SILVER | Top 15%

ecovadis

Sustainability Rating

APR 2024

ecovadis

EcoVadis Sustainability Assessment Report

Company rated:
ARMATURJONSSON AS

Overall score: 65 /100
April 2024

Sustainability performance: Advanced

Size: S
Headquarters country: Norway
Risk country operations: No
Industry: Wholesale of construction materials, hardware, plumbing and heating equipment and supplies

TABLE OF CONTENTS

ABOUT SUSTAINABILITY

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

ABOUT THE ASSESSMENT

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

ABOUT ECOVADIS

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

1. SUSTAINABILITY PERFORMANCE OVERVIEW

Score breakdown

Sustainability performance ● Insufficient ● Partial ● Good ● Advanced ● Outstanding — Average score

OVERALL SCORE	ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
↗ **65** / 100	↗ **70** / 100	→ **60** / 100	↗ **50** / 100	↗ **70** / 100
85th percentile	Weight ●●●○	Weight ●●●●	Weight ●●●○	Weight ●●●○
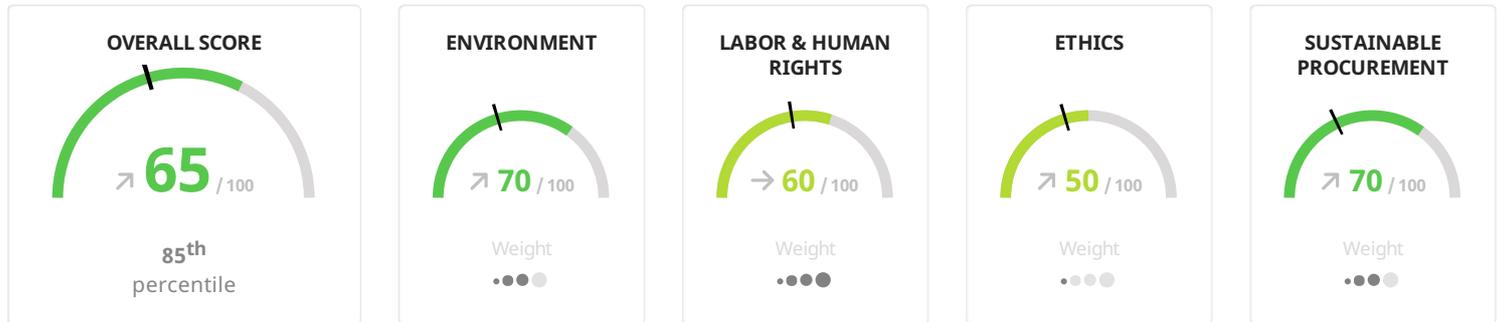
Overall score distribution

ARMATURJONSSON AS

● All companies rated by EcoVadis in this industry

Theme score comparison

○ ARMATURJONSSON AS score   ● All companies rated by EcoVadis in this industry
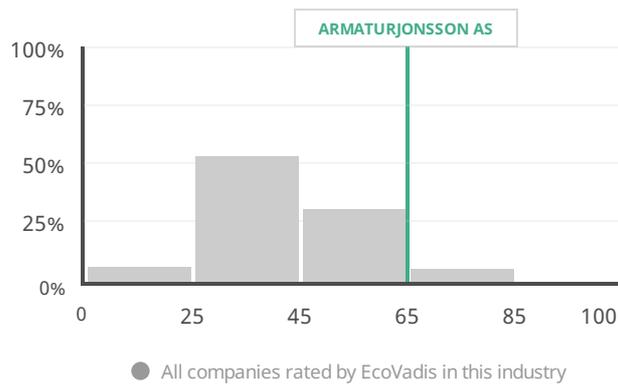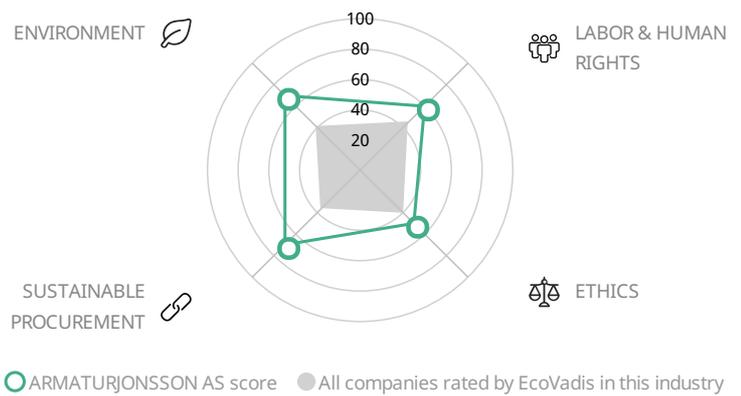
ARMATURJONSSON AS has received a Silver Medal in recognition of its sustainability achievement. This award places it in the top of companies assessed by EcoVadis over the past 12 months.

Corrective Action Plan in progress

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

2. ASSESSMENT BENEFITS

Understand :

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

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

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

Communicate :

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

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

3. ASSESSMENT PROCESS

1

Customer Request

Procurement, CSR, EHS, and Sustainability leaders in enterprises looking to monitor sustainability risk in the supply chain request an EcoVadis assessment for their trading partners.

2

Questionnaire

Based on a company's specific sustainability risk factors, a customized questionnaire is created. It contains 20 to 50 questions tailored to the industry, size and location.

3

Document Analysis

Companies are required to provide supporting documentation for their answers to the questionnaire. These documents are reviewed by our analysts.

4

Public Information

Company information that is publicly available, most often found on the company website, is also collected as evidence of their sustainability performance.

5

360° Watch Findings

360° Watch Findings comprise relevant public information about companies' sustainability practices, identified via more than 10,000 data sources. They can have positive, negative or no score impact.

6

Expert Analysis

Our analysts combine all these elements to produce one unified scorecard per company.

SCORECARD
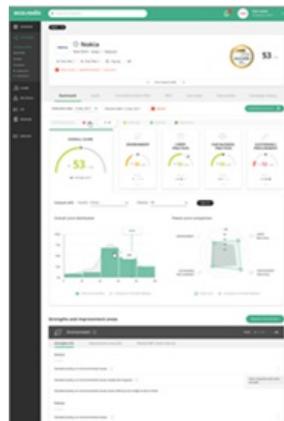
4. ECOVADIS METHODOLOGY

A. Four Themes and 21 Criteria

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

21 sustainability criteria

1. ENVIRONMENT

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

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

2. LABOR & HUMAN RIGHTS

HUMAN RESOURCES
Employee Health & Safety
Working Conditions
Social Dialogue
Career Management & Training

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

3. ETHICS
Corruption
Anticompetitive Practices
Responsible Information Management

4. SUSTAINABLE PROCUREMENT
Supplier Environmental Practices
Supplier Social Practices

B. Seven Management Indicators

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

Policies (weight: 25%)

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

2. Endorsement: Endorsement of external sustainability initiatives

Actions (weight: 40%)

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

4. Certifications: Certifications and labels (e.g. ISO 14001)

5. Coverage: Coverage of measures and actions

Results (weight: 35%)

6. Reporting: Reporting on Key Performance Indicators (KPIs)

7. 360: Condemnations, Controversies, Awards

5. UNDERSTANDING A SCORECARD

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

A. Quantitative Information: Scores & Activated Criteria

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

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

Non-activated

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

Medium

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

High

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

(!) Risk countries only

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

B. Qualitative Information: Strengths & Improvement Areas

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

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

C. The Scoring Scale

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

6. ENVIRONMENT

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

Environment Score Breakdown

OVERALL SCORE	ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
↗ **65** / 100	↗ **70** / 100	→ **60** / 100	↗ **50** / 100	↗ **70** / 100
▬ Average score	Weight	Weight	Weight	Weight
	●●○	○●●	●●○	●●○

Theme score distribution

ARMATURJONSSON AS

● All companies rated by EcoVadis in this industry

Theme score comparison

ENVIRONMENT

LABOR & HUMAN RIGHTS

SUSTAINABLE PROCUREMENT

ETHICS

○ ARMATURJONSSON AS score   ● All companies rated by EcoVadis in this industry
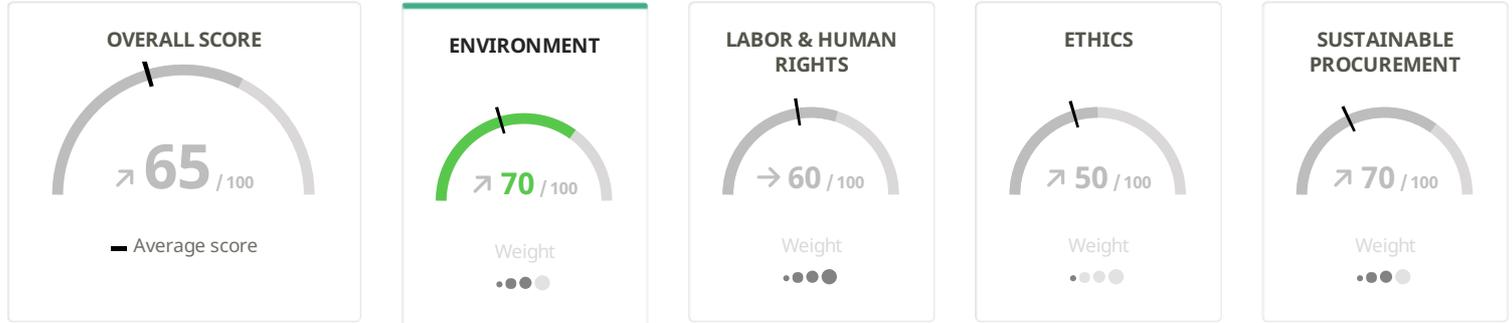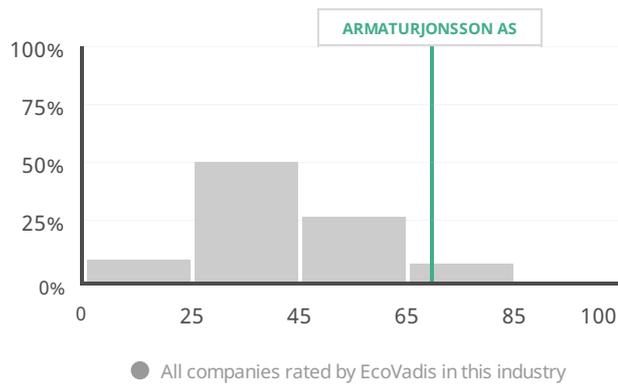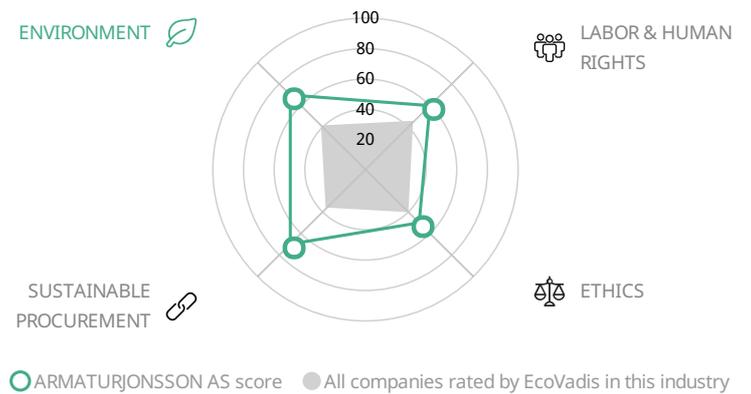
Environment: Activated Criteria

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

Environment: Strengths & Improvement Areas

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

Environment

Weight ● ● ● ○

Strengths

Actions

External partnerships or collection programs established to reuse and recycle major waste streams

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

Purchase and/or generation of renewable energy

ISO 14001 certified

Information

The company has provided a valid ISO 14001 certificate that covers all of its operations.

Guidance

The ISO 14001 standard belongs to the ISO 14000 series, a family of environmental management standards developed by the International Organization for Standardization (ISO) designed to provide an internationally recognized framework for environmental management, measurement, evaluation and auditing. The standard serves as a framework to assist organizations in developing their own environmental management system and is based on the continuous Plan-Do-Check-Act cycle.

Company services to facilitate recycling of materials for customers

Provision of information on "Green" building materials to consumer

Results

Total gross Scope 2 reporting value confirmed in supporting documentation

Information

It was confirmed in the documentation provided by the company that the declared value for total gross Scope 2 is true.

Guidance

The company provided supporting documentation which show that the reported value for total gross Scope 2 reporting value is true.

Total gross Scope 1 reporting value confirmed in supporting documentation

Information

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

Guidance

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

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

Information

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

Guidance

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

Reporting on total gross Scope 1 GHG emissions

Information

The company demonstrates that there is public or internal reporting of consolidated data on the total gross Scope 1 GHG emissions.

Guidance

The company provided data which show the total gross Scope 1 GHG emissions, these are direct GHG emissions which occur from sources that are owned or controlled by the company, such as emissions from combustion in owned or controlled boilers, furnaces, vehicles; emissions from chemical production in owned or controlled process equipment.

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

Reporting on total weight of non-hazardous waste

Reporting on total weight of hazardous waste

Reporting on total gross Scope 3 GHG emissions

Improvement Areas

Policies

Medium   Basic environmental policies: lacks details on specific issues

Information

The company has issued formalized statements on environmental issues, which either lack specificity at issue level, do not cover all the major issues the company is confronted with, or lack organizational elements (e.g. review process, dedicated responsibilities, scope of application)

Guidance

A standard environmental policy integrates commitments and/or operational objectives on the main environmental risks the company faces. It is communicated to internal and external stakeholders through a formal dedicated document (e.g. QHSE Policy). A standard environmental policy contains qualitative objectives/commitments specific to those issues. The policy should also incorporate some of the following elements: scope of application, allocation of responsibilities, quantitative objectives (i.e. on energy consumption & GHG emissions), and review mechanisms.

Medium   Inconclusive documentation for policies on energy consumption & GHGs

Medium   Inconclusive documentation for policies on materials, chemicals & waste

Medium   Inconclusive documentation for policies on customer health & safety

Medium   Inconclusive documentation for policies on environmental services & advocacy

Low   No quantitative target on environmental issues

Information

The company's policy does not contain quantitative objectives or targets on environmental issues.

Guidance

Quantitative objectives or targets on environmental issues are considered as fundamental elements of comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. Some examples of specific targets on this topic include quantitative objectives on energy consumption reduction, percentage targets to reduce waste, or targets for a number of products to be eco-labelled. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (i.e. by 2020 we commit to reduce our energy consumption by 20% from 2015 levels).

Low   No conclusive information on endorsement of external initiatives or principles on environmental issues

Actions

Medium   Declares measures on customer health & safety issues, but no supporting documentation available

Information

The company declares actions on the prevention and mitigation of health and safety risks that customers are exposed to. However, no information was found on this topic in the supporting documentation

Guidance

Some examples of actions on this topic include: provision of information for consumer protection, and application of recognized standards to eliminate harmful effects or hazardous defects from products or services.

Low   Declares measures on hazardous materials management, but no supporting documentation available

Information

The company declares it has implemented specific measures and concrete actions regarding hazardous materials management. However, no evidence was found on this topic in the supporting documentation.

Guidance

Some potential examples of these measures might include, employee awareness or training programs on hazardous chemicals handling, formalized process and documentation for transporting hazardous goods and chemicals, the use of safety checklists for safe storage and disposal of hazardous chemicals.

Results

High   Insufficient reporting on environmental issues

Information

The company has provided reporting figures or Key Performance Indicators (KPIs) on some relevant environmental issues but the reporting figures are limited in terms of quantity or quality.

Guidance

The company has provided KPIs only on some of the relevant environmental topics or at parent company level only and the quality, transparency and level of reporting is not up to the required level. To improve environmental data communication to its stakeholders, the company should provide KPIs on the majority of environmental topics. Some additional quality factors which might also affect the level of reporting are; (1) External assurance to assess the quality and credibility of the qualitative and quantitative information reported by the organization, (2) Alignment with reporting standards such as GRI Core/Universal/Comprehensive, SASB,...etc. (3) Materiality analysis to identify the most relevant environmental issues based on the company's activity (4) The reporting figures should not be more than 2 years old. (XS company: KPIs/Reporting figures provided at parent level only and/or provided for only one or a few material environmental topics and/or the time period covered by the reporting figures might be too short, time period should be 12 months or more.)

Low   Declares reporting on total energy consumption, but no supporting documentation available

Low   Declares reporting on total amount of renewable energy consumed, but no supporting documentation available

Low   Declares reporting on total weight of waste recovered, but no supporting documentation available

7. LABOR & HUMAN RIGHTS

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

Labor & Human Rights Score Breakdown

OVERALL SCORE	ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
↗ 65 / 100	↗ 70 / 100	→ 60 / 100	↗ 50 / 100	↗ 70 / 100
— Average score	Weight ●●●○	Weight ●●●●	Weight ●●●○	Weight ●●●○

Theme score distribution

ARMATURJONSSON AS

100%
75%
50%
25%
0%

0   25   45   65   85   100

● All companies rated by EcoVadis in this industry

Theme score comparison

ENVIRONMENT

LABOR & HUMAN RIGHTS

SUSTAINABLE PROCUREMENT

ETHICS

100
80
60
40
20

○ ARMATURJONSSON AS score   ● All companies rated by EcoVadis in this industry
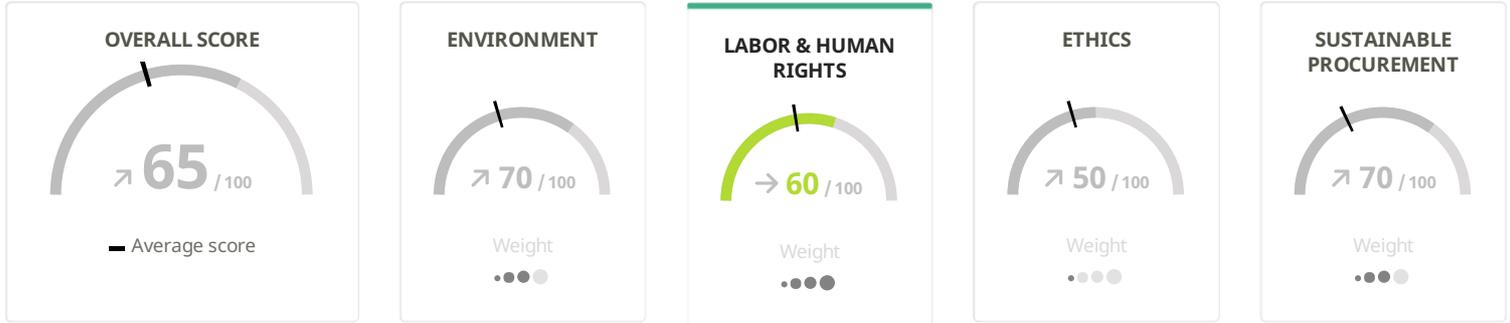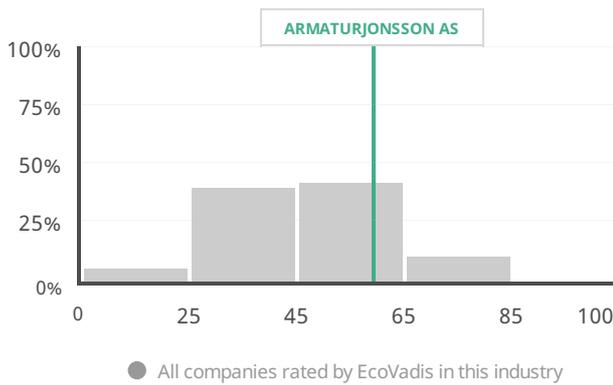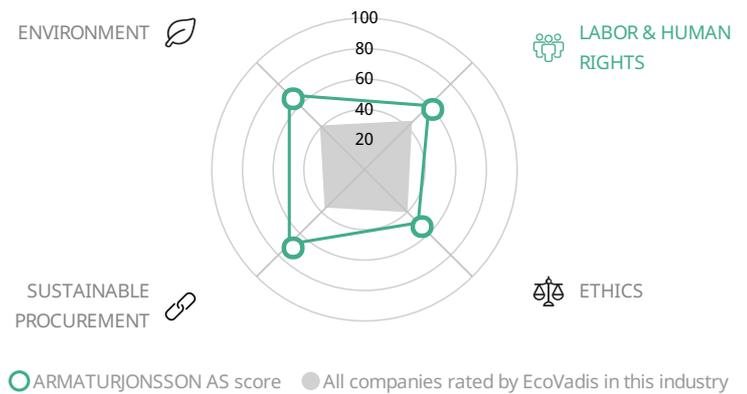
Labor & Human Rights: Activated Criteria

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

Labor & Human Rights: Strengths & Improvement Areas

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

Labor & Human Rights

Weight ● ● ●

Strengths

Policies

Labor & human rights policy on diversity, equity & inclusion

Labor & human rights policy on employee health & safety

Actions

Employee health and safety emergency action plan

Information	Guidance
The company has formal procedures that have been communicated to all employees regarding accidents, injuries, provision of emergency equipment, emergency evacuation, first aid, fire drills and other situations regarding health and safety at the workplace.	A health and safety emergency action plan is a document that demonstrates the health and safety plan created by each company in order to guide its employees when facing emergency situations. These emergency situations depend on the operations of the company as well as their workforce, but also include accidents related to operations of heavy equipment, injuries, fires, chemical spills, explosions, falls, among others.

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

Employee satisfaction survey

Information	Guidance
The company conducts a survey to employees regarding satisfaction in the work environment.	An employee satisfaction survey can be conducted by companies to gain information on how and if employees are satisfied in the work environment. The results of these surveys can used by companies to get feedback on employees about their engagement, morale, and satisfaction at work.

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

Information	Guidance
The company has official measures to promote work-life balance in place, which have been found within the supporting documentation. The company provides flexible hours and organization for employees to work.	The company has implemented working practices that acknowledge and aim to support the needs of staff in achieving a balance between their home and working lives. The company has supporting documentation showing a flexible organization of working hours is provided for employees, which can include evidence of options for part-time work, telecommuting or remote work, job-shares, and other forms of variable work schedules.

Health care coverage of employees in place

Employee health & safety risk assessment

Information

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

Guidance

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

Regular assessment of individual performance

Information

The company carries out regular assessments or appraisal of individual performance at least on a yearly basis for employees

Guidance

The company has implemented regular assessment of employee performance. Regular assessments of employees aim to evaluate employee individual performance and productivity, combining both written and oral elements, and are based on a systematic and periodic process linked with a pre-established criteria and organizational objectives. The best practice concerning this criteria is to have a review with the employee at least annually, and to include employee self-assessments aimed at maintaining employee engagement in their own performance and overall organizational objectives. Setting and measuring goals related to the employee's career objectives, as well as including manager and peer feedback on the employee's performance are all important components in this regular assessment process.

Provision of skills development training

Information

The company provides training to its employees to develop their skills

Guidance

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

Results

Reporting on number of recordable work-related accidents

Information

The company demonstrates that there is public or internal reporting of consolidated data on the recorded number of work-related accidents.

Guidance

The company provided data which show the recorded number of work-related accidents. An accident refers to an incident that results in injury or ill health.

Reporting on number of days lost to work-related injuries, fatalities and ill health

Information

The company demonstrates that there is public or internal reporting of consolidated data on the number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health.

Guidance

The company provided data which show the recorded number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health. This metric applies to employees. Work-related injuries and work-related ill health arise from exposure to hazards at work. Injuries and ill health that occur when working from home are work related; if the injury or ill health occurs while the worker is performing work from home and the injury or ill health is directly related to the performance of work.

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

Improvement Areas

Policies

Medium   Basic labor and human rights policies: lacks details on specific issues

Information

The company has basic labor & human rights policies that may include commitments and operational objectives but the policies lacks details on specific issues.

Guidance

A standard labor and human rights policy includes commitments and/or operational objectives on the main labor and human rights risks the company faces. It is communicated to internal and external stakeholders through a formal dedicated document. A standard labor and human rights policy contains qualitative objectives/commitments specific to those issues. The policy should also incorporate some of the following elements: scope of application, allocation of responsibilities, quantitative objectives, and review mechanisms.

Medium   Inconclusive documentation for policies on working conditions

Medium   Inconclusive documentation for policies on career management & training

Low   No quantitative target on labor and human rights issues

Information

Company policy does not contain quantitative targets on labor and human rights issues.

Guidance

Quantitative objectives or targets on labor and human rights issues are considered as fundamental elements of comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. Some examples of specific targets on this topic include quantitative objectives on health & safety indicators (i.e. accident frequency and accident severity rates), quantitative objectives on percentage of employees trained on discrimination and quantitative objectives on number of employees covered by social benefits. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (i.e. by 2020 we commit to train 100% of employees on discrimination).

Low No conclusive information on endorsement of external initiatives or principles on labor and human rights issues

Actions

Low Declares actions on diversity, equity & inclusion, but no supporting documentation available

Information

The company declares having measures on discrimination and/or harassment issues in place but there is no evidence within the supporting documentation provided by the company.

Guidance

Discrimination refers to the different treatment given to people in hiring, remuneration, training, promotion, and termination which is based on race, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age (source: ISO 26000). Harassment (as per the US Equal Employment Opportunity Commission) refers to the unwelcome conduct based on the same criteria mentioned above. Offensive conduct may include, but is not limited to, offensive jokes, slurs, physical assaults or threats, intimidation, insults, and interference with work performance. Examples of measures might include the presence of complaint and reporting mechanisms, actions implemented for the integration of disabled people in the company, actions to promote gender and racial equality in the workplace, and awareness training on these issues. Download the How-to Guide on this topic here.

Results

High Insufficient reporting on labor and human rights issues

Information

The company has provided reporting figures or Key Performance Indicators (KPIs) on some relevant labor and human rights issues but the reporting figures are limited in terms of quantity or quality.

Guidance

The company has provided KPIs only on some of the relevant labor and human rights topics but the quality, transparency and level of reporting is not up to the required level. To improve labor and human rights data communication to its stakeholders, the company should provide KPIs on the majority of activated labor and human rights topics. Some additional quality factors which might also affect the level of reporting are; (1) External assurance to assess the quality and credibility of the qualitative and quantitative information reported by the organization, (2) Alignment with reporting standards such as GRI Core/Universal/Comprehensive, SASB,...etc. (3) Materiality analysis to identify the most relevant environmental issues based on the company's activity (4) The reporting reporting figures should not be more than 2 years old. (XS company: KPIs/Reporting figures provided at parent level only and/or provided for only one or a few material labor and human rights topics and/or the time period covered by the reporting figures might be too short, time period should be 12 months or more.)

Low No information on average hours of training per employee

Information

No company declaration and no evidence within the supporting documentation of its yearly average training hours for each employee.

Guidance

Average training hours per employee refers to the total hours of skill development related training delivered to the employees in relation to the number of employees.

Low | No information on percentage of employees from minority and/or vulnerable groups in the whole organization

8. ETHICS

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

Ethics Score Breakdown

OVERALL SCORE	ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
↗ **65** / 100	↗ **70** / 100	→ **60** / 100	↗ **50** / 100	↗ **70** / 100
▬ Average score	Weight ●●●○	Weight ●●●●	Weight ●●●○	Weight ●●●○

Theme score distribution

● All companies rated by EcoVadis in this industry

Theme score comparison

○ ARMATURJONSSON AS score   ● All companies rated by EcoVadis in this industry
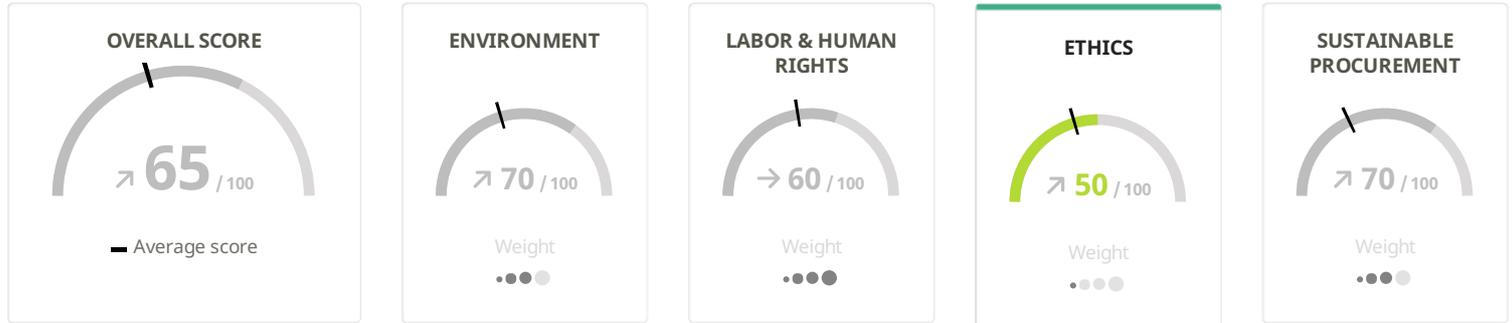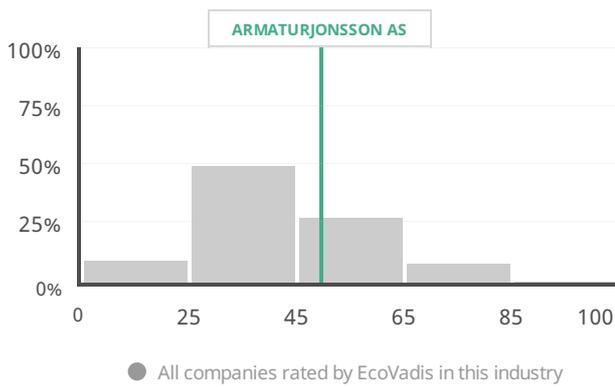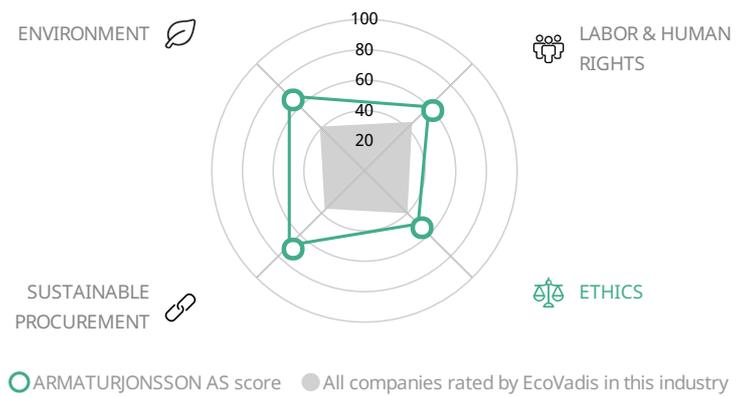
Ethics: Activated Criteria

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

Ethics: Strengths & Improvement Areas

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

⚖ Ethics

Weight ● ● ○ ○

Strengths

Policies

Policy on conflict of interest

Disciplinary sanctions to deal with policy violations

Information

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

Guidance

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

Actions

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

---

Anti-corruption due diligence program on third parties in place

Information

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

Guidance

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

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

Information

The company has implemented a verification process for sensitive transactions.

Guidance

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

Improvement Areas

Policies

Medium   Inconclusive documentation for policies on corruption

Information

The company has either no supporting documentation on commitments on anti-corruption & bribery issues, or company has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

A standard policy on corruption & bribery issues is formalized as qualitative objectives/commitments in a formal policy document (e.g. Code of Ethics/Code of Conduct) on some of the following issues: corruption & bribery, conflict of interest, bribery and fraud. A standard policy also includes organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Medium   Inconclusive documentation for policies on information security

Information

The company has either no supporting documentation on commitments on the information security issues that are relevant for a company in this sector, or has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

It is imperative for companies who manage sensitive information to set commitments on the protection and responsible management of third-party data. The security of third party data encompasses the protection of customer personal identification information (PII) and the protection of third party intellectual property rights. A standard policy on information security is formalized as qualitative objectives/commitments in a formal policy document, and includes organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Medium   Basic ethics policies: lacks details on specific issues

Information

The company has issued policies on business ethics issues, which either lack specificity at issue level or lack organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Guidance

A standard policy on fair business practices covers corruption & bribery issues and optionally information security and responsible marketing issues, depending on the relevancy for the industry or sector. Such a policy is formalized as qualitative objectives/commitments in a formal policy document e.g. Code of Ethics/Code of Conduct and includes organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Low   Inconclusive documentation for policies on fraud

Low   No conclusive information on endorsement of external initiatives or principles on ethics issues

Actions

High   No conclusive documentation regarding corruption risk assessments

Information

No company declaration and no evidence within the supporting documentation regarding the implementation of a periodic corruption & bribery risk assessments.

Guidance

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

High   No conclusive documentation regarding information security risk assessments

Medium   No conclusive documentation on awareness training to prevent corruption and bribery

Information

No company declaration and no evidence within the supporting documentation regarding the implementation of awareness or training programs on anti-corruption & bribery issues for employees.

Guidance

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

Low   No conclusive documentation on audits of control procedures to prevent corruption

Information

No company declaration and no supporting documentation evidence provided on audits of internal controls relating to anti-corruption issues within the company's own operations.

Guidance

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

Low   No conclusive documentation on measures regarding an effective whistleblower procedure to report corruption and bribery

9. SUSTAINABLE PROCUREMENT

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

Sustainable Procurement Score Breakdown

OVERALL SCORE	ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
↗ **65** / 100	↗ 70 / 100	→ 60 / 100	↗ 50 / 100	↗ **70** / 100
▬ Average score	Weight ●●○	Weight ●●●	Weight ●●○	Weight ●●○

Theme score distribution

● All companies rated by EcoVadis in this industry

Theme score comparison

ENVIRONMENT 🍃 — LABOR & HUMAN RIGHTS 👥

SUSTAINABLE PROCUREMENT 🔗 — ETHICS ⚖

○ ARMATURJONSSON AS score ● All companies rated by EcoVadis in this industry
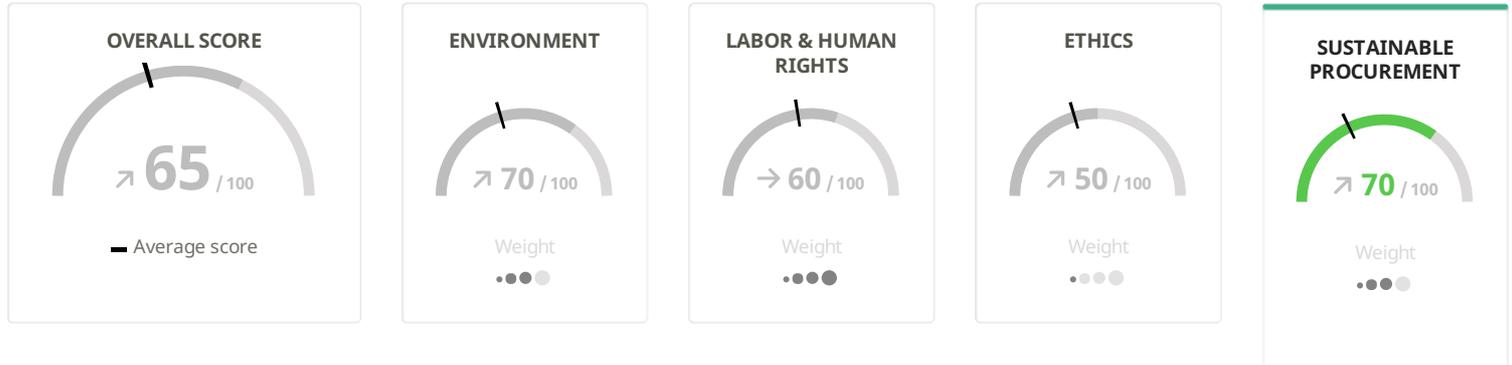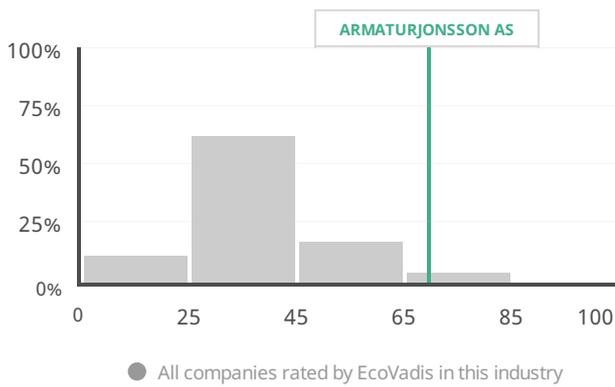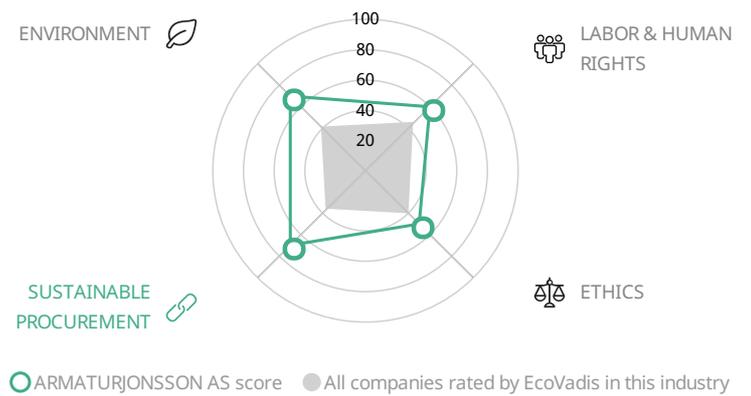
Sustainable Procurement: Activated Criteria

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

Sustainable Procurement: Strengths & Improvement Areas

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

Sustainable Procurement

Weight ● ● ● ○

Strengths

Policies

Comprehensive sustainable procurement policies on both social and environmental factors

Information

The company has issued a comprehensive policy that integrates commitments, qualitative and quantitative objectives on the management of its sustainable procurement issues.

Guidance

The existing policy covers both environmental and social issues that the company may impact through its procurement strategy. Policies are deemed exceptional when they integrate not only qualitative but also quantitative operational objectives on all material sourcing risks the company faces, in addition to the following organizational elements: regular review mechanisms, a scope of application, the allocation of responsibilities, and communication of the policy to all stakeholders.

Actions

Actions to work with women-owned businesses in the supply chain

Supplier sustainability code of conduct in place

Information

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

Guidance

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

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

Information

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

Guidance

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

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

Information

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

Guidance

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

Results

Reporting on total gross Scope 3 upstream GHG emissions

Declares using no tin, tantalum, tungsten, gold, and/or their derivatives (Not verified)

Improvement Areas

Policies

Low   Inconclusive documentation for policies on sustainable wood and wood products sourcing

Information

There is no information within the company's supporting documentation concerning value statements, commitments, operational and/or quantitative objectives on implemented policies regarding sustainable wood and wood products sourcing, or company has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

Companies who handle wood and wood products in their supply chain or manufacturing processes must address the sourcing risks of these products through the definition of a sustainable wood and wood product sourcing policy. A standard policy on sustainable wood and wood products sourcing is formalized as qualitative objectives/commitments in a formal policy document (e.g. Supplier Code of Conduct) and includes organizational elements (e.g. review process, dedicated responsibilities, scope of application).

Actions

High   No conclusive documentation on the integration of social or environmental clauses into supplier contracts

Information

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

Guidance

There is no conclusive evidence of provisions/clauses in business contracts that cover labor practices and human rights issues such as good working conditions, health and safety precautionary measures, anti-discrimination/anti-harassment measures and/or environmental issues such as energy consumption and GHG emissions reduction, biodiversity, or waste management initiatives which are not directly connected to the contract subject matter with the aim to set the expectations on sustainability.

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

Information

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

Guidance

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

Medium   No conclusive documentation on on-site audits of suppliers on environmental or social issues

Information

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

Guidance

There is no conclusive evidence of employee instructions or operational process relating to on-site audits of the company's suppliers, unannounced or announced, to identify non-conformances to the mandatory sustainability requirements.

Results

| High | No conclusive reporting on sustainable procurement issues |

| Low | No reporting on the percentage of recycled wood or wood-based products/materials |

| Low | No reporting on the percentage of certified wood or wood-based products/materials |

10. 360° WATCH FINDINGS

13 Mar 2024 |

Impact on Score
Neutral →
valid from 5 Apr 2024 to 13 Apr 2029

No records found for this company on Compliance Database

🍃 Environment   👥 Labor & Human Rights   ⚖️ Ethics   🔗 Sustainable Procurement

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

EcoVadis is connected to the following international sources:

- Sustainability networks and initiatives (e.g. AccountAbility, Business for Social Responsability, CSR Europe)
- Trade unions and employers' organizations
- International organization (e.g. United Nations, European Court of Human Rights, Global Compact, International Labor Organization, World Bank)
- NGOs (e.g. China Labor Watch, Greenpeace, WWF, Movimento Difesa del Cittadino)
- Research institutes and specialized press (e.g. CSR Asia, Blacksmith Institute, Corpwatch)

11. SPECIFIC COMMENTS

Additional comments from our analysts pertaining to the assessment.

Specific comments

💬 No records found in third party risk and compliance database.

💬 Despite the company implementing measures regarding labor & human rights issues, policies are not formalized or are only basic.

💬 Since the last assessment, the overall score has increased thanks to the implementation of additional measures.

💬 There is a lack of reporting on KPIs regarding ethics issues.

💬 Despite the company implementing measures regarding environmental issues, policies are not formalized or are only basic.

12. CONTACT US

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

APPENDIX:

INDUSTRY RISK PROFILE

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

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

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

CRITERIA ACTIVATION BY THEME:

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

Environment

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

Labor & Human Rights

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

Ethics

Medium	Corruption

| Medium | Anticompetitive Practices |
| Medium | Responsible Information Management |

Sustainable Procurement 🔗

| High | Supplier Environmental Practices |
| High | Supplier Social Practices |

KEY SUSTAINABILITY ISSUES

Find qualitative explanations of the key sustainability issues and risk associated with Wholesale of construction materials, hardware, plumbing and heating equipment and supplies

🍃 Environment

Importance	Sustainability issue
Medium	Energy consumption & GHGs

Definition

Energy consumption (e.g. electricity, fuel, renewable energies) used during operations and transport. Greenhouse gases direct and indirect emissions including CO2, CH4, N2O, HFC, PFC and SF6. Also includes production of renewable energy by the company.

Industry issues

For wholesale companies, energy consumption and greenhouse gas emissions come primarily from electricity and fuel use for warehouses and offices and from the transportation of goods[1]. In the US, lighting in warehouses accounts for 60% of total electricity usage while heating accounts for 84% of natural gas usage[2]. The total cost of energy use typically accounts for 15% of a warehouse's operating budget[2], with the largest energy cost being lighting at 41%[3]. Since the recent implementation of energy legislation in many states and countries[4][5][6], there are regulations in place that mandate companies to reduce their greenhouse gas emissions within a certain time frame, as well as sizeable incentives and tax rebates that go towards companies that are able to cut down on energy use. Energy consumption and the consequent greenhouse gas (GHG) emissions from transportation are increasingly crucial corporate social sustainability issues for companies in this category. Transport emissions in the US made up 27% of total GHG emissions in the country in 2013[7]. These emissions have increased by 16% since 1990 and continue to rise at an alarming rate[7]. Similarly in the United Kingdom, road transport makes up 27% of energy consumed, contributing a large proportion of total GHG emissions[8]. This has resulted in increasing scrutiny on transportation, particularly as public awareness of climate change continues to develop. Furthermore, the likelihood of government regulations limiting energy consumption and GHG emissions is growing, posing substantial risk for companies that don't address the problem proactively. The European Commission passed legislation in 2014 addressing GHG emissions from trucks and other high occupancy vehicles[9]. There is similar legislation in the US and other countries, and governments are likely to strengthen these laws in the coming years. There are a myriad of changes, from small and low-hurdle to more extensive, which companies can implement to bring down energy consumption and greenhouse gas emissions. In warehouses and offices, lighting fixtures can be replaced with, for example, linear fluorescent or pulse start metal halide lamps, and heating and cooling systems upgraded to high efficiency models[3]. For more drastic improvements, buildings can be retrofitted to incorporate sustainable design, making use of natural lighting and other elements to reduce the need for energy use[10]. To cut down fuel-use in transportation operations and the associated greenhouse gas emissions, fuel efficient or even electric vehicles can make a significant difference. More radically, the mode of transport and/or route can be optimized in order to maximize efficiency. For example, goods previously transported by air could be shipped instead.

Medium

Materials, Chemicals & Waste

Definition

Consumption of all types of raw materials and chemicals. Non-hazardous and hazardous waste generated from operations. Also includes air emissions other than GHG (e.g. SOx, NOx).

Industry issues

As the wholesale sector acts as resellers of products, they are not directly involved in the manufacturing process and consumption of resources. However, wholesalers in this category must be aware of important issues relating to chemicals and waste that can present risks for their business operations. In many countries, even the transportation and storage of these products are regulated, and require that wholesale companies have management systems in place or risk breaching local laws and facing hefty fines and disruption of operations[11]. In the European Union, for example, companies that supply or important chemical substances (including paints and varnish) or chemical substances contained in finished products or articles, must comply with a certain regulation known as REACH[12]. Under these regulations, suppliers of these chemicals are responsibly for passing on safety information to customers (safety data sheets) and responding to customer queries about chemical products. Similar regulations are present in many other countries around the world[13], and are important for wholesale companies to be familiar with to reduce risk and maximize business opportunities. In addition to transport and storage, wholesale companies also consume materials from their own business operations and produce their own waste, which can both become costly for companies if not managed effectively. Inefficient use of materials can lead to high costs of business. Waste and hazardous waste generated through operations can pose serious legal risks to companies if they are not stored, handled, labeled and disposed of properly, and can lead to labor accidents and large fines if procedures are not followed. To avoid violations, companies in the wholesale of construction materials can ensure that they have an updated inventory of chemical substances used, supplied, manufactured, or imported, and understand their responsibilities in regard to control regulations on each of the substances. Companies should have clear processes and employee training for labeling, storing, handling, and transporting of hazardous goods as well as the companies' own hazardous waste materials. Companies can reduce materials consumption and waste generation by establishing management systems for flow of supplies, including more proactive approaches such as using RFID tags[14] for keeping track of supplies such as crates and pallets so that unneeded materials can be reused or recycled more easily.

Medium   Customer Health & Safety

Definition

Negative health and safety impacts of products and services on customers or consumers.

Industry issues

Companies that supply products need to make sure the products are safe. The heaviest responsibility of product safety falls on manufacturers, but in many countries importers and distributors also have significant legal responsibilities with regard to the products they supply[15][16][17]. The impacts of unsafe products can affect both direct customers of wholesalers (such as construction companies and their employees) during construction, or the end-consumer over the life of the product, and thus is a critical concern for companies in this category. When distributing materials used in construction activities, it is important for companies to ensure that the products they are selling conform to relevant regulations regarding dangerous chemicals and substances. The consequences of failing to meet safety responsibilities include legal action with possible fines or even criminal charges[18]. Companies can also be sued by anyone who has been injured or suffered damage to personal property as a result of using their products. Wholesale businesses, even though they did not manufacture the products, can be held jointly liable by consumers and governments if a product causes harm[18]. Additionally, in many countries governments have the authority to pursue recalls and to ban products that expose consumers to risks or death, which can cause major financial impacts for businesses, damage of reputation, and disruption of operations. To avoid facing legal trouble, wholesalers can take an active approach to preventing safety problems with the products they distribute. Wholesalers must be aware of the materials they are distributing and have control and monitoring systems in place regarding toxic or harmful substances in products. They also have a responsibility to warn consumers about potential risks of using the product by providing information to help consumers understand the risks. To further reduce liability with regard to product safety, companies can implement formal procedures to quickly address product safety incidents, such as formal product call back processes.

Environmental Services & Advocacy

Definition

Programs implemented to promote the sustainable consumption of their own products or services among their customer base. This criteria includes the positive/negative indirect impacts of the use of products and services.

Industry issues

Global trends towards sustainable consumption has led to increased attention on how products are being produced and which products are being purchased[19]. Governments and consumers are increasingly concerned about addressing the polluting and health effects of the consumption of products, as well as the impacts of consumption on factors of production, such as workers and resources[20]. In the construction sector, demand for green construction jobs has increased rapidly in the past few years, an increase from 35% of total construction jobs in 2012 to 45% by 2014[21], a likely indication that demand for green construction materials will continue to grow. Some estimates even report that the industry for green building materials could reach $254 billion by 2020[22]. For wholesale businesses in this category, paying attention to these trends in sustainable consumption can provide significant market opportunities. From the government side, recent policies and initiatives have been implemented to limit impacts from use of products while incentivizing sustainable consumption, and have resulted in significant positive changes that are further driving demand for green construction materials. For example in Mexico, energy consumed by household appliances fell by more than 50% after energy standards and labels were required for household products including water heaters and thermal insulation materials[20]. Subsidies and fiscal incentives for green construction and building materials are also already being used to promote home energy efficiency in countries such as Canada, France, Denmark, and United Kingdom, and other countries are likely to follow suit[20]. To meet the increasing demand of sustainable products and green building materials and avoid falling behind and losing access to certain markets, wholesale companies can take measures to diversity and include sustainable products in their catalog. Businesses can also avoid facing potentially damaging regulatory restrictions by staying on top of all the regulations or even being proactive participants in shaping the regulatory environment with regard to sustainable consumption.

Labor & Human Rights

Importance	Sustainability issue
High	Employee Health & Safety

Definition

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

Industry issues

Wholesale companies have a legal responsibility to protect workers against health and safety hazards at work. Workers have a right to know about potential work-related hazards from their employers, but also have a responsibility to carry out their work safely and refuse work that they believe is dangerous[23]. Physical hazards are the most common type of hazards, and in the wholesale sector some of the typical workplace dangers are related to indoor air quality and pollution, repetitive motion, lifting, carrying and standing, racking systems, slips, trips and falls, and chemicals[24]. The main causes of major injuries are from workers slipping or tripping, and the leading cause of over-3-day injuries are from manual handling of loads[25]. The law does not expect companies to eliminate all risk of worker safety, but companies in most countries are required by law to protect people as far as 'reasonably practical', and some countries even have legal requirements for companies to conduct risk assessments employee health and safety[25]. Companies that lack on management of employee health and safety put themselves in danger of costly legal action, wasted time and efficiency and an unhappy workforce. The beginning point to managing health and safety in the workplace is to have a robust health and safety policy, which lays out the groundwork for a good management system. Additionally, all employees in the wholesale business should have basic training in health and safety in hazards associated with their work and within the warehouse, including in work equipment and vehicles, as well as information on precautions to take. Companies can (or must, in some countries) conduct frequent risk assessments to critically examine all aspects of the workplace and identify hazards that must be addressed and corrected. An investigation process for accidents can also help companies identify further actions to take while also helping with the review process of risk assessments.

Medium Working Conditions

Definition

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

Industry issues

According to a 2010 European Union survey, 18% of workers in the EU are not satisfied with their work-life balance[26]. In France, a 2003 study showed that 23.7% of wholesale and retail workers reported working beyond their official work hours[27]. A similar survey in Sweden in 2009 found that 37% of employees in this sector had to cut down on lunch breaks, work overtime, and/or bring work home at least once a week[27]. Long working hours have been associated with high levels of work intensity[26], compounding employee stress and leading to lower overall job satisfaction and productivity. These statistics demonstrate a real risk and missed opportunity for companies in the wholesale sector. There is evidence that workers with inadequate work-life balance and working conditions tend to be less productive[28] and often quit their jobs earlier, resulting in higher turnover[27]. Furthermore, workers who are fatigued, from lack of sleep or time off, are not only unmotivated, they may also place themselves and coworkers at higher risk of work-related accidents[29]. This especially pertains to drivers, machinery operators, and warehouse workers doing heavy lifting, which are common activities in the wholesale sector. There are also legal considerations as companies that lag behind laws face financial impacts through government fines and lawsuits[30][31]. Even those companies that meet the legal minimums can face employee strikes and denunciation by non-governmental organizations or labor groups and face reputational damage and disruptions. In order to avoid the negative impacts of a dissatisfied and unproductive workforce, companies should think specifically in terms of remuneration, time off, and the social benefits they provide to their employees. A happy workforce can provide many financial and operational benefits to businesses, including talent attraction and retention, building diversity in skills and personnel, reducing sickness and absenteeism, and decreasing employee stress and burnout[32]. Recommendations for employers in this sector include being familiar with local and national labor laws on minimum wage and overtime pay and maintaining time records of employees[30], as well as providing flexible working arrangements, maternity and paternity leave, and employee assistance programs[32]. Companies can also take a more proactive approach by establishing frequent communication between management and employees regarding working conditions[27].

Medium   Social Dialogue

Definition

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

Industry issues

Social dialogue with work councils and labor unions is an effective tool to assist companies in identifying human capital management needs, including in areas such as wages, benefits and skills development training. A vast majority of ITUC's 2014 respondents believe that workplaces with unions provide better wages, work conditions and safety, evidence of the impact that advanced social dialogue has in reinforcing human capital management strategies[33] (see Working Conditions and Career Management). Numerous factors influence the level of social dialogue with workers representatives, including national laws that outlaw labor unions, and employee apathy caused by the declining impact of unions to serve worker interests. From an internal management perspective, the challenges associated with managing social dialogue in global operations is exacerbated by the disparity in union membership across the world, currently 6.7% in the US[34], 30-35% in China[35], and over 60% in the Nordic countries[34]. According to the 2014 ITUC survey, a vast majority of respondents disapprove of their working conditions, including the wages, benefits and job security-a figure that provides tremendous opportunities for companies by implementing effective dialogue in countries that clearly lack such engagements[33]. Given the importance of social dialogue in helping establish policies and procedures that promote both employer and employee interests, companies should work to promote collective bargaining. Collaboration with work councils, labor unions or worker representatives can be leveraged to address working conditions, remuneration, skills development and occupational health and safety needs. In countries where union membership is not permitted, or are insignificant due to low member rates, companies should establish alternative modes of social dialogue that promote worker interests.

Medium   Career Management & Training

Definition

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

Industry issues

In addition to fair pay, social benefits and safe and stimulating working conditions, companies can include occupational skills development in their human capital management strategies. Many positions in the wholesale sector require skills in areas including sales, customer service, staff supervision, training, and back office work. At higher levels and in larger organizations, wholesale companies are dependent on professional skills such as accountancy, information technology, finance and human resource management, supply chain management and modelling, category management and data mining[36]. Over the last decade, trends in efficient supply management, including the proliferation of new technologies, have led to a need for a highly skilled and innovative workforce[36]. Additionally, workers increasingly expect occupational skills development in order to stay up-to-date on technological developments, ultimately ensuring they remain competitive. These reciprocal benefits ultimately reduce employee turnover costs, evidenced by one HBR report that finds that workers are 125% less likely to change jobs due to burnout when these needs are met[37]. To take advantage of the benefits provided by a skilled workforce, wholesale companies can develop and implement occupational training and development programs across all operations. Ongoing employee evaluations accompanied by continuous feedback can be deployed to identify skills that enable companies to place employees in positions that reflect their skill levels, allowing for promotions as skill levels increase. Lastly, companies can ensure that, when necessary, workers required to perform redundant tasks are helped to access other functional areas through training. Occupational skills development programs can benefit companies across all functional areas, and can therefore be embedded throughout all operations.

April 2024 | Page 37 / 51

Medium   Diversity, Equity and Inclusion

Definition

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

Industry issues

Discrimination and diversity are key issues in any organization around the world. Risk of facing discrimination is especially acute for low-skilled employees, older and migrant workers, women, and other vulnerable groups[38]. Research has shown that women's wages around the world are on average 70-90% of men's, and gay employees are paid 3 to 30% less their non-gay counterparts[38]. In a 2009 EU survey, 58% of people surveyed considered age discrimination to be widespread in their country[39]. Discrimination can take many forms, both directly and indirectly. It can relate to recruitment, promotion, termination, compensation, training and development, and access for disabled employees, among other elements[38][40]. Workplace discrimination can lead to poor work culture and a demoralized workforce, job performance and productivity and a damaged organizational reputation[41]. Additionally, many countries have laws against workplace discrimination, and violations of these laws expose companies to potentially costly lawsuits[41]. Diversity, on the other hand, can provide multiple benefits to companies as a result of having a wide range of experiences, perspectives, and cultural understandings within the organization[45]. Diversity has been identified as a key driver of innovation and crucial for companies that want to attract and retain top talent[42]. Other business advantages include improved productivity, a better market focus, enhanced reputation, and reduced vulnerability to legal challenges[40]. To avoid the negative impacts of discrimination and reap the benefits of a diverse workforce, wholesale companies can start by implementing clear zero-tolerance policies on discrimination, and creating procedures to enforce these policies[43]. Proactive measures can be taken by training employees and managers on discrimination issues, examining potential discrimination risks that may arise from existing labor policies and practices, and taking actions to provide for the protection of vulnerable groups. Companies should also encourage employees to report on discrimination violations through safe reporting channels that protect their confidentiality.

⚖ Ethics

Importance	Sustainability issue
Medium	Corruption

Definition

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

Industry issues

Corruption and bribery presents a constant risk for wholesale companies. According to a recent OECD report, bribes amount to approximately 19% of total transaction value in the wholesale and retail industry[44], representing a high cost of corruption in the industry. Whether it is the risk of company employees or external parties acting unethically, organizations must proactively confront these issues in order to reduce the dangers that they pose. Legal cases or allegations of corruption that come to light can seriously damage a company's reputation and can even result in the loss of a company's social 'license to operate' in the eyes of stakeholders. Furthermore, sanctions can be extremely costly. It is important to note that these risks are especially high when it comes to dealing with government entities and employees[45]. In order to mitigate the risk of corruption and bribery, companies should develop strong formal policies that apply to all employees. Employees should also be trained on corruption and bribery issues and be required to sign a company Code of Conduct or Ethics. These formal documents are most effective when they contain detailed guidelines for what constitutes corruption and bribery violations. Finally, implementation of clear disciplinary procedures for offenders and anonymous whistleblowing channels for employees to report violations will ensure a strong reduction in risk.

Medium   Anticompetitive Practices

Definition

Deals with anti-competitive practices including among others: bid-rigging, price fixing, dumping, predatory, pricing, coercive monopoly, dividing territories, product tying, limit pricing, and the non respect of intellectual property.

Industry issues

Deals with anti-competitive practices including among others: bid-rigging, price fixing, dumping, predatory, pricing, coercive monopoly, dividing territories, product tying, limit pricing, and the non -respect of intellectual property. Sectorial Issues: Anti-Competition issues are a concern for wholesale companies in the construction industry, especially those of medium and large size. Anti-competitive practices take resources from purchasers and taxpayers, diminish public confidence in the competitive process, and undermine the benefits of a competitive marketplace[46]. Companies violate anti-competition laws when they get involved in price fixing, output restrictions, market allocation, and bid rigging. Cartel prosecution is a priority objective for the OECD, and prohibition against cartels is considered to be part of domestic competition law in many countries[46]. Because of the damage that anti-competition cases can cause, backlash against violators is very steep. Companies can face administrative fines, government sanctions against individuals, lawsuits brought by private parties, or criminal prosecution and incarceration[47][48]. In the UK, for example, businesses may be fined up to 10% of their worldwide turnover if they are found to have entered into an anti-competitive agreement or abuse a dominant market position[49]. Individuals may be fined or sent to prison for up to 5 years, and company directors can be disqualified from being a director for up to 15 years. Anti-competition violations are most likely to occur in markets when there are a small number of companies, high barriers to entry, few substitutes and little or no technological change[46]. While these may not necessarily apply to all wholesale companies of construction materials, the construction industry itself has been identified by the OECD to be historically well-known for cartel activities, and continues to be highly prone to violations of anti-competition laws[48]. For wholesale companies supplying materials to construction companies, it is critical to be aware of the risks in the industry and the high level of scrutiny on companies involved in construction activity. To protect themselves from the risks of anti-competitive behavior, it is essential for companies to provide regular training for employees on the regulations and warning signs concerning anti-competition. Proper whistleblowing procedures can be put in place to provide internal checks against illegal activity, and disciplinary procedures are important to provide a structured process for employees found to violate anti-competitive laws.

ecovadis

Medium   Responsible Information Management

Definition

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

Industry issues

Companies collect, process and share confidential information belonging to third-parties in order to operate their business. Third-party confidential information includes employee and consumer personal identification information, third parties' intellectual property, and business partner trade secrets. Companies are legally mandated in several jurisdictions to manage third party data responsibly. Breaches of third-party data, including proprietary intellectual property, trade secrets and employee and consumer PII expose companies to operational seizures, financial and reputational impacts caused by stakeholder lawsuits and regulatory penalties. The financial impacts of information security breaches can be both immediate and drawn out over several years, due to possible litigation action by parties who lost confidentiality of their information entrusted to the breached company. The costs of regulatory violations remain severe, and proposed changes to major regulatory frameworks in major countries are likely to impose greater fines. Ponemon Institute estimates the global average cost of a cyber-attack to be US$3.86 million[53]. Beyond direct regulatory and financial penalties, breaches in a company' information management system can cause long term distrust in the company' information security management. Almost immediately after Target's information breach, the company' net earnings for the fourth quarter were down 46 percent from the same period the year before. Over time, Target will pay an estimated US$1.4 billion when factoring ongoing legal costs, class-action lawsuits by consumers and business partners, and credit monitoring services for affected consumers[54]. In order for companies to manage operational and legal risks associated with information security breaches, it is vital that robust information security management systems are developed and implemented across to the operational scope. Companies should perform vulnerability assessments, implement access and disclosure controls and provide thorough training for all employees responsible for processing third-party data. An adequate incident response procedure capable of preventing further data loss, communicating with exposed stakeholders, and systems updates is necessary to meet legal requirements in key jurisdictions.

Sustainable Procurement

Importance	Sustainability issue
High	Supplier Environmental Practices

Definition

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

Industry issues

As wholesale companies are involved in distribution rather than manufacturing of products and materials, the most significant environmental impacts in this category occur in companies' supply chains. The construction materials industry, from which wholesale companies source from, is beginning to face greater regulations worldwide due to growing concerns about environmental damage and degradation, and in many places require specific permits to operate[22]. Much of the materials used for construction such as sand, gravel, glass, wood and piping come from quarrying, mining, and foresting activities, which typically require large tracts of land for extraction, are extremely water and energy intensive, and require the use of heavy machinery and equipment. While technical improvements in recent years have reduced environmental impacts from the industry, overall industry output is increasing rapidly due to rising demands in emerging markets[22]. Hence, as environmental laws and regulations around the world evolve and become more stringent due to factors such as resource constraints, climate change and public awareness, companies that source construction materials will need to be aware of the supply chain implications for their own business. Companies that continue to source from suppliers that fall behind on regulations or fail to implement measures to minimize their environmental impact run the risk of encountering disruptions in their supply chains, facing legal action for joint liability of environmental damages[50], and losing access to business partners who are looking to reduce risk in their own supply chains. Companies in this category can reduce riskiness in their supply chains by taking into account environmental performance of suppliers during the onboarding phase. For existing suppliers who already have low environmental performance, companies should work constructively with them to develop corrective action plans with specific targets and goals. Companies can also make their policies clear and hold their suppliers accountable for their actions by implementing CSR charters or specific CSR clauses when signing business contracts with suppliers.

High

## Supplier Social Practices

Definition

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

Industry issues

Wholesale companies that source from the construction materials companies must be aware of the issues in the industry regarding social and ethical impacts of their operations. Much of construction materials are products of extractive activities, and the industrial and manufacturing processes of these companies can present significant risks to their employees working at quarries and facilities[22]. Accidents that occur in these companies can lead to negative publicity, low worker morale, and increased operating costs, and possibility of lawsuits from governments or those injured or their families. Governments in many countries will also levy large fines against companies for failing to comply with safety regulations[22]. Additionally, the construction materials industry has been identified as being particularly prone to anti-competitive issues due to recent lawsuits and violations of construction material companies around the world, as well as trends towards global consolidation in this industry[22]. For a wholesale company sourcing materials from this industry, doing business with companies at risk of violating social and ethical laws can lead to tarnished reputation, disruptions in supply chains, or losing access to business partners looking to reduce risk in their own supply chains. Companies can take steps to reduce the riskiness of social and ethical issues in their supply chain by conducting impact assessments on supply chains and by incorporating social and ethical performance of suppliers in sourcing decisions[51][52]. Companies can also reward suppliers that have strong management systems in place to prevent violations of social and ethical laws, and work closely with suppliers that perform at a low level to develop corrective actions plans with specific targets and goals. Companies can further make their policies clear and hold their suppliers accountable by implementing CSR charters or CSR clauses when signing business contracts with suppliers.

Key industry Strengths

Provision of skills development training

Whistleblower procedure to report ethics issues

Supplier sustainability code of conduct in place

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

0% 25% 50% 75% 100%

● All companies rated by EcoVadis in this industry
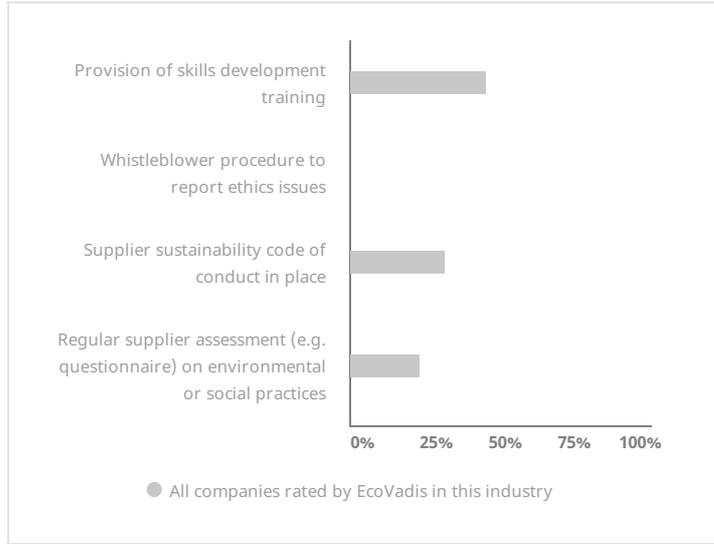
Key industry Improvement Areas

Declares actions on diversity, equity & inclusion, but no supporting documentation available

Inconclusive documentation on ethics policies

Inconclusive documentation on sustainable procurement policies

No reporting on sustainable procurement issues (e.g. percentage of suppliers evaluated)

0% 25% 50% 75% 100%

● All companies rated by EcoVadis in this industry
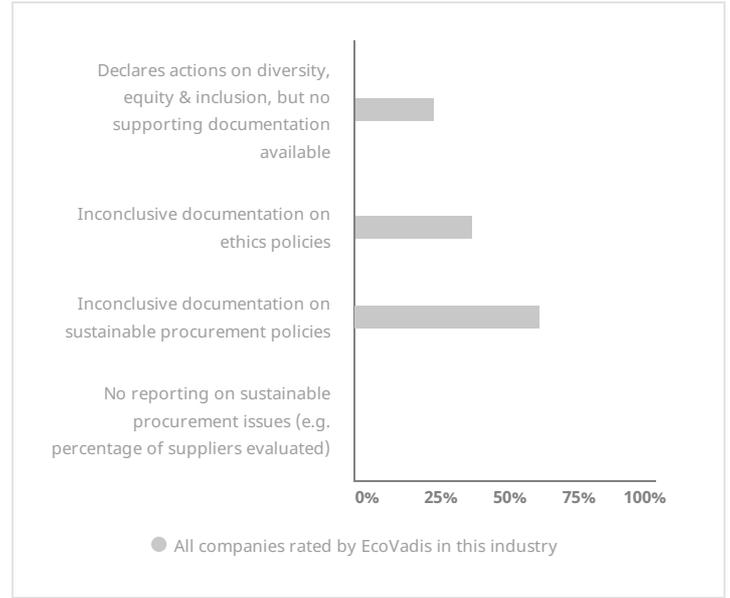
Sustainability KPIs Overview

KPI	All companies rated by EcoVadis in this industry
Active whistleblowing procedure in place	27%
Audit or assessment of suppliers on CSR issues	34%
Carbon disclosure project (CDP) respondent	10%
Global Compact Signatory	12%
ISO 14001 certified (at least one operational site)	33%
OHSAS 18001/ISO 45001 certification or equivalent (at least one operational site)	21%
Policy on sustainable procurement issues	28%
Reporting on energy consumption or GHGs	38%
Reporting on health & safety indicators	22%

Main Regulations and Initiatives

Approach BREEAM

http://www.breeam.org/

The Environmental Assessment Method For Buildings Around The World is a voluntary measurement rating for green buildings that was established in the UK by the BRE.

🌿 **Environment**

Approach LEED (Leadership in Energy and Environmental Design)

http://www.usgbc.org/DisplayPage.aspx?CMSPageID=1999

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides a suite of standards for environmentally sustainable construction. It aims at improving performance across all the metrics that matter most: energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

🌿 **Environment**

GRI - Construction sector supplement

http://www.globalreporting.org/NR/rdonlyres/425C0596-CD6B-4DE4-8564-8EE16BBD5C0B/0/CRESSReport101008.pdf

A snapshot on sustainability reporting in the Construction and Real Estate Sector

🌿 👥 ⚖️ 🔗 **All themes**

Label FSC (Forest Stewardship Council)

http://www.fsc.org/about-fsc.html

The FSC is an international non-profit organization established in 1993 to promote responsible management of the world's forests. Its main tools for achieving this are standard setting, independent certification and labeling of forest products.

🔗 **Sustainable Procurement**

Natureplus

http://www.natureplus.org/en/natureplus/

Natureplus is the international quality seal for high quality, sustainable building materials, building products and furnishings.

🌿 **Environment**

Standard ISO 14000 (International Standard Organisation)

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

The ISO 14000 family addresses various aspects of environmental management

🌿 **Environment**

Approach HQE (Haute Qualité Environnementale)

http://en.wikipedia.org/wiki/Haute_Qualit%C3%A9_Environnementale

The Haute Qualité Environnementale or HQE (High Quality Environmental standard) is a standard for green building in France

🌿 **Environment**

EN 206-1 Standard

http://www.cementindustry.co.uk/PDF/NewConcreteStandards.pdf

An introductory guide to the new standards for concrete BS EN 206-1 and BS 8500

🌿 **Environment**

INIES

http://www.inies.fr/

La base de données française de référence sur les caractéristiques environnementales et sanitaires des produits de construction.

🌿 **Environment**

Label PEFC (Programme for the Endorsement of Forest Certification schemes)

http://www.pefc.org

The PEFC Council is an independent, non-profit, non-governmental organization, founded in 1999 which promotes sustainably managed forests through independent third party certification.

🔗 **Sustainable Procurement**

WBCSD group EEB (Energy Efficiency in Buildings)

http://www.wbcsd.org/templates/TemplateWBCSD5/layout.asp?type=p&MenuId=MTA5NA

Energy Efficiency in Buildings aims at producing a roadmap for reaching energy self-sufficiency in buildings by 2050, while being economical and socially acceptable

🌿 **Environment**

Universal Declaration of Human Rights

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

⚒️ Regulatory

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

👥 **Labor & Human Rights**

International Labor Organization's Fundamental Conventions

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

Regulatory

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

Labor & Human Rights

Standard OHSAS 18001 (Occupational Health and Safety Assessment Series)

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

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

Labor & Human Rights

Foreign Corrupt Practices Act of 1977

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

Regulatory

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

Ethics

United Nations Convention against Corruption (UNCAC)

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

Regulatory

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

Ethics

United Nations Global Compact (10 principles)

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

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

All themes

OECD guidelines for multinational enterprises

http://www.oecd.org/about/0,2337,en_2649_34889_1_1_1_1_1,00.html

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

All themes

Standard Global Reporting Initiative's (GRI)

http://www.globalreporting.org/Home

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

All themes

Standard ISO 26000 (International Standard Organisation)

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

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

All themes

Carbon disclosure project

https://www.cdp.net

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

Environment

Sources

1- "Sources of Greenhouse Gas Emissions: Commercial and Residential Sector Emissions". EPA. 7 May 2015. Web. 3 June 2015.

http://www.epa.gov/climatechange/ghgemissions/sources/commercialresidential.html

2- "Managing Energy Costs in Warehouses". energyright solutions. 21 March 2013. Web. 3 June 2015.

http://tva.bizenergyadvisor.com/warehouses

3- Smart Energy Design Assistance Center. Energy Smart Tips for Warehouses. Illinois: 2011.

http://smartenergy.illinois.edu/pdf/Warehouses%20Niche%20Market%20Report%20FINAL%20-%2005.02.2011.pdf

4- "Energy Independence and Security Act of 2007". U.S. Department of Energy. Web. 3 June 2015.

http://www.afdc.energy.gov/laws/eisa

5- "Energy Efficiency Directive". European Commission. 3 March 2015. Web. 3 June 2015.

http://ec.europa.eu/energy/en/topics/energy-efficiency/energy-efficiency-directive

6- "Assembly Bill 32 Overview". CA.gov. 5 August 2014. Web. 3 June 2015.

http://www.arb.ca.gov/cc/ab32/ab32.htm

7- "Sources of Greenhouse Gas Emissions: Transportation Sector Emissions". EPA. 7 May 2015. Web. 3 June 2015.

http://www.epa.gov/climatechange/ghgemissions/sources/transportation.html

8- Department for Transport, UK. Transport Energy and Environment Statistics 2011. UK: 2011.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/8947/energy-2011.pdf

9- "Reducing CO2 Emissions From Heavy-Duty Vehicles". European Commission. 8 May 2015. Web. 3 June 2015.

http://ec.europa.eu/clima/policies/transport/vehicles/heavy/index_en.htm

10- Louisiana Workforce Commion. The Greening of Louisiana's Economy. Baton Rouge: 2011.

http://business.lsu.edu/Economic-Development/Green%20Jobs%20Project/NAICS%2042%20-%20Wholesale%20Trade.pdf

11- "Selling chemicals retail and wholesale – guidance on REACH". NetRegs. Web. 19 June 2015.

http://www.netregs.org.uk/library_of_topics/materials__equipment/more_general_materials_topics/selling_chemicals_-_reach.aspx

12- REACH UK Competence Authority Leaflet Number 3. What REACH means for EU importers. UK: November 2012.

http://www.hse.gov.uk/reach/resources/importers.pdf

13- "Regulated Chemicals Information". Chemical Abstracts Service. Web. 19 June 2015.

http://www.cas.org/content/regulated-chemicals/substance

14- Louisiana Workforce Commission. The Greening of Louisiana's Economy: the Wholesale Trade Sector. Louisiana 2011.

http://business.lsu.edu/Economic-Development/Green%20Jobs%20Project/NAICS%2042%20-%20Wholesale%20Trade.pdf

15- "Product liability and safety law". UK Department for Business, Innovation & Skills.Web. 19 June 2015.

https://www.gov.uk/product-liability-and-safety-law

16- United States Consumer Product Safety Commission. Consumer Product Safety Act. USA: August 2011.

http://www.cpsc.gov/PageFiles/105435/cpsa.pdf

17- Official Journal of the European Union. Regulation (EU) No 305/2011 of the European Parliament and of the Council laying down harmised conditions for the marketing of construction products and repealing Council Directive 89/106/EEC. EU: April 2011.

http://eur-lex.europa.eu/search.html?qid=1434738845103&text=305&scope=EURLEX&type=quick&lang=en

18- "Product liability and safety law". UK Department for Business, Innovation & Skills.Web. 19 June 2015.

https://www.gov.uk/product-liability-and-safety-law

19- World Economic Forum. Redesigning Business Value: A Roadmap for Sustainable Consumption. 2010.

http://www3.weforum.org/docs/WEF_RedesigningBusinessValue_SustainableConsumption_Report_2010.pdf

20- Organisation for Economic Co-Operation and Development. Promoting Sustainable Consumption: Good Practices in OECD Countries. 2008.

http://www.oecd.org/greengrowth/40317373.pdf

21- McGaw Hill Construction. Construction Industry Workforce Shortages: Role of Certification, Training and Green Jobs in Filling the Gaps. USA: 2012.

http://www.usgbc.org/Docs/Archive/General/Docs18984.pdf

22- Sustainable Accounting Standards Board. Construction Materials Research Brief. USA: June 2014.

http://www.sasb.org/wp-content/uploads/2014/06/NR0401_ConstructionMaterials_2014_06_24_Industry_Brief.pdf

23- "Workplace Hazards". Take One Step: Wellness at Work. Web. 19 June 2015.

http://www.takeonestep.org/Pages/yoursafety/safenotsorry/workplacehazards.aspx

24- Department Labour Republic of South Africa. A Guide to Health and Safety in the Wholesale and Retail Industry. No Date

http://www.labour.gov.za/DOL/downloads/documents/useful-documents/occupational-health-and-safety/A%20guide%20to%20health%20and%20safety%20in%20the%20retail%20sector.pdf

25- UK Health and Safety Executive. Warehousing and storage: A guide to health and safety. UK: 2007

http://www.hse.gov.uk/pubns/priced/hsg76.pdf

26- Eurofound. Fifth European Working Conditions Survey. Luxembourg: Publications Office of the European Union, 2012.

http://www.eurofound.europa.eu/sites/default/files/ef_files/pubdocs/2011/82/en/1/EF1182EN.pdf

27- Eurofound. Social Dialogue and Working Conditions. Luxembourg: Publications Office of the European Union, 2011.

http://www.eurofound.europa.eu/sites/default/files/ef_files/pubdocs/2011/12/en/2/EF1112EN.pdf

28- Beauregard, Alexandra; Henry, Lesley. "Making the Link Between Work-Life Balance Practices and Organizational Performance". Human Resource Management Review. 19.1 (2009): 9-22.

http://www.sciencedirect.com/science/article/pii/S105348220800065X

29- Spurgeon, A et al. "Health and Safety Problems Associated With Long Working Hours: A Review of the Current Position". Occupational and Environmental Medicine. 54.6 (1997).

http://oem.bmj.com/content/54/6/367.short

30- US Wage and Hour Division. Wholesale and Warehouse Industries Under the Fair Labor Standards Act. Washington, DC: 2008.

http://www.dol.gov/whd/regs/compliance/whdfs10.pdf

31- "Employment, Social Affairs & Inclusion". European Commission. Web. 3 June 2015.

http://ec.europa.eu/social/main.jsp?catId=157&langId=en

32- "OSH Answers Fact Sheets". Canadian Center for Occupational Health and Safety. 29 May 2015. Web. 3 June 2015.

http://www.ccohs.ca/oshanswers/psychosocial/worklife_balance.html

33- ITUC 2014

34- Harvard Business Review 2014

35- ILO 2013

36- "Future Skills Needs of the Wholesale and Retail Sector". Expert Group on Future Skills Needs. April 2010.

http://www.skillsireland.ie/media/EGFSN%20Wholesale%20Retail%20ONLINE%20FINAL.pdf

37- Spreitzer, Gretchen and Porath, Christine. "Creating Sustainable Performance". Harvard Business Review. January 2012. Web. 3 June 2015.

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

38- "Forced Labor, Human Trafficking and Slavery". International Labor Organization. Web. 3 June 2015.

http://www.ilo.org/global/topics/forced-labour/lang--en/index.htm

39- "Adolescence: An Age of Opportunity". UNICEF. 2011.

http://www.unicef.org/sowc2011/pdfs/SOWC-2011-Main-Report_EN_02092011.pd

40- "What is child labour". International Labor Organization. Web. 3 June 2015.

http://www.ilo.org/ipec/facts/lang--en/index.htm

41- "Strengthening Employers' Activities against Forced Labour". International Labour Organization. 2008.

http://www.ilo.org

42- "What you can do as a company or organisation". Stop Child Labour. Web. 3 June 2015.

http://www.stopchildlabour.org/Stop-Childlabour/What-you-can-do/As-a-company-or-organisation

43- "Equality at work: The continuing challenge". International Labour Organization. 2011.

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

44- "New opinion survey". European Commission. November 2009.

http://europa.eu/rapid/press-release_IP-09-1686_en.htm

45- "Good Practice Note: Non-Discrimination and Equal Opportunity". International Finance Corporation. January 2006.

http://www.ifc.org/wps/wcm/connect/629b648048865944b8aafa6a6515bb18/NonDiscrimination.pdf?MOD=AJPERES

46- Crosby Burns. "The Costly Business of Discrimination". Center for American Progress. March 2012.

https://www.americanprogress.org/wp-content/uploads/issues/2012/03/pdf/lgbt_biz_discrimination.pdf

47- "Global Diversity and Inclusion -- Fostering Innovation Through a Diverse Workforce". Forbes Insights. July 2011.

http://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf

48- "What can employers do to tackle discrimination and promote diversity?". Europa. No date.

http://ec.europa.eu/justice/discrimination/files/factsheet_employers_diversity_en.pdf

49- "Guiding Principles on Business and Human Rights". United Nations Human Rights Office of the High Commissioner. 2011.

http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

50- "The Universal Declaration of Human Rights" United Nations. Web. 3 June 2015.

http://www.un.org/en/documents/udhr/

51- "The Corporate Responsibility to Respect Human Rights". United Nations Human Rights Office of the High Commissioner. 2012.

http://www.ohchr.org/Documents/Publications/HR.PUB.12.2_En.pdf

52- Secretary of State for Foreign and Commonwealth Affairs. Good Business: Implementing the UN Guiding Principles on Business and Human Rights. United Kingdom: September 2013.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/236901/BHR_Action_Plan_-_final_online_version_1_.pdf

53- "OECD Foreign Bribery Report: An Analysis of the Crime of Bribery of Foreign Public Officials". OECD. 2014.

http://www.oecdbookshop.org/get-it.php?REF=5JXSWC2LZ50T&TYPE=browse

54- "Anti-Corruption Ethics and Compliance Handbook for Business. OECD, UNODC, The World Bank. 2013.

http://www.unodc.org/documents/corruption/Publications/2013/Anti-CorruptionEthicsComplianceHandbook.pdf

55- Organisation for Economic Co-Operation and Development. Guidelines for Fighting Bid rigging in Public Procurement. No Date.

http://www.oecd.org/daf/competition/cartels/42851044.pdf

56- US Department of Justice. Antitrust Enforcement and the Consumer. Washington DC: No Date.

http://www.justice.gov/atr/public/div_stats/antitrust-enfor-consumer.pdf

57- Organisation for Economic Co-Operation and Development. Policy Roundtables: Construction Industry. 2008.

http://www.oecd.org/regreform/sectors/41765075.pdf

58- "Report anti-competitive business practices". UK Competition and Markets Authority. Web. 19 June 2015.

https://www.gov.uk/competition-law-unfair-pricing-agreements

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

https://securityintelligence.com/ponemon-cost-of-a-data-breach-2018/

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

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

61- United Nations Global Compact. Supply Chain Sustainability. 2010.

http://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf

62- Business for Social Responsibility. Conducting an Effective Human Rights Impact Assessment. USA: March 2013.

http://www.bsr.org/reports/BSR_Human_Rights_Impact_Assessments.pdf

63- United Nations Global Compact. Supply Chain Sustainability. 2010.

http://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf