Our Communication on Progress
to the United Nations Global Compact

October 2010

maplecroft

risk responsibility reputation

About us

As the global landscape changes, it is imperative for businesses and investors to navigate the political, economic, social and environmental risks affecting growth opportunities in both developed and emerging economies.

Maplecroft's products and services are a vital resource in the analysis of country and corporate risk exposures and opportunities. We have developed over 100 risk indices and interactive maps to pinpoint risks to all countries down to sector and site specific levels, whilst the tailored analysis in our in-depth reports provides critical insights into the risks affecting countries, sectors and companies.

These products are complemented by award winning reporting and advisory services and customised risk calculators designed to rate and index corporate risk exposure, risk management proficiency and innovation strategy across operations, supply chains and investments.

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Submission date	6 October 2010
Membership date	11 February 2005
Number of employees	57+ full time employees
Sector	Professional, Scientific and Technical Services
Contact name	Gus Macfarlane
Contact position	Associate Director

Statement of support

Our strong support for the UN Global Compact is best demonstrated through the close alignment of our very business model with the 10 Principles. Our products and services are largely aimed at helping a wide range of actors better support these Principles.

In addition, and where both practical and beneficial (for example, where working with NGOs, civil society or international organisations) we make some of these products and services available on a subsidised or pro-bono basis.

By doing so, we hope to promote integrity, transparency, social progressiveness and environmental sustainability within the business community and beyond. In the last reporting year, we estimate that the contribution Maplecroft has made via our pro bono and subsidised work amounts to £40,000 (US$62,000).

Furthermore, we take our own commitment to these Principles – as a growing employer and expanding business – seriously. As such, we take care to ensure that we 'practice what we preach' with respect to our employees, environment, operations and local communities.

Other (ongoing) examples of how we put the 10 Principles of the UN Global Compact into practice include the following:

- My participation on the Board of Transparency International (UK)

- Active participation by Maplecroft employees in the UN Global Compact Human Rights Working Group

- Provision of free and/or heavily subsidised access to selected Global Risks Portfolio products to a number of schools, universities, international organisations and NGOs (including the UN Development Programme, the UN World Food Programme, Save the Children, the UN Office for the Coordination of Humanitarian Affairs) and Amnesty International.

- Discounted provision of mapping materials and/or services to the World Economic Forum and the North Star Foundation

- Discounted development of the Girls Discovered website for the UN Foundation, Nike Foundation and the Coalition for Adolescent Girls

- Development of the UN Global Compact-hosted and GE Foundation-funded Human Rights Solutions Forum

- Continued publication and dissemination of Ethical Insight, a free fortnightly review of corporate responsibility news and analysis that is distributed to an estimated 45,000 people via more than 5,000 subscribers

- Continued provision of free public access to a selection of Maplecroft maps

In addition, we currently provide 6 paid internships (often with free accommodation) for university students and recent graduates. This is in order to promote the development of young people's professional capabilities – and to enhance our potential pipeline of future employees

Over the next year, we plan to continue the expansion of our business – as well as the reach of our products and services. As well as the obvious commercial benefits of doing so, we also believe that this will help more companies apply the 10 Principles effectively, responsibly and efficiently – and so further the interests and aims of the UN Global Compact.

Professor Alyson Warhurst, Chair and founder

Case study: Pro bono provision of the Maplecroft Food Security Risk Index 2010

In September 2010, we made our Food Security Risk Index 2010 (FSRI 2010) available, on a pro bono basis to the following:

- UN Development Programme (UNDP)
- UN World Food Programme (UN WFP)
- Save the Children

A subscription that would otherwise be required to access this information would normally cost £500 a year. Instead, free access has been provided to all UNDP, UN WFP and Save the Children users at www.maplecroft.com.

The FSRI assesses the risk of food insecurity, providing quantitative assessments of access and availability of food and the stability of food production systems.

The FSRI also comprises indicators to measure the nutritional outcomes of each country's relative food security. Key data sources include:

- Food security statistics from the Food and Agriculture Organization of the United Nations
- The UNDP's Human Development Report 2009
- The UN WFP's Food Aid Information SystemThe methodology behind the FSRI was peer reviewed by Arif Hussain, Deputy Chief of the Food Analysis Service at the UN WFP.

The three worst performing countries were:

- Afghanistan
- DR Congo
- Burundi

The three best performing countries were:

- Singapore
- Finland
- Sweden

Figure 1: Maplecroft Food Security Risk Index 2010

Legend:
- Extreme risk
- High risk
- Medium risk
- Low risk
- No Data

Rank	Country	Category
1	Afghanistan	extreme
2	DR Congo	extreme
3	Burundi	extreme
4	Eritrea	extreme
5	Sudan	extreme
6	Ethiopia	extreme
7	Angola	extreme
8	Liberia	extreme
9	Chad	extreme
10	Zimbabwe	extreme
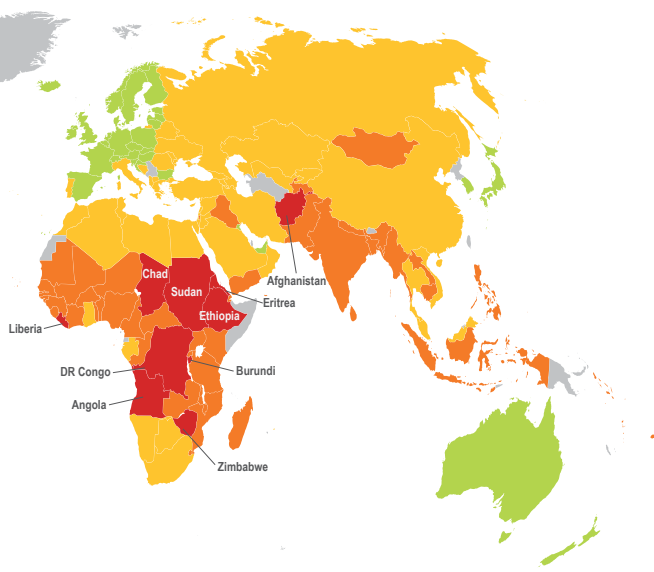
Maplecroft products and services

Much of support for the 10 Principles of the UN Global Compact comes through our provision of a range of products and services aimed at helping major multi-national companies (and other organisations) maintain and improve their sustainability performance. As a result, our efforts are 'amplified' across a range of industries, including finance, energy, mining, manufacturing and many others. These products and services are set out below.

Products: Global Risks Portfolio

Our Global Risks Portfolio products cover a wide range of issues across 10 key areas, including:

- Governance and business environment
- Integrity and corruption
- Geopolitics and emerging powers
- Terrorism and conflict
- Resource security
- Macroeconomics and development
- Human rights and labour standards
- Infectious diseases and public health
- Climate change and environment
- Natural hazards

Specific products include the following:

- **Maps and indices:** Maplecroft have developed a suite of over 100 indices and interactive maps designed to enable the easy identification and comparison of political, economic, social and environmental risks worldwide

- **Global Risks Atlas:** The Global Risks Atlas 2010 analyses 26 different risk indices, across seven aggregate clusters in 175 countries and identifies areas of high vulnerability for organisations with global footprints

- **Political Risk Atlas:** The Political Risk Atlas 2010 includes 41 risk indices measuring political risks relating to two distinct areas. The first, dynamic risks, assesses 'traditional' political risks, such as regime stability, rule of law, terrorism, and the business environment. The second, structural risks, measures long-term trends and deeply ingrained features of a country, such as human rights, resource security, development and climate change vulnerability

- **Legal and Regulatory Environment Atlas:** Maplecroft has created the Legal and Regulatory Environment Atlas 2010 as a practical resource to help businesses, investors and international organisations to assess and compare legal and regulatory risks across countries. Country-by-country scorecards provide an at-a-glance overview of 21 risks in six aggregated risk areas for 172 countries

- **Human Rights Risk Atlas:** Maplecroft's Human Rights Risk Atlas 2010 is designed to help business, investors and international organisations assess, compare and mitigate human rights risk across all countries. Country-by-country scorecards offer 30 easy-to-use indices that measure the human rights risks relating to human security, labour rights and protection, civil and political rights and access to remedy

- **Climate Change Risk Atlas:** Maplecroft's Climate Change Risk Atlas 2010 enables businesses, investors and international organisations to assess and compare climate change risks across all countries. Country-by-country scorecards provide easy-to-use quantifiable data of risks relating to emissions, unsustainable energy use, regulation and climate change vulnerability

- **Labour standards reports:** Labour standards reports analyse and compare major labour issues affecting countries at both national and provincial levels. Key areas of focus include labour rights and protection, working hours, compensation, contract law, protests, health and safety, freedom of association and collective bargaining, discrimination, forced labour and child labour

- **Policy Bank:** Maplecroft's policies and guidance are designed to direct and inform employees, supply chain partners, customers, investors, and other stakeholders about what sustainability means to your business, and how it is being implemented, managed, monitored and reported

- **Human Rights Quarterly Monitor:** Human Rights Quarterly Monitor offers up-to-date, one-page country risk scorecards for organisations with operations, supply chains and investments in countries that present high levels of risk to human rights protection

- **Political Risk Quarterly Outlook:** Political Risk Quarterly Outlook, offers up-to-date, one-page country risk scorecards for organisations with operations, supply chains and investments in environments with high levels of inherent political risk. It provides qualitative analysis of significant recent events for each of the three core risk areas and includes country scores and trends across eleven risk areas

- **Country reports and briefings:** In-depth reports and briefings are available for all countries, issues and sectors and are tailored to clients' specific needs

Indexes and ratings include the following:

- **Climate innovation indexes:** The Maplecroft Climate Innovation Indexes (CIIs) provide investors and stakeholders with insight into the activities of leading US companies and address the compelling case for climate-related innovation and carbon management as leading indicators of future financial performance. They are closely aligned with the SEC guidance issued in January 2010 requiring listed US companies to disclose climate change risks and opportunities associated with regulatory changes, market exposures and physical impacts of climate change. The CIIs also provide asset managers with reliable and objective benchmarks to manage sustainability portfolios.

The Maplecroft CIIs are developed from an initial universe of all US stocks with a free-float market capitalisation of over US$1bn. They include:

  - The Maplecroft CII Benchmark (*Bloomberg ticker: CICOMP*) – c.300 of the largest US companies screened from c.800 companies

  - The Maplecroft CII Leaders (Bloomberg ticker: CII) – the 100 top performing companies from the Maplecroft CII Benchmark

  - The Maplecroft CII US 100 (*Bloomberg ticker: CI100*) – the 100 largest US companies by free-float market capitalisation

- **Environmental, social and governance rating and market research:** Our comprehensive portfolio of company risk ratings, country and sub-sovereign risk indices, interactive GIS maps and in-depth reports provide innovative and proven solutions for assessing both corporate ESG management proficiency, in addition to country and value chain risk exposures.

Our country risk indices, maps and GIS-derived analysis allow users to zoom-in and explore the components of over 100 global risk indices, including raw data, sources and weightings. Country risk indices are used for government bond ratings as well as the rating of sub-sovereign authorities. Investors can identify risk at regional, country and site specific levels, plus explore the inter-relationships between different risks and the implications for specific areas of operations. Maps can be tailored to incorporate sector and asset overlays for key industries including agriculture, financial services, oil and manufacturing, as well as a specific organisation's own operational footprint. The focus is on understanding future growth environments and the companies and countries that will flourish.

The Maplecroft Sustainability Performance Benchmark (MSPB) is a repository of company ESG intelligence. It includes our ratings for almost 1000 companies on their exposure to, and management of ESG and business risks. The electronic questionnaire, data centre and analysis tools include insight into more than 300 questions and performance parameters. Each of these is derived from best practice and international standards as well as extensive in-field and consulting experience. The MSPB captures risk insight for all sectors in line with Bloomberg sector classifications and uses Maplecroft's global risk indices to understand wider risk exposures across the entire geographic footprint of each company.

Publications include the following:

- **Global Risks Forecast:** This subscription-based publication provides fortnightly analysis and forecasts of emerging trends and issues across the global risks spectrum - including an archive of over 2000 articles

- **Ethical Insight:** This free publication provides a fortnightly review of corporate responsibility news and analysis

Services

Maplecroft provides tailored services to empower organisations to mitigate extra-financial risks in their operations, supply chains and distribution networks. Services include:

- **Auditing, gap analysis and risk assessment:** Our unique approach aligns entity risk exposure with risk management proficiency and covers all areas of sustainability: political, economic, social and environment. Our repository of over 700 audit criteria has been developed over 10 years and is based on best practice international standards and initiatives including ISO 14001, SA 8000, OHSAS 18001, the Dow Jones Sustainability Index, United Nations Global Compact, Global Reporting Initiative and more

- **Carbon accounting:** Maplecroft works extensively in the field of carbon accounting and footprinting with some of the world's largest organisations. This included over twenty separate carbon accounting and auditing engagements in 2009 alone, each of which calculated energy consumption and emissions across a company's own operations as well as its value chain i.e. Scope 1, Scope 2 and Scope 3

- **Company rating:** Our rating tools evaluate business performance in each area with respect to management, adaptation, data and trends, risk mitigation and innovation. Companies are scored on the information they disclose, as well as activities that they undertake and analysis by respected third parties. Information is obtained through initial desk research and followed up with direct engagements to fill gaps and better understand each company's risk exposures i.e. geographic footprint, sector, product area etc.

- **Mapping:** Maplecroft develops bespoke, interactive GIS (Geographical Information Systems) maps for corporate, civil society and other clients. These maps allow organisations to communicate important but sometimes poorly understood risks to internal and external stakeholders. Maps are created by subject matter experts in partnership with a dedicated GIS and software team to ensure outcomes are both factually accurate, as well as visually stimulating and relevant

- **Human rights and business dilemmas:** The Human Rights and Business Dilemmas Forum is an online, multi-stakeholder platform, developed by Maplecroft and the UN Global Compact for MNCs with operations or supply chains in areas that present high levels of risk to human rights protection. The Forum is designed to help business understand and share experiences of real-world dilemmas, and to provide a platform for NGOs and other stakeholders to contribute and comment on suggestions. It also provides an extensive collection of resources for responsible organisations wanting to respect and support human rights - even where the means of doing so is not immediately obvious

- **Ethical supply chains:** Our approach to ethical supply chain management is to determine and map the intrinsic risk exposure of each supplier i.e. relating to sector, product type, geography etc. This is later aligned with specific information on risk management proficiency i.e. how well these risks are managed by suppliers. The latter is determined through either a questionnaire or audit approach, both of which build on relevant ethical supply chain initiatives e.g. Sedex (the Supplier Ethical Data Exchange), Ethical Trade Initiative, Forest Stewardship Council (FCS) etc.

- **Human rights monitoring:** Maplecroft works in partnership with its clients to ensure ongoing monitoring of human rights risk as a central part of the mainstream risk-management process. Our approach to monitoring human rights typically involves the deployment of a human rights survey at all company operations. This can be adapted and aligned with company values, principles or policies to provide an overview of human rights risk at an operational level (i.e. the risk of infringement in each of the different geographies worldwide). Alignment with company policy also ensures accurate compliance measurement activities

- **Impact assessment:** The Maplecroft team has pioneered social and environmental impact assessment since the early 1980s. This includes extensive on-site experience in mining and other extractive operations in Africa, Asia, the Americas and Europe. Our approach to impact assessment and closure planning is to both assess and quantify potential impacts (positive and negative). Potential impacts and baseline information are scored and indexed consistently on a scale of 0-10. This enables a clearer evaluation of possible mitigation scenarios as well as effective benchmarking and transfer of knowledge and programmes of work into the operations and projects phases

- **Investment decision-making:** Intelligence includes more than 110 risk indices and 520 indicators covering all areas of political risk, human rights, climate change as well as societal and other risks including pandemics, food, energy and water security. Risk indices and indicators are combined with detailed country analysis, stakeholder viewpoints and case studies of business engagement in either 3-10 page country briefings or in depth 25+ page country reports

- **Policy development:** In addition to our "off-the-shelf" bank of 25 policies, Maplecroft also develops bespoke policies for individual companies. Each policy sets out the framework for communicating, implementing, monitoring and reporting on responsible practice, and; is accompanied with guidance on how to embed the policy, as well as references and hyperlinks to similar policies from peer organisations

- **Reporting and assurance:** Maplecroft produces award winning sustainability and social responsibility reports for leading global brands, NGOs and even sectors e.g. the recent IPC Postal Sector Sustainability Report 2009. Reports are aligned with best practice standards such as the Global Reporting Initiative and United Nations Global Compact Communication on Progress framework. Reports can also be developed to focus on issues and risks that are relevant and material to the company and its stakeholders. Each report is tailored to an organisation's needs and based on expert understanding of sustainability. Our team offers a full spectrum integrated service. Consultants develop, write, design and deliver high specification reports that are structured to demonstrate performance against defined sustainability targets. Reports will also include case studies of engagement, stakeholder viewpoints, feature pages and other visually compelling tools that make the end product more accessible and engaging to interested parties

- **Risk calculator:** The calculator draws on our vault of more than 500 political, economic, social and environmental risk indices and indicators. This Risk Calculator allows users to extract and combine over 100 risk indices for any country worldwide and create a bespoke country risk scorecard; providing instant awareness of risk exposures. Each scorecard provides a unique risk profile specific to your company's requirements. It also includes access to global maps for each risk index, as well as a simple "compare" tool that empowers companies to quickly assess country and issue differences

- **Stakeholder engagement:** Our integrated approach to stakeholder engagement helps organisations:

    - Identify issues of importance to stakeholders in order to focus business strategy

    - Raise awareness of corporate commitment amongst stakeholders

    - Inform on the best methods of communication with specific stakeholder groups

    - Provide a repository of engagement tools for use subsequent to each engagement

    - Provide assurance that issues are being managed effectively and responsibly

Beth Morgan, Head of Stakeholder Relations

Case study: Pro bono and subsidised products and services for the not-for-profit community

During the course of the last 12 months, Maplecroft has provided a range of products to services to NGOs and international organisations. These are provided either on a completely pro bono basis, or on the basis of subsidised 'NGO rates'. During the reporting period, the equivalent value of these donations and subsidies have amounted to a total of £39,000.

Examples include the following:

- **Amnesty International** (£2,000): Free access to our Human Rights Risk Atlas 2010

- **The British Red Cross** (£10,000): Free 'bronze' subscription to all our atlases, maps and indices

- **E3G** (£1,000): Free access to our Climate Change Risk Atlas 2010

- **Global Witness** (£10,000): Free 'bronze' subscription to all our atlases, maps and indices

- **Greenpeace** (£1,000): Free access to our Climate Change Risk Atlas 2010

- **International Rescue Committee** (£250): Subsidised access to our Natural Disasters Index

- **Plan International** (£2,250): Subsidised bespoke mapping exercise

- **UN Office for the Coordination of Humanitarian Affairs** (£5,000): Subsidised 'bronze' subscription to all our atlases, maps and indices

- **UN World Food Programme** (£2,000): Subsidised access to all of our Natural Disaster Indices

- **World Vision** (£5,000): Free access to our Climate Change Risk Atlas 2010

The provision of pro bono and subsidised materials is a key part of how we do business for a number of reasons. It helps us develop and enhance our relationships with the not-for-profit community, improves staff morale and motivation, and helps ensure that our research and analysis continues to have a positive impact, not only for business, but for society as a whole.

The Towers

PRINCIPLE 1: Protection of internationally proclaimed human rights

Our commitment or policy

We are committed to supporting and respecting the protection of internationally proclaimed human rights. Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We turn our commitments into practice by ensuring employees are aware of their own human rights, as well as their role in helping protect the human rights of others. We also advise and assist our clients in managing their own responsibilities in this respect. We do so using the following processes and systems:

In our own operations

- Human Rights Policy (as part of our overarching Corporate Responsibility Policy)

- Employee Handbook, which includes guidance on our commitment to the Global Compact with respect to the protection of human rights

In our products and services

In our client services Maplecroft's human rights products and services help organisations identify, manage and mitigate human rights risks in their operations, supply chains and distribution networks. They support investors to select the companies and governments that best address human rights and enable responsible business to assess, prioritise, screen and monitor human rights risk at all levels of operation.

Our human rights team includes a multi-disciplinary group of academic experts, lawyers, trained human rights researchers and auditors with substantial impact assessment field experience.

- **Human Rights Risk Atlas 2010:** This includes 30 risk indices and interactive maps assessing violations in 196 countries across the key risk areas of human security, labour rights and protection, civil and political rights, and access to remedy

- **Human Rights Briefings and In-depth Reports:** These include human rights risk briefings (3-10 pages) and in-depth reports (25+ pages), which are available for all countries and include expert analysis, country scores, sector details, stakeholder viewpoints and key events, plus GIS-derived sub-national and regional maps

- **Labour Standards reports:** These analyse and compare major labour issues affecting countries at both national and provincial levels. The reports include in-depth analysis, risk indices and trends, stakeholder viewpoints, recent events and sub-national maps of labour rights violations

- **Human Rights Monitoring:** Maplecroft works in partnership with its clients to ensure the ongoing monitoring of human rights risks are a central part of the mainstream risk-management and due diligence approach to companies' human rights responsibilities

- **Human Rights Impact Assessments:** These assessments focus on the extent of protection of human rights by the state and the levels of respect for human rights shown by other companies. These assessments will predict possible human rights impacts that may arise from an investment or business activity and will also identify the risk factors that should be monitored in the future and that need active management

- **Human Rights and Labour Standards Rating Tools:** Rating tools evaluate business performance with respect to management, adaptation, data and trends, risk mitigation and innovation. Companies are scored on information disclosed, activities undertaken and on analysis by respected third parties

- **Ethical Supply Chain Risk Calculators:** These evaluate and map the intrinsic risk exposure of each supplier (i.e. relating to sector, product type, geography, etc.).This is then aligned with specific information on risk management proficiency (i.e. how well these risks are managed by suppliers)

- **Policy Bank:** Maplecroft has developed a number of best practice human rights policies for companies. These include policies on child labour; ethical supply chains; forced and bonded labour; and freedom of association and collective bargaining

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including societal and human rights risk

- **Human Rights and Business Dilemmas:** The Human Rights and Business Dilemmas Forum is designed to help companies and stakeholders understand and share experiences of-real-world dilemmas, particularly in emerging economies. These include: child labour, forced labour, freedom of speech, human trafficking, migrant workers and security forces

- **Human Rights Stakeholder Viewpoints and Key Events:** Maplecroft holds a repository of over 10,000 stakeholder viewpoints and 20,000 key events relating to human rights incidents around the world. This repository includes human rights articles and analysis from Maplecroft's free Ethical Insight publication, as well as its Global Risks Forecast subscription publication

Our actions over the last year

- Continued to develop, update and deliver our full range of human rights products and services (see above and under 'Maplecroft products and services')

- Continued to ensure that all employees are aware of their human rights and the role they can play in helping to ensure the human rights of others are not compromised via our Employee Forum – a monthly meeting to which all staff are invited in order to discuss company business and employee concerns

- Significant expansion of our human rights team, reflecting our growing body of human rights work for a range of multi-national corporations and other organisations

- Continued participation by Professor Warhurst and Dr Kevin Franklin on the Human Rights Working Group of the UN Global Compact

- Continued facilitation by Professor Warhurst of the Clinton Global Initiative working group on human trafficking, as well as the provision of relevant mapping materials

Our targets for next year

- To expand and enhance our human rights products and services and to make them available to a growing number of multi-national companies (as well as other relevant organisations), in support of UN's "Protect, Respect and Remedy" policy framework[1]

- To continue to ensure Maplecroft promotes the respect of human rights within its own workplace through ongoing monitoring of our human rights performance

- To continue in our attempts to strengthen our human rights relationships with international businesses and organisations

Viewpoints of employees

"The UN's "Protect, Respect and Remedy" policy framework means that responsible multi-national companies are placing greater emphasis on maintaining respect for human rights – particularly when operating in the emerging economies. Maplecroft's unique human rights portfolio places it in a strong position to enhance their performance in this respect."

Monique Bianchi, Human Rights Analyst

Measurable results or outcomes

No formal complaints regarding company performance in this respect

[1] Special Representative of the Secretary-General on the issue of human rights and transnational corporations and other business enterprises, 7 April 2008, *Protect, Respect and Remedy: a Framework for Business and Human Rights*, http://www.reports-and-materials.org/Ruggie-report-7-Apr-2008.pdf

Case study: The Global Corporate Challenge worker health initiative

During the course of the last year, two teams made up of a total of 14 Maplecroft employees took part in the Global Corporate Challenge (GCC) health initiative. This is aimed at promoting health and fitness within the workplace. In particular, it is aimed at tackling the health impacts of "longer workdays, sedentary occupations and little or no exercise".

Through the GCC, participants (organised into teams of seven) are provided with pedometers with which they record their daily step count for a total of 16 weeks (as well as swimming and bicycling activity). This information is entered into a website, which adds together each individual's step counts and converts this into a kilometre/mile distance. It then plots the team's progression on a virtual tour of the world. During this journey, participants interact 'virtually' with each location travelled to (for example, customs, facts, history, food, etc.).

During their participation in the challenge, the two teams walked the equivalent of 18.5 million steps – the equivalent of 7,353 miles. The average number of steps per day was 12,293 – the equivalent of 4.9 miles per day. This compares to the 3,500 steps that the GCC says is walked by the average worker, and the 10,000 steps a day recommended by the World Health Organisation.

Amongst the Maplecroft participants:

• 42% reported an increase in overall health and wellbeing

• 42% reported an increase in energy

• 57% reported an increase in ability to handle stress

• 57% reported an increase in quality of sleep

• 11% reported a loss in weight (with an average weight loss of 3kg)

In addition, the number of times a week that the Maplecroft participants exercised increased significantly from 2.6 to 4.6. See: http://www.gettheworldmoving.com/

Anthony Skinner - Principal Analyst

PRINCIPLE 2: Ensure non-complicity in human rights abuses

Our commitment or policy

Maplecroft is committed to ensuring that the organisation, its employees, its suppliers and its customers are not complicit in human rights abuses. Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

As part of our commitment, we ensure employees are not complicit in human rights abuses, and help clients manage their responsibilities in this respect. We do so using the following processes and systems:

In our own operations

*   Human Rights Policy (as part of our overarching Corporate Responsibility Policy)

*   Labour Standards Policy (as part of our overarching Corporate Responsibility Policy)

*   Employee Handbook, which includes guidance on our non-complicity commitment to the Global Compact

In our products and services

*   See Principle 1

Our actions over the last year

*   See Principle 1

Our targets for next year

*   See Principle 1

Measurable results or outcomes

No formal complaints regarding company performance in this respect.

Chris Dixon and Charlie Beldon, Risk Analysts

PRINCIPLE 3: Uphold freedom of association and collective bargaining

Our commitment or policy

Maplecroft is committed to ensuring that all of its employees have the right to:

- Freely join associations of their own choice (for the purposes of rule formation, administration and the election of representatives)

- Undertake collective bargaining

Our commitment means that we will not only abide by all applicable laws in this respect, but will act in the spirit in which they were made. This commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We put our commitments into practice by ensuring that our employees are aware of their right to freely join associations of their own choice and to participate in collective bargaining. We do so using the following processes and systems:

In our own operations

- Implementation of our Labour Standards Policy (as part of our overarching Corporate Responsibility Policy)

- Provision of contact information for the Amicus trade union in the Employee Handbook

- Invitation of all employees to our monthly Employee Forum. The aim of these meetings is to establish a genuine dialogue between all of our employees, and to allow employees to raise issues of concern

- Invitation of all those employees that prefer not to discuss issues through the Employee Forum or with members of the management team to contact a human resources consultant employed by Maplecroft

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

- **Business Partner, Sourcing and Supply Chain Complicity Risk Index:** This assesses the risk to responsible business of complicity with violations of four core labour standards committed by business partners abroad and along the supply chain

- **Civil and Political Rights Index:** This measures the risk of complicity for responsible business in violating any of these rights

- **Freedom of Association and Collective Bargaining Index:** This measures workers' abilities to establish and join unions, to negotiate collectively and to promote their interests, including through strikes

- **Labour Rights and Protection Index:** This measures the risk of association with, and involvement in, violations of labour rights within a given country. Comprised of seven indices (child labour; forced labour; trafficking; freedom of association and collective bargaining; discrimination, and working conditions)

- **Human Rights Risk Atlas 2010:** This includes freedom of association and collective bargaining, and provides country rankings, country scorecards and interactive global maps enable the identification, evaluation and comparison of human rights risk, whilst sub-national maps provide insight into risk at a local i.e. site-specific level

- **Labour Standards Country Reports:** These include specific information on freedom of association and collective bargaining, including information on national law, legal enforcement, specific country risks, stakeholder viewpoints, key events and relevant risk-mapping

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including societal and human rights risk

- **Policy Bank:** This includes a specific policy on freedom of association and collective bargaining

Our actions over the last year

- Continued to hold monthly Employee Forum meetings and to encourage genuine dialogue with and between all of our employees

- Continued to hold annual appraisals in which employees are given the chance to discuss openly and honestly any concerns regarding their working conditions

- Continued to address the issue of freedom of association and collective bargaining through our human rights reports, indices and briefings, as well as other Global Risks products

- Continued to apply our five-part framework for employment negotiations, whereby significant changes to company practice are likely to affect the rights and duties employees. In such circumstances:

  - Company directors shall consider and propose relevant changes

  - Company directors shall consult the external human resources manager on the implications of these changes

  - Company directors shall consult employees on a collective basis (for example through the company's weekly Employee Forum

  - Where relevant, company directors will consult directly with individual employees who have either voiced serious concerns over such changes, or who are likely to be significantly affected by such changes

  - The proposed changes shall either be implemented whilst taking into account employee concerns or, where relevant, will be revised or abandoned

  - Labour Standards Policy (as part of our overarching Corporate Responsibility Policy)

Business conditions, operational demands and ongoing expansion of the workforce meant that we were unable to implement an employee survey (as discussed in our last Communication on Progress).

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement

- To implement earlier plans to put in place a formal mechanism to encourage more employees to provide feedback on their working lives. It is anticipated that this will be based on a simple and easy to use platform, such as an anonymous multiple choice survey. Likely questions include those addressing working conditions, job satisfaction, communication and other related subjects. Once in place, relevant results will be included in future Communications on Progress

Viewpoints of employees

"Maplecroft has an open, constructive and professional working culture, characterised by transparency, accessibility and honest dialogue."

Anthony Skinner, Principal Analyst

Measurable results or outcomes

No formal complaints regarding company performance in this respect.

PRINCIPLE 4: Support elimination of forced and compulsory labour

Our commitment or policy

Maplecroft is against all forms of forced and compulsory labour. Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We implement this commitment by making sure Maplecroft is a fair and reasonable employer, whilst also helping our clients manage their responsibilities in this respect. We do so using the following processes and systems:

In our own operations

- Labour Standards Policy (as part of our overarching Corporate Responsibility Policy)

- All employees are issued with basic terms and conditions of contract when they join the organisation

- Employee Handbook, which includes guidance on our policies in relation to, and opposition to all forms of forced and compulsory labour

- Employment of an external human resources management expert to provide employment advice to all staff

- Annual performance reviews in which employees are encouraged to put forward any concerns

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

- **Business Partner, Sourcing and Supply Chain Complicity Risk Index:** This assesses the risk to responsible business of complicity with violations of four core labour standards committed by business partners abroad and along the supply chain

- **Forced or Involuntary Labour Index:** This measures the risk of complicity in the use of forced labour due to its prevalence and type, and its perpetrators. Government efforts to combat it are also taken into account

- **Labour Rights and Protection Index:** This measures the risk of association with, and involvement in, violations of labour rights within a given country. Comprised of seven indices (child labour; forced labour; trafficking; freedom of association and collective bargaining; discrimination, and working conditions)

- **Trafficking Index:** This measures the risk of exposure to trafficking based on the prevalence of trafficking, as well as government complicity and/or inaction

- **Human Rights Risk Atlas 2010:** This includes forced and involuntary labour, and provides country rankings, country scorecards and interactive global maps enable the identification, evaluation and comparison of human rights risk, whilst sub-national maps provide insight into risk at a local i.e. site-specific level

- **Labour Standards Country Reports:** These include specific information on forced labour, including information on national law, legal enforcement, specific country risks, stakeholder viewpoints, key events and relevant risk-mapping

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including societal and human rights risk

- **Policy Bank:** This includes a specific policy on forced and bonded labour
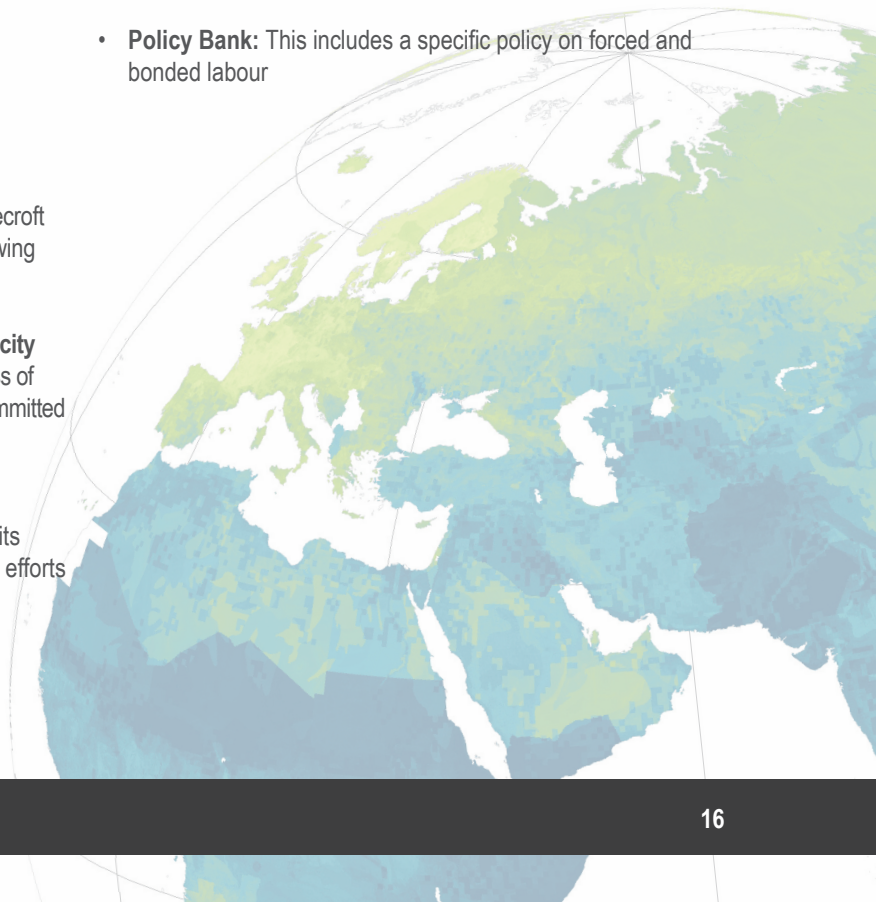
Our actions over the last year

- Continued to address the challenge of forced and compulsory labour through our human rights reports, indices and briefings, as well as other Global Risks Portfolio products

- Continued to proved employees access to a voluntary Stakeholder Pension Scheme based on employees' voluntary pension contributions, as well as contributions by Maplecroft

- Continued to provide access to a Health Cash Plan that provides a set budget for certain health treatments based on employees' voluntary contributions

- Continued to expand and improve office space to ensure the provision of a safe, healthy and enjoyable working environment as employee numbers grow

- Continued to award share option bonuses to a significant number of employees in recognition of their commitment, ability and hard work

- Continued to award additional leave to employees who have (due to short-term business demands) been required to work significantly beyond their contracted hours

- Continued to implement a company policy that no employee would be required to work on a project or with a client where they had serious ideological, philosophical or ethical objections

- Business conditions, operational demands and ongoing expansion of the workforce meant that we were unable to implement an employee survey (as discussed in our last Communication on Progress).

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement

- To implement earlier plans to put in place a formal mechanism to encourage more employees to provide feedback on their working lives. It is anticipated that this will be based on a simple and easy to use platform, such as an anonymous multiple choice survey. Likely questions include those addressing working conditions, job satisfaction, communication and other related subjects. Once in place, relevant results will be included in future Communications on Progress

Viewpoints of employees

"Forced labour poses a potential risk to all companies' international supply chains – and the reputational consequences can be serious. We work with our clients to identify this risk and manage it in a responsible and realistic way."

Katharina Hermann, Human Rights Analyst

Measurable results or outcomes

No formal complaints regarding company performance in this respect.

PRINCIPLE 5: Support abolition of child labour

Our commitment or policy

Maplecroft is committed to the effective abolition of child labour. Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We honour our commitment by ensuring we support the effective abolition of child labour, and by helping our clients do so. We do this using the following processes and systems:

In our own operations

- Labour Standards Policy (as part of our overarching Corporate Responsibility Policy)

- The dates of birth of all new employees, who are of a sufficiently young age, are checked to ensure that they are above minimum school leaver's age before employment

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

- **Business Partner, Sourcing and Supply Chain Complicity Risk Index:** This assesses the risk to responsible business of complicity with violations of four core labour standards committed by business partners abroad and along the supply chain

- **Child Labour Index:** This measures the prevalence and type of child labour as well as government efforts to combat child labour

- **Child Rights Index:** This assesses different aspects of the risks and dangers that children face in each country

- **Labour Rights and Protection Index:** This measures the risk of association with, and involvement in, violations of labour rights within a given country. Comprised of seven indices (child labour; forced labour; trafficking; freedom of association and collective bargaining; discrimination, and working conditions)

- **Human Rights Risk Atlas 2010:** This includes child labour, and provides country rankings, country scorecards and interactive global maps enable the identification, evaluation and comparison of human rights risk, whilst sub-national maps provide insight into risk at a local i.e. site-specific level

- **Labour Standards Country Reports:** These include specific information on child labour, including information on national law, legal enforcement, specific country risks, stakeholder viewpoints, key events and relevant risk-mapping

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including societal and human rights risk

- **Policy Bank:** This includes a specific policy on child labour

Our actions over the last year

- Continued to address the challenge of child labour through our human rights reports, indices and briefings, as well as other Global Risks Portfolio products

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement

Viewpoints of employees

"Increasingly complex supply chains mean that multi-national companies have a duty to ensure they are not (unwittingly) complicit in child labour violations via their supplier and sub-contractors. Our products and services help them do this efficiently and effectively."

Kristin Price, Human Rights Analyst

Measurable results or outcomes

No formal complaints regarding company performance in this respect.
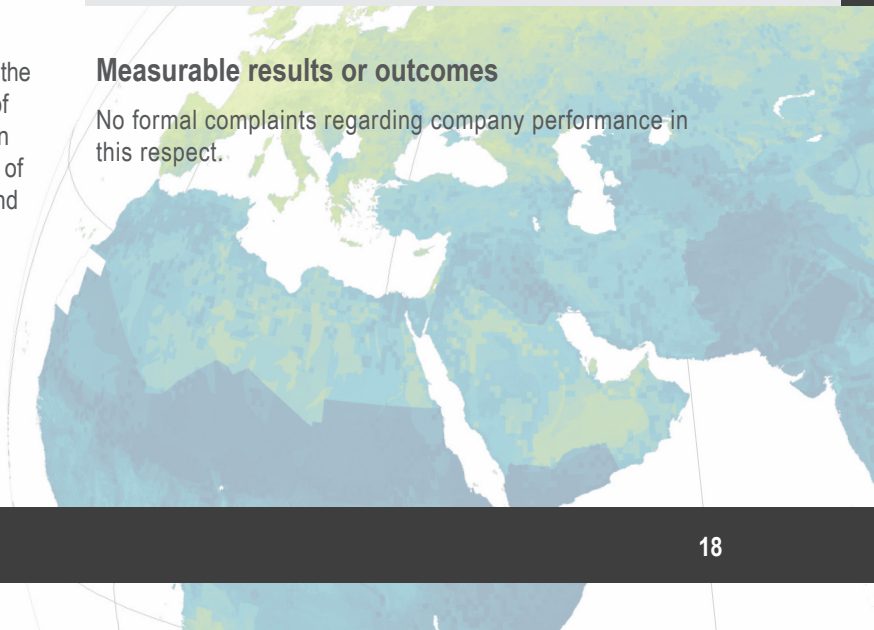
PRINCIPLE 6: Support elimination of discrimination

Our commitment or policy

Maplecroft is committed to ensuring equal opportunities for all of its employees. In particular, we are committed to:

- Promoting equality, diversity, as well as an inclusive and supportive working environment

- Affirming the rights of the individual to be treated fairly and with respect

- Identifying, recognising and encouraging individual contributions to our success

Our commitment applies to our own operations, our field of influence and our work with our clients.

These are increasingly important commitments for our company, due to our rapidly expanding and increasingly diverse professional workforce.

A brief description of our processes and systems

We put our commitment into practice by ensuring Maplecroft supports the elimination of discrimination, and by helping our clients support this through their own policies and actions. We do so using the following processes and systems:

In our own operations

Equal opportunities:

- Equal Opportunities Policy (as part of our overarching Corporate Responsibility Policy)

- Employee Handbook, which includes the policy and gives detailed guidance as to how this policy is applied

Sexual and racial harassment:

- Sexual and Racial Harassment Policy (as part of our overarching Corporate Responsibility Policy)

- Employee Handbook, which includes the policy, gives detailed guidance as to how this policy is applied and suggests informal and formal remedies where harassment is alleged to have taken place

Employees with disabilities:

- Employment with Disabilities Policy (as part of our overarching Corporate Responsibility Policy)

- Employee Handbook, which includes the policy and gives detailed guidance as to how this policy is applied

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

- **Business Partner, Sourcing and Supply Chain Complicity Risk Index:** This assesses the risk to responsible business of complicity with violations of four core labour standards committed by business partners abroad and along the supply chain

- **Civil and Political Rights Index:** This measures the risk of complicity for responsible business in violating any of these rights

- **Labour Rights and Protection Index:** This measures the risk of association with, and involvement in, violations of labour rights within a given country. Comprised of seven indices (child labour; forced labour; trafficking; freedom of association and collective bargaining; discrimination, and working conditions)

- **Discrimination Index:** This assesses the risk of complicity of responsible business in discrimination, especially if active societal or governmental discrimination exists in a country

- **Female Rights Index:** This measures the severity and prevalence of violations against females, with particular attention paid to discrimination in the workplace

- **Minority Rights Index:** This measures the risk of complicity in violations committed against minority groups, including discrimination, violence, and barriers to enjoying full societal participation

- **Indigenous Peoples Rights Index:** This measures the risk of complicity in violations committed against indigenous peoples, including violations of land and cultural rights

- **Human Rights Risk Atlas 2010:** This includes discrimination, and provides country rankings, country scorecards and interactive global maps enable the identification, evaluation and comparison of human rights risk, whilst sub-national maps provide insight into risk at a local i.e. site-specific level

- **Labour Standards Country Reports:** These include specific information on discrimination, including information on national law, legal enforcement, specific country risks, stakeholder viewpoints, key events and relevant risk-mapping

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including societal and human rights risk

- **Policy Bank:** This includes a specific policy on discrimination and equal opportunity

Our actions over the last year

- We have continued to address the challenge of discrimination through our human rights reports, indices and briefings, as well as other Global Risks Portfolio products

- We initiated the ongoing monitoring of employee salaries to ensure gender parity at equivalent levels of seniority and capability

Business conditions, operational demands and ongoing expansion of the workforce meant that we were unable to implement an employee survey (as discussed in our last Communication on Progress).

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement

- To implement earlier plans to put in place a formal mechanism to encourage more employees to provide feedback on their working lives. It is anticipated that this will be based on a simple and easy to use platform, such as an anonymous multiple choice survey. Likely questions include those addressing working conditions, job satisfaction, communication and other related subjects. Once in place, relevant results will be included in future Communications on Progress

Viewpoints of employees

"The very nature of what we do – as well as our diverse and international team of results-orientated professionals – means there is no room for discrimination within our workplace."

Eva Molyneux, Political Risk Analyst

Measurable results or outcomes

No formal complaints regarding company performance in this respect.

Mark Allison, Software Developer and Andrew Stone, Web Designer

PRINCIPLES 7 & 8: Precautionary approach to environmental challenges & initiatives to promote environmental responsibility

Our commitment or policy

Maplecroft is committed to taking a precautionary approach with respect to environmental challenges, the undertaking of environmental initiatives and the use of environmentally friendly technologies. Our commitment to the environment includes continually improving our performance, preventing pollution wherever possible and complying with all applicable laws, regulations and industry standards.

In particular we:

• Manage our processes so as to avoid or minimise waste

• Work to minimise our use of energy

• Minimise unnecessary travelling to reduce the impact of aircraft and road vehicle emissions

• Include environmental considerations in investment decisions

• Ensure all employees have an awareness of this policy so that it is implemented effectively

Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We translate our commitment into action by taking a precautionary approach to the environment, undertaking initiatives to promote greater environmental responsibility and by assisting clients to manage their own responsibilities in this respect. We do so using the following processes and systems:

In our own operations

• Environment Policy (as part of our overarching Corporate Responsibility Policy)

• Employee Handbook, which includes the policy

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

• **CO_2 Emissions from Energy Use Index:** This assesses the risk to business operating in countries which may be subject to future international regulation of CO_2 emissions and/or pressure from public interest groups

• **CO_2 Emissions from Land Use Index**: This provides insight into changes in forest biomass due to deforestation, reforestation as well as other land use change in a country

• **Climate Change Vulnerability Index:** This evaluates the risk relating to the lack of capacity of individuals, communities, economies and societies to mitigate the risks from changes in patterns of natural hazards and impacts on ecosystem services as a result of climate change

• **Resource Security Index:** This assesses the reliability, access and affordability of three key resources; energy, food and water; as well as resource diversity, consumption and production

• **Unsustainable Energy Use Index:** This evaluates the risk of being unable to source energy from low carbon sources and/or operating/investing/lending in an energy intensive economy

• **Climate Change Risk Atlas:** The Climate Change Risk Atlas 2010 evaluates the risks relating to climate change vulnerability, CO_2 emissions from energy, CO_2 emissions from land use and unsustainable energy use. Country rankings, country scorecards and interactive global maps enable the identification, evaluation and comparison of climate change risks, whilst sub-national maps provide insight into risk at a local i.e. site-specific level

- **Climate Innovation Indexes:** These help investors and other interested parties identify companies that are leaders in areas of climate-related innovation and carbon management. They focus on companies that display strong climate change innovation, strong financial performance and represent a diversity of sectors – and also helps encourage capital inflows into companies that develop climate change solutions

- **Global Risks country reports and briefings:** These cover the full range of Global Risks on a country-by-country basis, including climate change and environment, as well as energy security

- **Policy Bank:** This includes specific policies on biodiversity, energy and climate, environment, nuisances (odour, noise and dust), and waste and recycling

Our actions over the last year

- Continued use of recycled paper only for office printing

- Continued operation of a company-wide recycling system for paper waste

- Continued use of environmentally friendly printing, IT and lighting technology on a replacement basis

- Continued implementation of carbon off-setting for business-related flights where the option is offered

- Continued implementation of company policy requiring minimal printing and– unless there are good and pressing reasons – printing of documents in black and white and on double-sided paper only

- Continued emphasis on the use of teleconferencing and remote presentation technologies (e.g. webex and webinar techniques) to help reduce business travel

- Continued selection (in collaboration with our IT supplier) of additional desktop PC's (and other relevant equipment) on the basis of their performance/energy efficiency in order to accommodate growing employee numbers

- Continued planting, gardening and environmental improvement in the immediate environs of Maplecroft's offices, to the benefit of both the company as well as local communities

- Replacement of the existing boilers in The Towers building with high efficiency models enhanced with improved thermal insulation

- Development with the International Post Corporation (IPC) of a comprehensive carbon accounting system used by 80% (in postal volumes) of the world's postal companies. Also completed phase two of our life cycle analysis work by focusing on the respective carbon impacts of direct mail (i.e. mass marketing material) compared to conventional, personal mail and other direct marketing activities (e.g. television-based infomercials, emails etc.).

- Development of the IPC's Postal Sector Sustainability Report 2010. This builds on a previous report that was completed in 2009, which focused on carbon emissions and climate change and was launched by leading CEOs at the UN Climate Change Conference 2009 in Copenhagen (COP15) in December 2009.

Following investigation of the UK government's 'cycle to work' scheme to promote the tax-free purchase of bicycles amongst employees, we have decided against participation. This is due to relatively weak demand, as well as financial restrictions.

Current business conditions have also precluded the planned development of a company-wide Environmental Management System. Progress will continue on this project once circumstances allow for it.

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement

- Implementation of the 'cycle to work' scheme, pending the normalisation of economic conditions and evidence of stronger demand

Viewpoints of employees

"We continue to put emphasis on minimising the environmental impact of our business. Although the contribution companies like Maplecroft can make is modest compared to heavier industries, it is still important – whether in terms of paper-use, energy consumption, business travel or otherwise."

Ed Cole, Chief Operating Officer

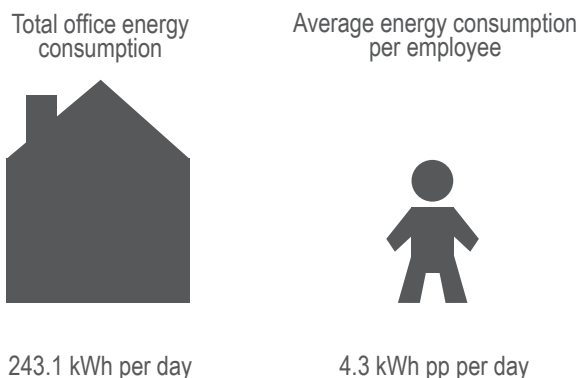## Measurable results or outcomes

Energy use[2]

Maplecroft is continuing to record its energy use in order to assess future improvements in consumption. Over the last year, our offices used an approximate average of 204.8 kWh per day of electricity and 38.3 kWh per day of gas. This compares to 118.8 kWh per day of electricity and 17.2 kWh per day of gas in the previous year, reflecting the ongoing expansion of the company workforce.

This makes for total office energy consumption of 243.1 kWh per day and average energy consumption per employee of 4.3 kWh per day. This compares to 136.4 kWh per day and 3.8 kWh respectively in the previous year. The increase in total consumption again reflects the ongoing expansion of our workforce.

The increase in average employee consumption appears to be due to three key issues. First, increased occupancy of the The Towers building – a Grade II listed building with relatively poor heat efficiency. The listing of the building means opportunities for the improvement of its efficiency (for example, double-glazing) are limited by conservation requirements. Second, the nature of The Towers, which was originally designed for domestic occupancy, means that a significant amount of additional free-standing lighting is required in order to ensure a healthy and productive office environment. Third, greater use is being made of 'dual-screen' computers to improve productivity.

Figure 2: Total energy consumption

Total office energy consumption

243.1 kWh per day

Average energy consumption per employee

4.3 kWh pp per day

Paper use

Maplecroft is continuing to record its paper use in order to assess future improvements in consumption. Over the last year, the company purchased 131,000 pages of paper. Of this, 100 percent was recycled paper. This compares to 95,500 pages used in the previous year, 100 percent of which were made from recycled paper.

This increased use of paper reflected the ongoing expansion of our workforce and business activity.

Figure 3: Total paper use

131,000 pages purchased over the last year

100 percent recycled

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[2] Please note that due to data gaps and fluctuations in employee numbers, energy figures are approximate only
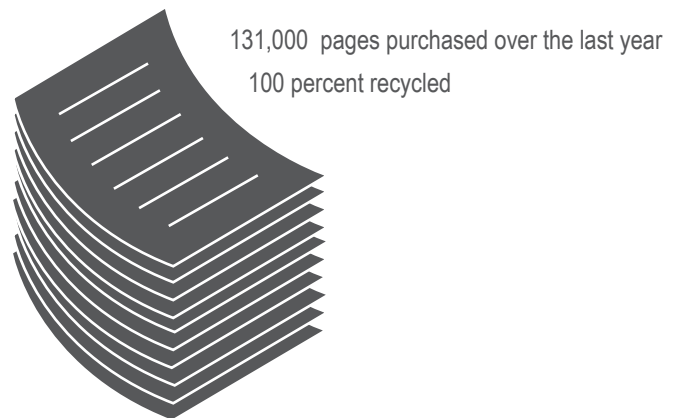
PRINCIPLE 9: Encourage environmentally-friendly technology

Our commitment or policy

See Principles 7&8.

A brief description of our processes and systems

Our role as an advisory business means we have the ability to influence the environmental performance of global organisations, by increasing their awareness, understanding and ability to manage environmental impacts. We aim to assist businesses in their move towards triple bottom line accounting and performance review/measurement to maximise value, profit and responsibility.

Maplecroft has developed a wide range of products and services that help improve our clients' environmental performance and contribution to development. A summary of these services can be found in the section entitled 'Maplecroft products and services', and under Principles 7&8 above.

Our actions over the last year

See Principles 7&8 above

Our targets for next year

See Principles 7&8 above

Viewpoints of employees

"Environmental performance is a key consideration when deciding on the purchase of new IT equipment. This, as well as ongoing improvements being made by a range of manufacturers, means that we should be able – over time – to deliver a steady improvement in our per capita energy use."

Dacre Trevor-Roper, Systems Administrator

Measurable results or outcomes

Not applicable

Jim Rutherford, Software Developer

PRINCIPLE 10: Work against corruption in all of its forms

Our commitment or policy

Maplecroft is committed to working transparently and is against corruption in all its forms, including extortion and bribery. No employee or associate will take or receive bribes of any form, or involve themselves in situations that may give rise to any potential conflicts of interest. Our commitment means that we will not only abide by all applicable laws in this respect, but will act in the spirit in which they were made.

Our commitment applies to our own operations, our field of influence and our work with our clients.

A brief description of our processes and systems

We put our commitment into practice by taking a transparent approach towards doing business, by opposing corruption in all its forms and by helping clients manage their own responsibilities in this respect. We do so using the following processes and systems:

In our own operations

- Transparency Policy (as part of our overarching Corporate Responsibility Policy)

In our products and services

In addition to our general products and services (see 'Maplecroft products and services' above), Maplecroft delivers the following relevant products:

- **Business Integrity and Corruption Index:** This examines the prevalence and persistence of corruption in the public and private sectors, as well as the efficacy of the efforts of governments to combat corruption

- **Corruption and Transparency Index:** This is based on the Corruption Perceptions Index (CPI 2009) compiled by Transparency International (TI), a leading NGO committed to combating corruption worldwide. The Corruption Perceptions Index (CPI) 2009 charts corruption in the public sector and politics as perceived by business people, academics and risk analysts

- **Governance Framework Index:** This assesses the risk of relative stability of institutions as well as the extent of corruption, due process and effectiveness of legal and regulatory mechanisms

- **Legal and Regulatory Environment Index:** This assesses the respect for the respect for the rule of law, the regulatory framework, corporate governance, incidence of corruption, respect for property rights and business partner and supply chain risk within a country. Deficiencies in each area highlight the risks to responsible businesses from non-adherence to international standards to complicity in human rights violations

- **Rule of Law Index:** This evaluates the risk relating to the ineffectiveness of legal and regulatory practices, and assesses judicial independence, judicial effectiveness, and the comprehensiveness, transparency and consistent application of business-relevant regulation in a country

- **Policy Bank:** This includes specific policies on anti-money laundering and the combat of terrorism financing, and bribery and corruption

- **Political Risk Briefings and Reports:** These cover business integrity and corruption, and includes analysis, stakeholder views and key events on a country-by-country basis

Our actions over the last year

- Continued to address the challenge of corruption through our Global Risks products, including country reports, the Global Risks Forecast publication and relevant indices

- Continued public provision of a free and online global corruption map based on the Transparency International Corruption Perceptions Index

- Active participation by Professor Warhurst in Board meetings of Transparency International (UK), as well as the provision of supporting materials from Maplecroft's Global Risks product range

Our targets for next year

- To continue the ongoing actions carried out last year and to build upon them through continuous improvement
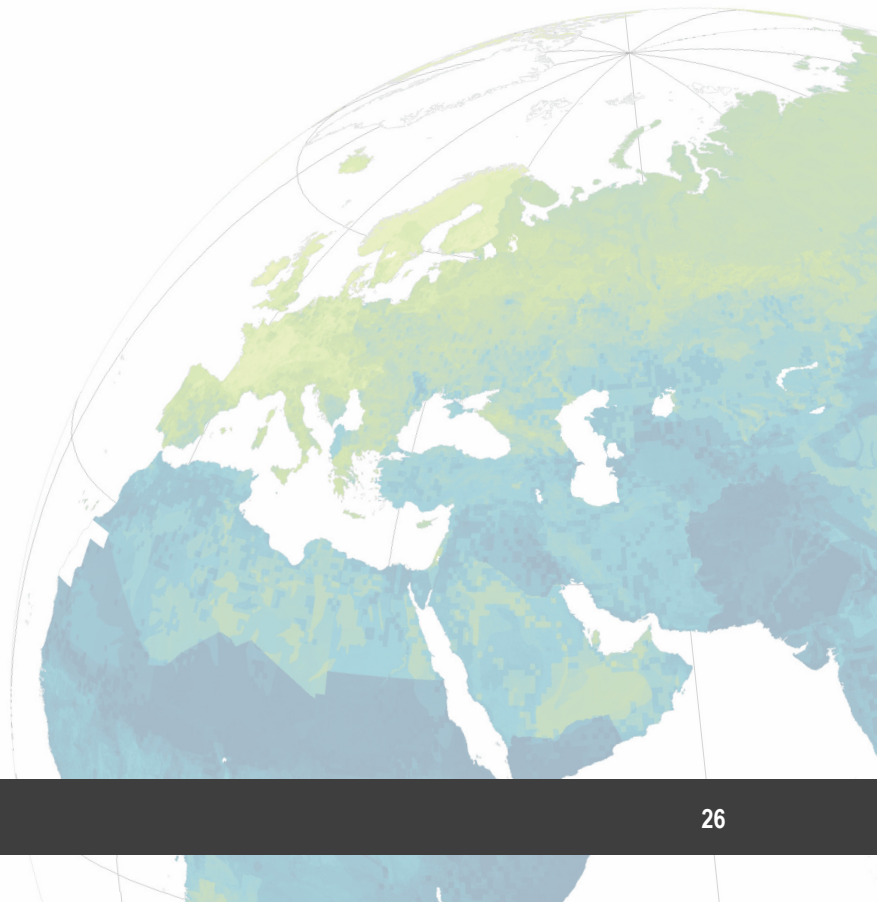
Viewpoints of employees

"Together with the US Foreign Corrupt Practices Act 1977, the UK Bribery Act 2010 means a number of multinationals have to pay greater attention to business ethics. This is particularly the case where operating in the more challenging business environments around the world. Working with our clients, we can help ensure they navigate these issues safely and responsibly."

Gus Macfarlane, Associate Director

Measurable results or outcomes

No formal complaints regarding company performance in this respect.

maplecroft