

1. Introduction

Hivos is a development organisation guided by humanist values. Together with civil society organisations in developing countries, Hivos contributes to a free, fair and sustainable world. A world in which women, men and children have equal access to opportunities and resources for development.

Our vision and mission is a world in which all people are equal and in which there are no boundaries to the development possibilities for people. Hivos trusts in the creativity and capacity of people. Key humanist values for Hivos are Human dignity and self-determination; Rejection of dogmatism and authoritarian rule; Pluralism and democracy; Mutual solidarity; Responsible citizenship; Respect for people's cultural and social identity. When putting these values into practice we focus on quality, cooperation and innovation. These values inform the choices that Hivos makes externally, i.e. which projects we support and which campaigns we run. Hivos shapes its activities around four programs: *Green Entrepreneurship, Rights & Citizenship, Expression & Engagement* and *Action for Change*.

Just as importantly, these values inform the choices we make regarding the way we conduct our affairs and Hivos staff behaves towards each other and the outside world. This document focuses on our vision on how we define social responsibility based on the humanist values within our own organization as well as within our primary processes.

Hivos aims to be a frontrunner. This will not only inspire people working within the organization, but also all partners with whom Hivos collaborates in different regions of the world. At the same time, Hivos recognizes that sustainability is a process. Short term results need to be combined with a long term vision, progress needs to be monitored.

Hivos will formulate a Social Responsibility Action Plan in which key performance indicators and concrete actions will become clear. In order to realize this there will be a Hivos working group which will report to the Board on the progress of the Action Plan. Hivos will continue to adapt its Social Responsibility Policy to internal and external developments.

2. Social Responsibility Themes

Our commitment to social responsibility is a consequence of our values and the resolution to act consistently with the Hivos programs. Sound social responsibility also contributes to strengthening these values. Taking responsibility means being transparent and accountable for the choices one makes and the things one does.

We have chosen to focus our social responsibility policy on the following 4 themes, based on the link with the humanist values, practicality, added value and consistency with our 4 programs and campaigns:

- Integrity and embodying the Hivos Values
- Diversity and Equality
- Good Employment Practices
- Environmental Stewardship

In the sections below we define each theme, and set out what they mean for Hivos. We also outline how Hivos takes responsibility within the Value Chain and how we interact with partners, donors, suppliers and partnerships.

This document outlines the policy choices Hivos has made which will be translated into specific time-bound commitments in an separate action plan. We intend to report annually on progress against these commitments.



2.1 Integrity and Embodying the Hivos Values

As mentioned above, the humanist values drive what Hivos does. Hivos employees are expected to act in accordance with the humanist values. Hivos considers the humanist values when recruiting and helps its employees to embody the humanist values by providing training and stimulating discussion about what the Hivos values mean in practice.

Furthermore, Hivos employees are required to act in line with national legislation and even if governments do not translate international obligations regarding human rights and the environment into national legislation employees should not take advantage of this.

How Hivos embodies Integrity and the Hivos values:

We aim to be consistent and to “practice what we preach” and beyond. Hivos stimulates discussion among staff and stakeholders.

In relationships Hivos upholds the **dignity of the other person**. This is the case for interactions among staff, as well as with partners, donors and others with whom we interact. We also uphold our **own dignity** and self-respect by showing professionalism and acting as a representative of Hivos during interactions with others. Hivos staff acts professionally whenever we represent Hivos, also after office hours and outside the office, for example at a conference or networking event, or in the (social) media.

Hivos staff help each other to be **honest and open about internal taboos**. Some subjects may be difficult to talk about, even though they are important. We talk about these difficult subjects and ask questions in a respectful way.

Hivos **does not tolerate corruption**. We do not engage in corrupt activities, neither directly or indirectly, neither inside Hivos nor in their interactions with people outside. More information can be found in the Hivos Integrity Policy¹.

Sexual harassment is not tolerated. Victims of sexual harassment are able to speak up in a safe way. Allegations of sexual harassment will be investigated. Once confirmed, committing sexual harassment will result in the person’s employment contract being terminated.

Hivos uses **open source software** and promotes the development and use of this **by others**, related to our vision and programmatic priorities.

Within Hivos, **arts and culture and ICT provide a way of embodying the Hivos values and stimulating discussion** among staff and other stakeholders. Hivos provides room for initiatives of individual staff members regarding arts and culture and ICT, for instance during the Sabbatical, as included in the Hivos human resources policy².

Examples

- During the recruitment process we discuss the Hivos values with potential staff members, including whether they are willing to support these values at work.
- Practice what you preach implies that Hivos staff support gay rights while at work. If a staff member participated in a public demonstration against gay rights, even though this is in the private sphere, it would be a problem and the manager will start a discussion with this person.
- A team member has HIV/AIDS. Instead of ignoring him/her, colleagues provide room/and are open to talk about it, letting him/her know that it is okay to be open and there is no need to be ashamed. In the meanwhile, privacy is respected.
- A Hivos staff member wants to apply for a passport. Without paying a bribe, the process will take longer, so the staff member makes sure s/he

¹ Part of Hivos Legal Status Regulations.

² Hivos Policy Human Resources, 1999.

applies well in time and does not pay the bribe to speed up to process.

- Hivos staff do not combine business trips with personal holidays.
- There are art expressions within all offices. From time to time, exhibition openings are held, stakeholders are invited and an introduction is given. Staff are able to tell visitors something about the art work and the link with Hivos.



2.2 Diversity and Equality

Hivos believes in supporting and respecting the protection of internationally proclaimed human rights; and makes sure that it is not complicit in human rights abuses³. Respect for human rights and democratic rights for all citizens is essential for building a prosperous and just society in which everyone can and may participate. One way in which Hivos upholds Human Rights is by respecting Diversity. Specifically, Hivos considers all people to be equal, regardless of gender, ethnicity, sexual orientation, religion, culture, caste, income/wealth and

³ Definition based on information in The Global Compact and The Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework.

age, type of employment relationship⁴. Hivos also values democracy in the public space. Ensuring diversity means not only respecting people’s differences, but where necessary taking active steps to ensure that all people have equal rights and opportunities.

How Hivos embodies Diversity and Equality:

Hivos believes that supporting Diversity and Equality contributes towards achieving Hivos’ goal of a world in which people can develop themselves.

Wherever possible, we strive towards a **body of staff which reflects the society in which we operate within a strategic vision**. In practice this means:

- a balance between men and women
- the proportion of ethnic groups in a Hivos Office is more or less in line with the proportion in the country in which the office is located (without setting fixed targets)
- certain age groups are not disproportionately represented

In order to achieve this, we **actively recruit persons from groups that are underrepresented**. Quality of candidates is most important, but in case of equal quality, preference will be given to underrepresented groups.

Diversity of sexual orientation and religions and convictions (excluding extremism) are welcomed, even though they are not actively stimulated. Some (religious) convictions may conflict with the Hivos values. Hivos asks staff to support the Hivos values in their work and not to publicly undermine them. For concrete measures in practice, please refer to the Hivos human resources policy⁵.

We work with each other in a way which shows **respect for our differences**. We do not ignore our differences, but acknowledge them when relevant. We take the other person into account when choosing how we communicate.

Examples

- In a certain country there are two main ethnic groups, which are traditionally opposed to each other. Hivos makes sure to employ a balanced number from both groups, reflecting society.

⁴ Definition based on information in The Global Compact, The International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and The Ethical Trading Initiative Base Code.

⁵ Hivos Policy Human Resources, 1999.

- When Hivos staff visit other countries they inform themselves on the local culture and learn what is considered polite, for example not using the left hand to eat or to give someone something in countries where this is not considered appropriate.
- If a certain group is underrepresented at Hivos, then Hivos takes extra steps to bring job advertisements to the attention of these people, for example by advertising in a newspaper which is read specifically by these groups.
- Hivos job advertisement include a short text saying that Diversity and Equality are important and encouraging minority groups to apply.



2.3 Good Employment Practices

Having Good Employment Practices involves supporting and taking care of staff so that they are able to do their jobs to the best of their ability, without any negative side effects.⁶ The most important aspects of Good Employment Practices for Hivos are summarized below. More information can be found in the Hivos Human Resources Policy. One aspect of our Good Employment Practices is that we do not make use of child labour, either directly or indirectly.

⁶ Definition based on information in The Global Compact, The International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and The Ethical Trading Initiative Base Code.

How Hivos embodies responsible employment practices:

We stand for **good working conditions, both physical and mental**, which do not cause excessive work-related stress. This has been translated into Hivos' Human Resources policy. Hivos periodically asks for input of its personnel in order to measure and increase employee satisfaction and employment practices.

Teamwork is important within Hivos; we help each other by asking what the other person needs in order to be able to do his/her job effectively. We also clearly indicate what we need in order to do our job and manage expectations from others. Another way in which we support each other is by providing meaningful and respectful **feedback** (compliments and improvement points).

Hivos supports staff in their professional development by providing **training** on both **content and competencies for all functional levels**. The focus is on the content and skills needed to carry out their job effectively so that staff can develop within their function. Examples include intercultural communication, how to discuss difficult topics etc. We also facilitate personal development by stimulating discussion and sharing experiences.

Funding for Hivos is increasingly diversified and increasingly uncertain. Given these challenges, Hivos strives to attain a **balance between certainty and flexibility** for staff. Where possible and practical, Hivos will enter into a stable employment relationship with staff. When this is not possible, Hivos will support staff by better equipping them to deal with this lack of certainty, through for example coaching. Hivos staff understand this and also show flexibility towards Hivos with regard to the type of work they are willing to do.

Hivos values all staff equally, irrespective of the region in which they work. In principle, employment conditions are tuned to the local labour market.

We are **against Child Labour in all its forms**: The threshold for Child Labour is defined according to international standards⁷ as employment by persons under the age of 15 years. We undertake not to make use of Child Labour in its direct operations, i.e. no children will be employed in Hivos Offices. We also aim to exclude Child Labour indirectly. For what this means in practice, please refer to section 3.

⁷ Definition based on information in The Global Compact, The International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the Trading Initiative Base Code.

Because Hivos staff also operates in unsafe countries, **staff safety** is a priority. Hivos has a separate safety policy, which we refer to for more details⁸.

Examples

- In some countries, government medical services are of poor quality. In these countries Hivos may choose to support staff by contributing to medical insurance for the staff member and/or his/ her family.
- When going to a restaurant we aim to select a restaurant which does not make use of child labour. In some countries however, this is very common and almost impossible to avoid. In case we note a child with the age of 14 or younger we discuss the issue with the owner.
- Staff that need to travel to unsafe places get a safety training.



2.4 Environmental Stewardship

Taking care of the environment is important to us. Hivos focuses its environmental efforts on reducing its Carbon Footprint. The Carbon Footprint of an organisation is its combined carbon emissions minus its carbon absorption. Factors affecting the carbon footprint include use of energy, transport, environmental damage or protection and so on. In striving to minimize our

⁸ Hivos security policy 'Safety Matters!', March 2012.

carbon footprint, we have chosen to prioritize the areas in which we have the greatest impact and therefore where there is most to gain: Transport and Energy.

In addition to that we also implement a number of concrete measures which have a relatively small impact on Hivos' Carbon footprint, but are good to implement and are highly visible both internally and externally. Hivos regards these measures as 'quick wins'. They show how seriously we take our core values and social responsibility. They create ownership and encourage to take next, more difficult steps. By this way also staff and partners are inspired and encouraged to be more environmentally conscious and to live according to these values, also in their private lives.

How Hivos takes responsibility for its Carbon Footprint:

Transport

Hivos stimulates the **use of public transport** to and from work, wherever possible given the local context. Other viable alternatives like the Hivos working from home, teleworking policy (for Head Office)⁹ are also provided.

Given that Hivos is a global organization, air travel is frequent. We aim to **reduce flights by 10% in 2013 and 15% in 2015**¹⁰. Staff will be supported in this regard by the availability of tele- and videoconferencing facilities. We also aim to reduce flights by carefully looking at planning. Where possible, we try to combine visits in order to reduce travel; we also carefully consider where events take place in order to reduce the need for unnecessary travel. Furthermore, all CO₂ emissions caused by flights and events are compensated.

Energy

Apart from Travel, most of the energy used by Hivos is at our Offices. Given financial constraints, we strive to **minimize the energy we use, keeping the current infrastructure in place** (e.g. office buildings). Whether this is effective or not depends partly on awareness and behavior. Ways to do so include switching off one's computer and lights when one leaves the building/reducing unnecessary printing and so on. Furthermore, since servers are the major energy users Hivos opts for green ICT. Hivos buys renewable energy where this is available and will make a number of investments (e.g. increase in efficiency of

⁹ Part of Hivos Legal Status Regulations.

¹⁰ Related to 2012 and related to the turnover.

heating or air conditioning). Priorities are set for each office based on research. Investments are evaluated on a case by case basis, because they should have a positive financial return in the medium to long term.

Others

All Hivos offices are required to implement the following measures:

- Separate waste (when facilitated by the local waste collection services).
- Reduce waste (by the principle of reduce, reuse, repair and recycle);
- Minimize the use of water;
- Minimize the use of chemicals for cleaning and gardening;
- Minimize the use of paper and use environmental certified paper;
- Prefer sustainable solutions in the case of renovations or reconstructions.

Other ideas of staff members to reduce the environmental impact of Hivos are welcomed and seriously considered.

Examples

- For colder climates, offices invest in insulation and double-glazing to reduce energy consumption.
- Offices investigate whether renewable energy (eg. solar panels/ wind energy) is viable and if so, invest in them.
- Hivos uses energy-saving lamps.
- All printers in Hivos offices are set to print double-sided. Paper is environmental certified.
- Hivos office have a maintenance plan to avoid for example unnecessary leakage of water.
- When reconstructing the toilets, Hivos places toilets with flush interruption.

3. Social Responsibility in the Value Chain

Important principles underlying social responsibility in the value chain are **autonomy and responsibility**. We believe in the humanist principle of self-determination, meaning that people should have influence over their own lives and the possibility to make their own choices (autonomy). Because of this Hivos is hesitant to prescribe things to other people or organisations. At the same time, autonomy goes together with responsibility. Hivos expects others to make

responsible choices and to take responsibility for these choices. In practice, taking responsibility means being **transparent and accountable** for the choices one makes, being aware of the consequences of one's behaviour for society at large and take appropriate action. Partners are required to comply with national legislation and even if governments do not translate international obligations into national legislation, partners should not take advantage of this.

Below we look at how Hivos staff act towards partners, donors, suppliers and partnerships.

3.1 Partners

Social Responsibility is part of Hivos' partner selection process. When we start a relationship with a partner we communicate what Hivos expects from the partner with regard to social responsibility. Thereafter, some items (for example gender) are included in the partners contracts and are actively monitored, while in other cases we do not monitor actively, but react to (negative) signals. These signals include what we see, hear, or receive as a written complaint. More information can be found in the Hivos Partner Policy¹¹.

At the start of the relationship, and during the relationship it is important to discuss Social Responsibility with the partner. This can sometimes be difficult and it is important to discuss issues with sensitivity and respect, without choosing sides within the organisation. Where necessary, Hivos provides support to its own staff in order to help them discuss sensitive issues in multi-cultural contexts.

Good Donorship

Hivos strives to live up to principles of partnership, good donorship, and autonomy of its partners. Frameworks and procedures are shaped accordingly. Partner are made aware of the Hivos complaints procedure and partner satisfaction is investigated every two years. Het Hivos Social Responsibility Policy is part of the this survey.

Integrity

Sexual Harassment and corruption are not tolerated. Allegations of sexual harassment or corruption within partner organisations should be discussed with the partner. If the partner reacts sufficiently to the allegations (for example by

¹¹ Hivos Partner Policy, December 2004.

investigating them and if confirmed, ending employment of the perpetrator) Hivos can continue the relationship with the partner. If we do not feel that the organization reacted adequately to the allegations then this will result in ending the relationship with the partner. Please refer also to the Hivos Partner Policy.

Diversity and Equality

Hivos expects its partners to **uphold the principles of diversity and equality**. Specifically, partners should not discriminate based on gender, sexual orientation, religion, caste, wealth/income or ethnicity. Partners are asked to actively stimulate gender equality and where possible diversity within their organizations. We engage partners to this and stimulate them to set goals and monitor the results. In case goals are not met, this is discussed with the partner to understand the reasons why this is the case. Failing to reach a goal is not in itself reason for ending the relationship with a partner, most important is that the partner makes efforts to embrace and uphold diversity and equality. Other types of diversity are not actively monitored by Hivos. In all cases, if we receive a signal of discrimination, the responsible Program Officer should discuss this with the partner.

Good Employment Practices

With regard to good employment practices, local context is important, as is the autonomy of the partner organisation. **We use the local legal framework, practicality and common sense when dealing with employment practices by partners.** Signals regarding poor working conditions (both mental and physical) require further investigation, as do signals of child labour. For more guidance on the minimum standards we refer to four principles of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work: Freedom of association and the effective recognition of the right to collective bargaining. Elimination of all forms of forced or compulsory labour. Effective abolition of child labour. And, elimination of discrimination in respect of employment and occupation.

So, Hivos does **not tolerate use of child labour by its partners**; Like stated in chapter 2.3, the threshold for Child Labour is defined as employment by persons under the age of 15 years. Although not preferred, a minimum age of 14 years may be applied in countries where the economy and educational facilities are insufficiently developed. Hivos is not against Family Labour (helping parents around the house), as long as it does not prevent children from going to school. Making direct use of child labour by a partner is a reason for Hivos to end the relationship. Hivos cannot always monitor if partners work with organisations

which make use of child labour. However, Hivos will discuss the Hivos Social Responsibility Policy with partners in risk sectors and actively look for this during visits. In case Hivos receives negative signals it will warn and discuss the problem with the partner. When the partner is not able to solve the issue with the concerning organisation, this is a reason for ending the relationship with the partner.

In all cases, it is important to first discuss the issue with management. Good employment practices can be sensitive subjects which may cause division within organisations. Management of partner organisations is responsible for Good Employment Practices; we can raise issues but should not choose the side of either management or staff.

Environmental Stewardship

Hivos focuses its Environmental Stewardship on minimizing the Carbon Footprint and on promoting/protecting Biodiversity. Partners are required to comply with national environmental legislation and even if governments do not translate international obligations into national legislation, partners should not take advantage of this. Furthermore partners are encouraged to minimise their Carbon Footprint or to improve Biodiversity. Hivos aims to **stimulate partners to be aware of and take responsibility** for these issues, by engaging with them in discussions about it, during partner selection and also throughout the relationship with the partner.

Should there be indications of environmental pollution by partners, Hivos will discuss these with the partner. Here it is most important that partners **improves**. Where a partner does not show any willingness to reduce negative impact, we will end the relationship.

For more guidance please refer to appendix A: How to act when dealing with partners.

Examples

- A member of staff at a partner alleges that s/he was denied a promotion because s/he did not want to have sexual contact with his/her boss. We discuss this with management or the board at the partner (not the same person against whom allegations were made). Management or board carries out a thorough investigation and

determines that sexual harassment did not take place. We do not end the relationship with the partner.

- A member of staff at a partner alleges that a fellow staff member is taking bribes. We discuss this with management or board at the partner (not the same person against whom allegations were made). Management carries out a thorough investigation and determines that the staff member was indeed taking bribes. The responsible staff member is reprimanded, but not fired. We do end the relationship with the partner.

3.2 Donors

Hivos can choose when to accept or decline funding from a donor. Before accepting (and in most cases, before applying for funding) Hivos considers the following aspects.

Actively check:

- Are the Donor's core values consistent with the Hivos core values and/or campaigns?
- Are the contract conditions consistent with the Hivos core values and/or campaigns?

No active check, but react if becomes known:

- Are there any programs supported by the donor, which are inconsistent with Hivos' core values and/or campaigns?

Checks are the joint responsibility of ODR, heads of bureau at Head Office and the Regional Director in the regions. In all cases, if there is a negative answer, the issue will be discussed with the other party. This could be a reason for not entering into a relationship or ending it in case of ongoing collaborations/ contracts. Here the comply or explain principle applies: if the donor's values are inconsistent with those of Hivos and/ or the donor limits the kinds of projects Hivos can engage in, then Hivos should either end the relationship, or explain why it has chosen not to.

For private donors, Hivos adopted the Hivos Code of Conduct on Private Fundraising¹².

¹² Gedragscode Fondsenwerving Hivos, September 2010.

Examples

- A donor supports anti-abortion programmes at other organisations. Hivos decides not to accept funding from them for any Hivos programmes.
- A donor also supports energy projects which have a negative spin-off effect on indigenous people. Hivos decides not to accept funding from them. Later, the donor starts to support some energy projects which took indigenous people into account, showing that they were open to other ideas. Hivos now decides to accept funding from this donor, in order to show them that energy projects considering indigenous people could also be successful (and that this approach was preferable).

3.3 Corporate partnerships

Hivos believes that private sector **companies also carry a responsibility** and that companies should avoid causing or contributing to adverse impacts through their activities. We only wish to enter partnerships with companies who take this responsibility. Hivos has drawn up *Guiding Principles for Companies* which indicate the minimum standards with which companies are expected to (work towards to) comply. We do quick scans of all major partnerships with private sector companies. For practical reasons, it is not possible for us to thoroughly investigate all of our partnerships. However, should we discover that partnership companies do not comply with these guidelines, that is sufficient reason to end the relationship with that particular company.

Examples

- Hivos works together with a national electricity company on a program. This company is widely known to be intransparent. Hivos would prefer not to work with this company in its energy program. However, there is no other company available and it is impossible to work without them. Hivos discussed this internally and decided to work with them in order to make its programs possible as well as to influence the company's policy in the longer run.
- An organization would like to work together with Hivos. However, the CEO of the organization is the president's brother. As soon as the president was voted in, he fired the old CEO and appointed his brother. In the media there are often reports that the CEO got his job due to his

political connections and that he uses his political connections to win tenders. Hivos chooses not to work with this organization.

3.4 Suppliers

Suppliers are chosen not only based on price, but also on whether their values are consistent with Hivos' values. Suppliers are not only held responsible for their own activities, but also for their value chains, i.e. their own partners and suppliers. In the Netherlands Hivos strives for **50% sustainable purchasing in 2013 and 100% sustainable purchasing in 2014**. For the regional offices the possibilities for sustainable procurement are investigated separately.

Staff procuring goods or services are asked to be aware of the suppliers' core values and to check whether these are consistent with Hivos' values and campaigns. When available and affordable, we purchase (organic and/or fair trade) certified products. Disfeature of any of the four principles of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work are disfeatured anywhere in the value chain is never excepted. If there is no alternative supplier we consider alternatives or substitutes or will discuss the issue with the supplier and try to come to a solution. If during a existing contract we receive an indication that the supplier does not act consistently with the Hivos' values, we will investigate the signals and discuss this with the supplier. In case the supplier does not shows any improvements this partnership will be ended.

We realize that in some countries the possibilities for social responsible procurement are limited. In these countries we do whatever is possible and try to stimulate the availability of sustainable products via our partners.

Examples

- Hivos provides organic and fair trade or otherwise sustainably certified food and beverages for staff. If there is no sustainably certified trade variant available, we consider if we can do without.
- Hivos received a complaint about poor labour conditions at a supplier. Hivos investigated and decided that the allegations were not true, and so did not end the relationship with the supplier.

- A newspaper published a report about use of child labour at a furniture manufacturer from which Hivos buys office equipment. Hivos immediately informed the supplier and requires improvement. In case the supplier is not willing to do so Hivos would no longer be purchasing anything from this manufacturer.

Appendix A: How to act when dealing with partners

Sexual Harassment			
Start of relationship	Do nothing	Discuss	End relationship
Discuss with partner	No signals of sexual harassment	Hivos has heard allegations of sexual harassment against a partner's staff member	Allegations are confirmed and partner does not take (sufficient) action
Corruption			
Start of relationship	Do nothing	Discuss	End relationship
Discuss with partner	No signals of corruption	Hivos has heard allegations of corruption by a partner's staff member	Allegations are confirmed and partner does not take (sufficient) action
Diversity and Equality			
Start of relationship	Do nothing	Discuss	End relationship
Discuss with partner, is part of partner selection process, include in partner contract that we will actively monitor gender	No signals of discrimination	Regularly discuss diversity and equality in general; as well as progress towards goals regarding gender Hivos has heard allegations of discrimination	Allegations are confirmed and partner does not take (sufficient) action Note: lack of diversity is not a reason to end the relationship; lack of equality (i.e. discrimination) is a reason to end the relationship

Good Employment Practices			
Start of relationship	Do nothing	Discuss	End relationship
Discuss with partner	Staff do not receive personal development training; staff do not have fixed contracts	Signals received that the Partner (or the Partner's suppliers) make use of child labour; poor working conditions, both mental and physical (use discretion and take into account local context). For minimum standards refer to the ILO guidelines, as included in the <i>Guiding Principles for Companies</i>	Signals are confirmed and partner does not improve sufficiently. Here again, use discretion and watch out that we do not choose sides within the organisation
Environmental Stewardship			
Start of relationship	Do nothing	Discuss	End relationship
Discuss with partner For Green entrepreneurship: is part of partner selection process	No signs of violations of local environmental laws or other gross environmental violations	Signals received on violations of local environmental laws. Regularly discuss carbon footprint and related issues (eg. energy, environment)	In case of repeated violations, where partner does not show any willingness to reduce negative impact