stockage, mesures en cas d'accident, compréhension des risques etc.) et possèdent les équipements de protection individuelle (EPI) adéquats	

D-MATÉRIAUX ET SUBSTANCES

Bois	D1
Verre	D2
Matières plastiques	D3
Fibres textiles	D4
Cuir	D5
Métaux courants, précieux et terres rares	D6
Métaux lourds et métalloïdes	D7
Substances chimiques	D8
Combustibles et carburants	D9

Level 1 : Minimizing the negative impact

Supplier Focus

Supplier Selection

Supplier Monitoring

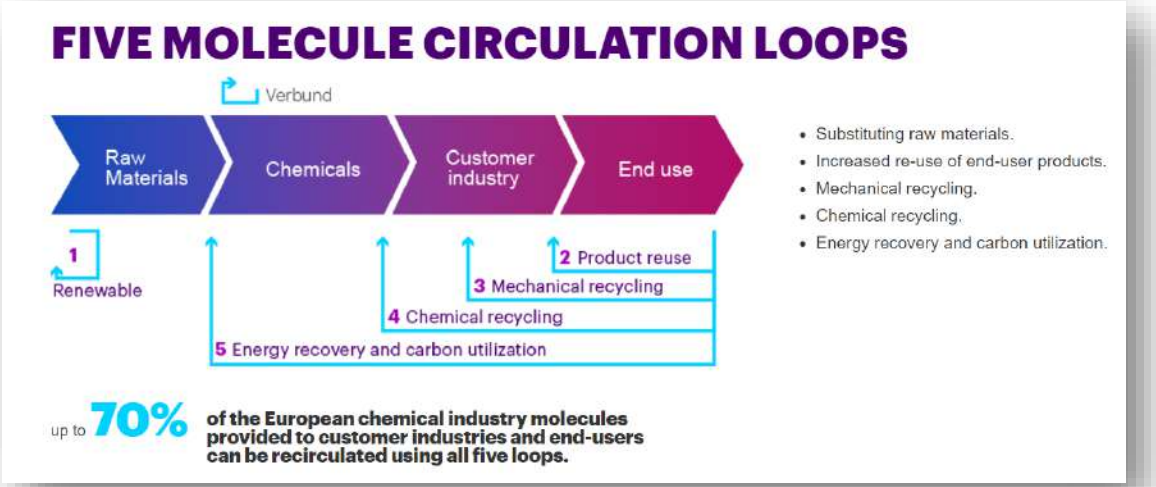
Supplier Development

Product Focus

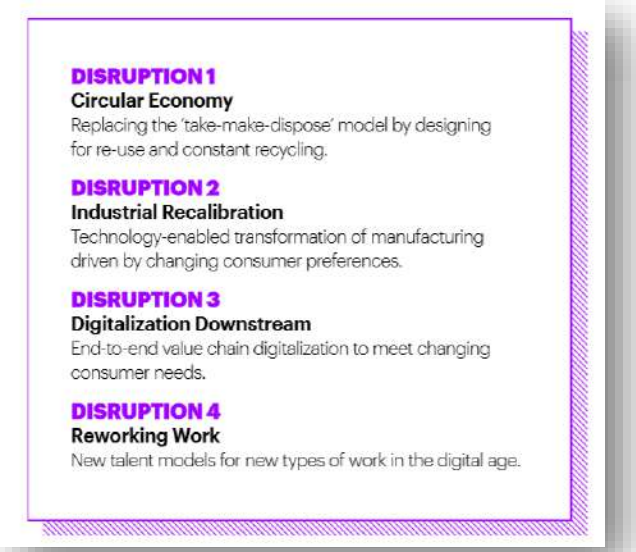
Level 2 : Opening up to regenerative business models

Organisation	Circulab by Withaa
Tool	**Circulab by Withaa**
Nature	Interactive tool
Geographical Dimension	International
Domain	Circular Economy
Language	English, French
Access	Free (need subscription to go further)
Comments	Circulab enables companies to transform their business models with a fun, team-focused methodology that will regenerate both their organization and natural ecosystems There are specific and accessible tools to train, inspire and challenge the company's teams: • **Circulab Board Canvas** to design your circular business model • **Circulab Partners Canvas** to identify and locate your stakeholders • **Circulab Game** Contact the team for more info
Source	https://circulab.fr/outils/#board

Organisation	Accenture
Tool	**Taking the European chemical industry into the circular economy**
Nature	Guide
Geographical Dimension	International
Domain	Circular Economy
Language	All langages
Access	Free
Comments	This study should encourage society and the industry to explore how to set the right frameworks to enable circularity in downstream uses; provide resources to close technology and innovation gaps; provide abundant, globally cost-competitive energy; and manage the transition in terms of assets, infrastructure, and work forces.
Source	https://www.accenture.com/us-en/insight-circular-economy-european-chemical-industry



Organisation	Accenture
Tool	**Catalyzing the New: Driving Chemical Industry Growth**
Nature	Guide
Geographical Dimension	International
Domain	Circular Economy
Language	All langages
Access	Free
Comments	"The report takes a deep dive into the four disruptive trends that we think most likely to seriously impact the industry. With an understanding of these, you can target your capital investments, business models and innovation where they will be most effective." • Circular economy • Industrial Recalibration • Digitalization Downstream • Reworking work
Source	https://www.accenture.com/us-en/insights/chemicals/catalyzing-the-new-chemicals



DISRUPTION 1
Circular Economy
Replacing the 'take-make-dispose' model by designing for re-use and constant recycling.

DISRUPTION 2
Industrial Recalibration
Technology-enabled transformation of manufacturing driven by changing consumer preferences.

DISRUPTION 3
Digitalization Downstream
End-to-end value chain digitalization to meet changing consumer needs.

DISRUPTION 4
Reworking Work
New talent models for new types of work in the digital age.

Organisation	European Commission
Tool	**Moving towards a circular economy with EMAS**
Nature	Guide
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Free
Comments	Best Practices to Implement Circular Economy Strategies (with case study examples) • More focused on the implementation of circular practices • Offers 3 case studies: SMEs, large private organizations, public organizations
Source	http://ec.europa.eu/environment/emas/pdf/other/report_EMAS_Circular_Economy.pdf

Foreword 4
Introduction 5

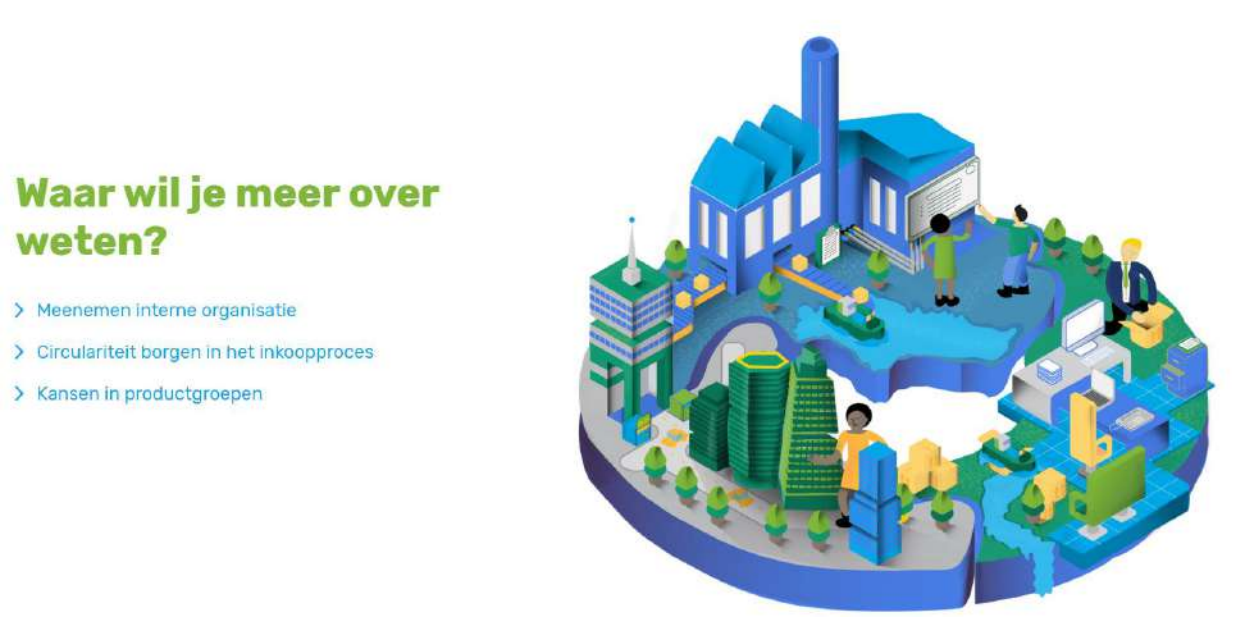
Implementing a circular economy: Five steps or "best practices" 12
1. Identify potential material loops 14
2. Consider innovative business models 17
3. Involve employees and other stakeholders 20
4. Develop a message 23
5. Test, learn and improve 26

Circular economy in practice: three case studies 30
6. The circular economy in SMEs 32
7. The circular economy in large private organisations 38
8. The circular economy in public organisations 46

Recommendations for EMAS organisations 52
Conclusion 56
Useful resources 58

Green Deal Circulair Inkopen

Organisation	Green Deal Circulair Inkopen
Tool	**Wegwijzer Circulair Inkopen**
Nature	Digital Guide
Geographical Dimension	Netherlands
Domain	Circular Economy
Language	Dutch
Access	Free
Comments	The guide is a collection of the available knowledge, tips and examples in the field of circular procurement. With the tools in this guide, you can take decisions on a strategic level as well as concrete steps on an operational level.
Source	https://wegwijzer.gdci.nl/



MarketplaceHUB

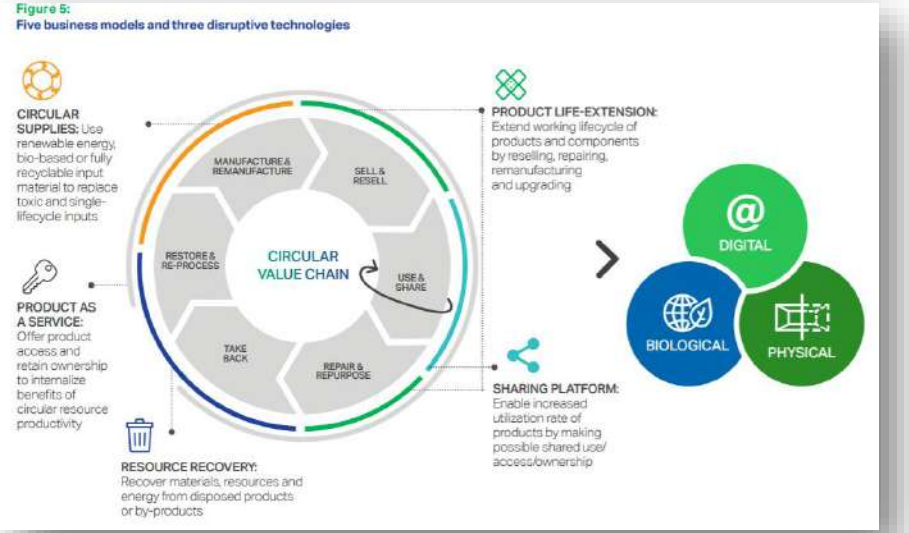
Organisation	WBCSD
Tool	**MarketplaceHUB**
Nature	Interactive Tool
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Free
Comments	The MarketplaceHub is a tool designed to foster a sustainable use of resources through accelerating business to business reuse opportunities for secondary materials worldwide. • New platform • Possibility to register to add marketplaces or share experiences
Source	https://marketplacehub.org/

CircularEconomy Practitioner Guide

Organisation	WBCSD
Tool	**Circular Economy Practitioner Guide**
Nature	Digital Guide
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Free
Comments	The Practitioner Guide is designed to help you accelerate your transition towards the circular economy • **Business Cases** Gener8, Innov8, Moder8, Captiv8, Differenti8, Integr8, Acclim8, Inusl8 • **Strategies and examples** Design, Buy, Make, Sell, Dispose, Finance • **Resources and tools** Links to other sites • **Glossary** Circular Economy from A to Z
Source	https://www.ceguide.org/

CEO GUIDE TO THE CIRCULAR ECONOMY
wbcsd

Organisation	WBCSD
Tool	**CEO Guide to the Circular Economy**
Nature	Guide
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Free
Comments	• Collaboration with Accenture and participation of large companies known to be highly "sustainable development" oriented (Unilever, Danone, Solvay,…) • Concrete examples of innovative business models • Advices to take actions • Direct links to other guides
Source	https://docs.wbcsd.org/2017/06/CEO_Guide_to_CE.pdf



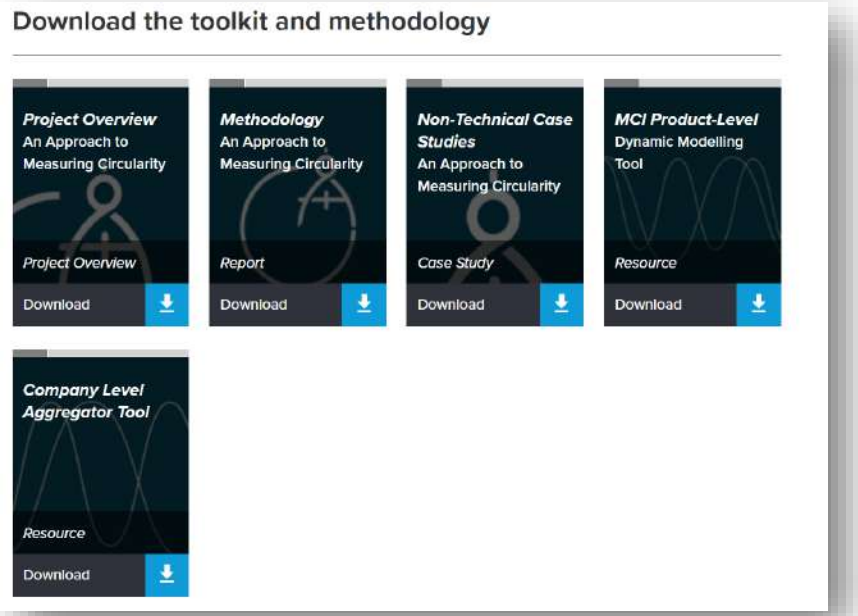
Circular Metrics
Landscape Analysis
wbcsd

Organisation	WBCSD
Tool	**Circular Metrics – Landscape Analysis**
Nature	Guide
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Free
Comments	A joint report on the current landscape of circular metrics use and recommendations for a common measurement framework
Source	https://www.wbcsd.org/Programs/Circular-Economy/Factor-10/Metrics-Measurement/Resources/Landscape-analysis

Table 2 - Levels of circular metrics

	What does CE mean?	What are CE's positive impacts?
Macro (countries, cities ...)	• Change **purchasing habits** (favor products & services with low environmental impact...) • **Enforce laws, programs, frameworks** related to CE	• Increase attractiveness thanks to **value / job creations** • **Limit resources rarefaction and dependency** on importations
Meso (inter-industries...)	• Create inter-industries/firms networks • Deploy **industrial symbiosis** where companies exchange flows and mutualize needs	• Increase **dynamism & attractiveness of territories** • Reduce impact on environment • **Create / relocate jobs**
Micro (companies, consumers)	• **Consume green** (favor products with low environmental impact, recycling...) • **Produce cleaner** (eco-conception, offer services instead of products...)	• **Reduce impact on environment** • Provide **competitive advantage** (improved business model, new markets available...) • Improve **brand image** / reputation
Nano (product, component...)	• Use / extract **environmental-friendly goods** • **Increase life expectancy** of goods through recycling, reuse, repairing	• **Decrease extraction / consumption** of raw materials • **Increase value of second-use materials** and goods

Organisation	Ellen MacArthur Foundation
Tool	**Circularity Indicators**
Nature	Circular Performance Assessment Tool
Geographical Dimension	International
Domain	Circular Economy
Language	All languages
Access	Free
Comments	This tool provides a methodology and tools to assess how well a product or company perform in the circular economy • May be used by product designers, as well as for internal reporting, procurement decisions, and the evaluation or rating of companies • Developped by Granta Design
Source	https://www.ellenmacarthurfoundation.org/resources/apply/circularity-indicators



Organisation	Take Back Chemicals
Tool	**Take Back Chemicals**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Circular Economy
Language	English
Access	Make contact with the organization
Comments	In the Take Back Chemicals service based business model a chemicals supplier is paid for the function of a substance rather than the quantity. This aligns the economic interests of supplier and user, reducing the amount of substance used while optimising the effect
Source	https://www.royalhaskoningdhv.com/en-gb/services/a-z-services/take-back-chemicals/1215

« ASSESSMENT » and « REPORTING » TOOLS

CHEMIE3
THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Organisation	Chemie^3
Tool	**Indicator Overview**
Nature	List
Geographical Dimension	Germany
Domain	Key Performance Indicators
Language	English
Access	Free
Comments	Making sustainability measurable: 40 indicators measuring the progress of sustainable development in the chemical-pharmaceutical industry in Germany → Examples of key performance indicators to measure the impact of the actions undertaken
Source	https://www.chemiehoch3.de/fileadmin/user_upload/Overview_indicators_English.pdf

Cross-dimensional indicators (5)

Guideline	Topic	Indicator
1	Sustainability targets and measuring progress	Share of companies in the industry with clearly defined sustainability targets; and share of those companies with publicly communicated targets
1	Compliance	Share of companies in the industry with established processes to ensure that applicable laws and guidelines are observed
3	Social and environmental standards in the supply chain (upstream)	Share of companies in the industry that – besides the traditional sourcing criteria of price, quality and terms of delivery – also take sustainability criteria into account in their selection of suppliers
11	Sustainability communication	Share of companies in the industry publishing information on material sustainability topics
12	Stakeholder dialog	Share of companies in the industry entering into regular dialog with stakeholders on sustainability topics

The three most well-known reporting guidelines

GRI is an independent international organization that has pioneered sustainability reporting since 1997

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

AA 1000 stands for AccountAbility 1000 and was founded by the Institute for Social and Ethical Accountability (ISEA).

https://www.accountability.org/

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. The coalition is promoting communication about value creation as the next step in the evolution of corporate reporting.

https://integratedreporting.org/the-iirc-2/

+ISAE3000

CHEMIE³
THE SUSTAINABILITY INITIATIVE OF THE GERMAN CHEMICAL INDUSTRY

Organisation	Chemie³
Tool	**Sustainable Supply Chain Management for Medium-Sized Companies in the chemical Industry**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Report on progress **p.36** This section of the guide provides information about the reporting on sustainable impact
Source	https://www.chemiehoch3.de/fileadmin/user_upload/News/Chemie3_Guide_Supply_Chain_eng.pdf p.36

EXPERT TIP

USE OTHER COMPANIES' REPORTING AS GUIDANCE.

Examples of credible reporting on sustainable supply chain management:

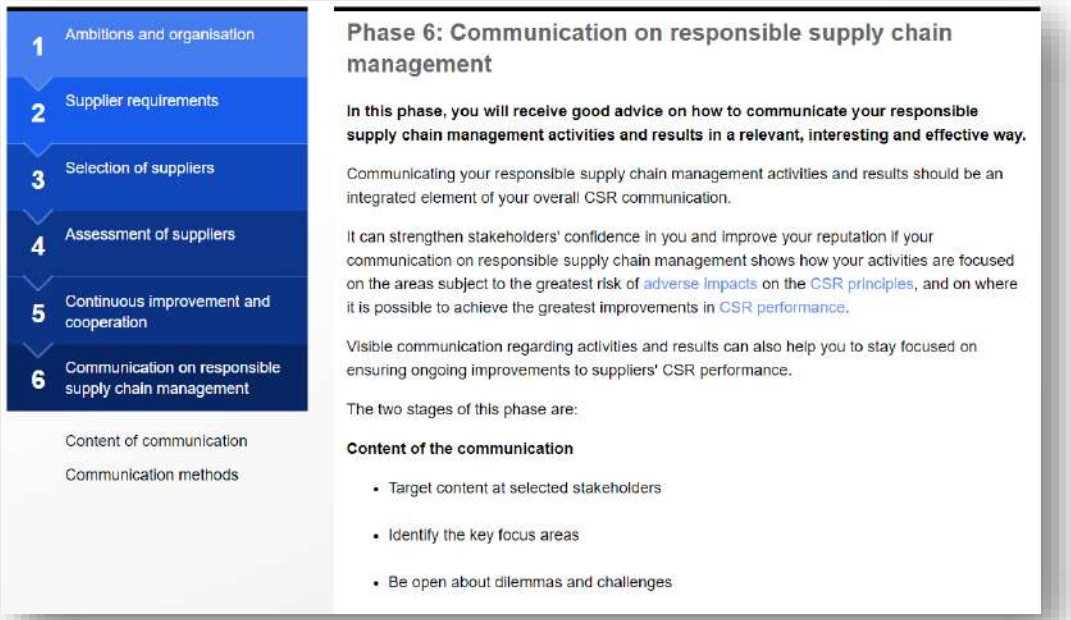
- BASF SE
- Evonik Industries AG
- Merck KGaA
- Worlée-Chemie GmbH

CHEMIE³ TOOLBOX

CHEMIE³ GUIDE
The practice-orientated Chemie³ Guide to Basic Sustainability Reporting in Medium-sized Companies in the Chemical Industry is available for download in the members area.

CSR COMPASS

Organisation	CSR Compass
Tool	**CSR Compass**
Nature	Guide
Geographical Dimension	Danemark
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	6. Communication on responsible supply chain management The CSR Compass is a free online tool that can help companies implement responsible supply chain management. The sixth step of this guide explains the communication methods
Source	https://www.csrcompass.com/phase-2-supplier-requirements



1 Ambitions and organisation
2 Supplier requirements
3 Selection of suppliers
4 Assessment of suppliers
5 Continuous improvement and cooperation
6 Communication on responsible supply chain management

Content of communication
Communication methods

Phase 6: Communication on responsible supply chain management

In this phase, you will receive good advice on how to communicate your responsible supply chain management activities and results in a relevant, interesting and effective way.

Communicating your responsible supply chain management activities and results should be an integrated element of your overall CSR communication.

It can strengthen stakeholders' confidence in you and improve your reputation if your communication on responsible supply chain management shows how your activities are focused on the areas subject to the greatest risk of adverse impacts on the CSR principles, and on where it is possible to achieve the greatest improvements in CSR performance.

Visible communication regarding activities and results can also help you to stay focused on ensuring ongoing improvements to suppliers' CSR performance.

The two stages of this phase are:

Content of the communication

- Target content at selected stakeholders
- Identify the key focus areas
- Be open about dilemmas and challenges

Organisation	Myrmex
Tool	**Myrmex**
Nature	Helping Organisation
Geographical Dimension	International
Domain	Extra-financial Reporting
Language	English
Access	Make contact with the organization
Comments	MYRMEX tackles the issue of combining both quantitative and qualitative data with an innovative approach to collecting, analyzing and reporting with indicators that suit your needs. Whether for compliance reporting, environmental footprint, supply chain analysis or transparent communication, MYRMEX integrates all your information effortlessly
Source	https://www.myrmex.coop/

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

Organisation	Bundesministeriums für Umwelt (BMU)
Tool	**Step-by-Step Guide to Sustainable Supply Chain Management – a Practical Guide for Companies**
Nature	Guide
Geographical Dimension	Germany
Domain	Sustainable Supply Chain Management
Language	English
Access	Free
Comments	Reporting **p.49-51** This section of the guide proposes some approaches, methods, and instruments to measure and report the company sustainable performance
Source	https://www.bmu.de/fileadmin/Daten_BMU/Pools/Broschueren/nachhaltige_lieferkette_en_bf.pdf p.49-51

Examples for supplier-specific indicators:

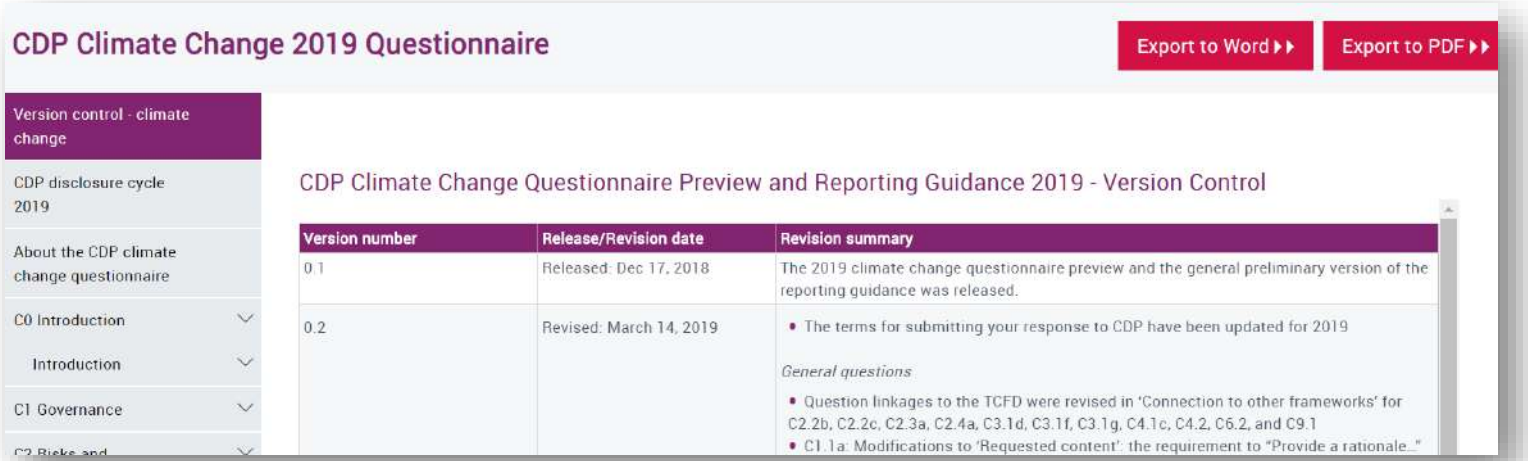
- Share of (sub-)suppliers who have signed the code of conduct
- Proportion of (sub-)suppliers who have submitted a self-assessment
- Proportion of certified (sub-)suppliers
- Number of audits
- Number of (sub-)suppliers going through a corrective action plan
- Average duration of supplier relationships
- Number of (sub-)suppliers with which the relationship was ended
- Proportion of (sub-)suppliers trained by company employees or third parties

essenscia

Organisation	Essenscia
Tool	**Sustainable Development Report**
Nature	Example
Geographical Dimension	Belgium
Domain	Extra-financial reporting
Language	French, Dutch
Access	Free
Comments	It can be interesting for an enterprise to see some examples of sustainability reports.
Source	https://www.essensciaforsustainability.be

ESG Data, Ratings & Benchmarking

Organisation	RobecoSAM (Sustainable Asset Management)
Tool	RobecoSAM (Sustainable Asset Management)
Nature	
Geographical Dimension	International
Domain	Sustainability Indices
Language	English
Access	Make contact with the organization
Comments	It could be interesting for a companie to take into account some investing organisations. "Founded in 1995, RobecoSAM is an investment specialist focused exclusively on Sustainability Investing. To this end, we offer a comprehensive palette of products including in-house asset management, Sustainability Indices, corporate sustainability assessments, active ownership and engagement, and customized portfolio benchmarking solutions."
Source	https://www.robecosam.com/csa/csa-benefits/

Over **1000 companies** are already **generating business value** from participating in the SAM Corporate Sustainability Assessment (CSA). **Join them in 2019!**

Organisation	CDP.net – Disclosure Insight Action
Tool	**CDP Questionnaires 2019**
Nature	Questionnaire
Geographical Dimension	International
Domain	Sustainability Impact Assessment
Language	English, spanish, french, chinese, portuguees
Access	Free
Comments	CDP's corporate questionnaire previews, reporting guidance, and scoring methodologies can be accessed by program (climate change, forests, and water security) from the guidance for companies page of CDP's website. You will be presented with three prompt screens that allow you to select the sectors and other details relevant to your organization. Questionnaires are valid for information requests from investors, as well as from customers that are members of CDP's supply chain program. For all CDP corporate questionnaires, there are two versions: minimum and full. The minimum version contains identical but fewer questions, and no sector-specific questions or data points.
Source	https://www.cdp.net/en/guidance/guidance-for-companies