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Executive Summary

In 2017 the Responsible Business Alliance (RBA), formerly the Electronic Industry Citizenship Coalition (EICC), continued to advance sustainability globally by providing its members with innovative tools, programs and trainings to meet increased regulatory, market and civil society demands for greater due diligence and transparency. Issues management also became a more prominent component of the RBA in 2017 as companies faced growing expectations for action beyond audits. With members in many different tiers of global supply chains, the RBA is uniquely positioned to drive change where most other organizations cannot.

The rebranding of the EICC to the RBA in 2017 strengthened the organization as it leveraged best practices, cross-industry collaboration and the collective efforts of its diverse membership. Electronics are still the commonality among RBA members, yet because of the increasing prevalence of electronics in products across industries we welcomed a number of new members in 2017 that were outside the traditional definition of “electronics companies.”

The RBA launched the Responsible Labor Initiative (RLI) to further expand the tent to multiple industries with similar challenges and recruitment corridors as we sought to tackle the root causes of forced labor and ensure the rights of workers vulnerable to forced labor in global supply chains are consistently respected and promoted. We also developed a new effort called the Responsible Factory Initiative (RFI), which will debut in 2018. The RFI will focus on the journey of a factory by developing and implementing a unifying architecture for RBA factory-level tools and programs, providing incentives for customers and factories throughout the supply chains of our members.

Meanwhile our Responsible Minerals Initiative (RMI), formerly the Conflict-Free Sourcing Initiative (CFSI), expanded its influence, revised its standards, identified emerging risks, developed new tools for responsible sourcing, and brought its Responsible Minerals Assurance Process into closer alignment with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

The RBA tools that members use to identify and mitigate risk, and correct issues when they are found, continued to progress in 2017. Improving our Validated Audit Program (VAP) was a major focus, including changes in the roles and responsibilities of the Audit Program Manager, bringing some VAP functions in-house, creating a shadow audit program, and developing new services to better audit factories of different sizes in various stages of production. RBA Online, our online risk assessment and audit repository that supports the VAP process, launched a new platform, handled a record number of 786 audits and 3,700 self-assessment questionnaires in 2017, and now has more than 12,000 users from over 5,000 member and supplier companies.

The RBA Learning Academy, which provides more than 50 online training modules in multiple languages on a range of sustainability topics from CSR program management to methods to combat forced labor, continued to experience tremendous growth in usage. At the end of 2017, there were more than 39,000 user accounts and over 62,000 course completions, a 151 percent increase compared with completions at the end of 2016.

Of course, the cornerstone upon which all RBA initiatives, programs, tools and trainings are based is our Code of Conduct. The RBA Code is reviewed every three years and goes through an extensive revision process that includes consultation with members and stakeholders invited to submit proposals on potential changes. The RBA incorporated 19 member-approved changes into the Code, created and held trainings for auditors and members, and translated the updated Code into 24 languages and dialects. The RBA Code of Conduct 6.0 went into effect on Jan. 1, 2018.

The RBA carried the principles of its Code, vision and mission to more places and more audiences than ever before by hosting and participating in many high-profile events around the world. From Europe to Asia to Africa, the RBA seemed to be everywhere in 2017. It increased its engagement with government officials, intergovernmental organizations, NGOs and other stakeholders to help shape emerging policy, raise awareness of RBA initiatives and tools, highlight industry action on key issues, and promote greater harmonization across pending new requirements.

To learn more about the efforts outlined in this 2017 annual report, visit ResponsibleBusiness.org, follow @RBAllianceOrg and contact us at info@responsiblebusiness.org.
Rebranding The Organization

In 2016 the Electronic Industry Citizenship Coalition (EICC) expanded its definition of membership eligibility, allowing not only companies that manufacture or contract the manufacture of electronics, but also products in which electronics are essential to the primary functionality. The change recognized that electronics are increasingly common in products and these companies have similar supply chains and shared goals of responsible business practices. The new definition opened membership to auto, toy, aviation, and wearable technology companies, among others.

The EICC hired a nationally recognized branding firm to identify a potential new brand that represented the sophisticated organization it had become, conveyed its leadership on global supply chain CSR issues, and was flexible enough to carry the organization into the future as we engaged multiple industries, governments and other stakeholders around the world. Electronics would continue to be the commonality among members, but a new brand would strengthen the organization as it leveraged best practices, cross-industry collaboration and the collective efforts of its increasingly diverse membership.

As part of the process, the Board of Directors considered numerous options that would have altered the brand to varying degrees. The ultimate consensus was that the EICC was at an inflection point and now was the time for a full rebrand. Eventually the Board embraced a new name, “Responsible Business Alliance,” believing it supported the mission and vision of the organization while better reflecting a path to the future. The name also fit well with the multi-industry approach of existing EICC initiatives, such as the Conflict-Free Sourcing Initiative (CFSI), which became the Responsible Minerals Initiative (RMI).

Over many months, staff solicited input from members on the new brand and its launch date, and the Board approved the new logo in May of 2017. On October 17, at our Responsible Electronics 2017 conference, the EICC officially became the Responsible Business Alliance (RBA).

The new logos for the RBA and its initiatives include a mark resembling a compass, pointing toward true north, as the RBA will continue to guide companies on their corporate social responsibility paths.

NEW RBA LOGO

Responsible Business Alliance
Formerly the Electronic Industry Citizenship Coalition
Advancing Sustainability Globally

NEW RBA INITIATIVE LOGOS
The RBA Code of Conduct is a set of standards on social, environmental and ethical issues in global supply chains. It is one of the most important documents to the organization because it outlines the guiding principles of membership and serves as the foundation for our Validated Audit Program (VAP), tools, initiatives, trainings and other activities.

The RBA Code is reviewed every three years to ensure its relevance to international norms and issues members may face in their global supply chains. Code review processes are extensive, nearly a year in duration, and follow a robust consultation process with members and stakeholders.

In early 2017, RBA members and stakeholders, including non-governmental organizations, intergovernmental organizations, socially responsible investors and other organizations, were invited to submit proposals on potential Code changes. Over the course of several months, RBA staff worked with the Board of Directors and directly with submitters to align common ideas into unified submissions, consolidate similar proposals and address others that were not feasible for auditability, confidentiality or other reasons. The RBA also implemented an online collaboration tool that allowed members to review and comment on anonymized draft proposals before they were resubmitted in final form for an up-or-down vote by members.

Eighty-two percent of RBA members voted on proposed Code changes in 2017. Of the 38 proposals that members voted on, 19 passed. The RBA incorporated those changes into the Code, created and held in-person and online trainings for auditors and members, revised the VAP Operations Manual used by auditors and translated sections into several languages, and translated the updated Code itself into 24 languages and dialects. Version 6.0 of our Code of Conduct went into effect on Jan. 1, 2018 and is available on the RBA website.
According to the International Labour Organization (ILO), nearly 25 million people worldwide are working in situations of forced labor. Exploited through force, fraud, debt bondage or other coercion, workers in many industries and many regions throughout the world are vulnerable to the conditions that contribute to forced labor. Some migrant workers are subject to high recruitment fees, personal debt, complicated recruitment practices, a lack of transparency about their eventual working conditions, and inadequate legal protections in the countries in which they work.

The RBA has been at the forefront of combating forced labor through the application of advanced due diligence standards, tools and programs in the global supply chains of its members. However, we believe that in order to accelerate change, this due diligence must be harmonized across multiple industries that share recruitment supply chains to drive labor market transformation through collective action. To catalyze this, the RBA launched the Responsible Labor Initiative (RLI) in June 2017. The RLI is a multi-industry, multi-stakeholder initiative focused on ensuring that the rights of workers vulnerable to forced labor in global supply chains are consistently respected and promoted.

RLI solutions are based on leading RBA standards, programs and partnerships that are being extended to other industries through membership in the RLI and will work in conjunction with complementary solutions to better address these issues. Services and tools are provided to members to assist in establishing company-level due diligence programs, including:

- Sensing, Advocacy and Communications Services
- World-Class Standards and Compliance Checklists
- Supply Chain Risk Assessments
- Self-Assessments and Audits for Factories and Labor Agents
- Factory Capacity Building, Supported by a Third-Party Helpline
- Labor Agency Development and an “On-Ramp” to Certification Systems
- Recruitment Corridor Data and Research

Since launch, the RLI has grown to include representatives from multiple industries, including electronics, automotive, toys, apparel, consumer goods, and retail. In addition, a multi-stakeholder governance structure was established, including a cross-sector steering committee and an advisory board made up of representatives from across our stakeholder community.
To address the root causes of forced labor in global supply chains, the RLI implements solutions at every stage of the worker’s journey through recruitment, employment and post-employment. Workers vulnerable to forced labor are placed at employment sites through a complicated network of labor agents and recruiters, often traveling across international boundaries as foreign migrant workers. To ensure ethical recruitment standards are followed throughout the worker’s recruitment journey, the RLI developed a maturity model for labor agents.

This three-step system is a development path for labor providers, which provides training, self-assessment tools, auditing and an “on-ramp” to third-party certification systems. Through this system, labor agents have the opportunity to demonstrate their alignment with the RBA’s forced labor standards while suppliers and customers gain visibility into ethical labor brokers in their supply chain.

Since 2016, the RLI and its certified training partner have trained more than 85 labor providers in Malaysia, Indonesia and Nepal to prepare them for this maturity model. At the end of 2017, 10 labor agents (5 in Malaysia, 5 in Nepal) were participating in a pilot of the Level 1 stage of the maturity model. In 2018-2019, the RLI intends to implement the system to include many more participants across multiple sending and receiving countries.

### RRP THREE-STEP MATURITY DEVELOPMENT SYSTEM FOR LABOR AGENTS

**LEVEL 1: DEVELOPING**
- Labor agency training
- Declaration of Level 1 Commitment
- Verified self assessment (SAQ)
- Level 1 corrective action plan (CAP) submission
- Level 1 CAP implementation completion

**LEVEL 2: RECOGNIZED**
- All level 1 conditions (Pass Level 1)
- Declaration of Level 2 Commitment
- On-site Supplemental VAP on forced labor, inclusive of Level 2 requirements
- Helpline socialization
- Completed corrective action plan, including follow-up audit

**LEVEL 3: VERIFIED**
- All level 2 conditions (Pass Level 2)
- Certified by approved third party certification partner (e.g. The Fair Hiring Initiative, IRIS)
- Actively participating in certification requirements on an on-going basis

RESPONSIBLE BUSINESS ALLIANCE 2017 ANNUAL REPORT
countries by leveraging its new Responsible Workplace and Responsible Recruitment Programs.

Recognizing the need to prevent forced labor conditions during employment as well, the RLI has also implemented capacity building programs within workplaces in our members supply chains. In 2017, the RLI concluded the Workplace of Choice pilot program, co-funded through a grant from Humanity United. This program uses worker surveys and training, worker-management communication systems, and a third-party worker helpline to amplify the voice of workers in operating responsible facilities. The results of the program were very positive. Workers from participating factories were surveyed before and after the program, providing insight into how the implementation of the program reduced key conditions that contributed to forced labor, such as the charging of recruitment fees and withholding of passports. The RBA will drive further progress on these issues through the Responsible Workplace and Recruitment Programs highlighted below.

2018-2019 PROGRAMS

Through a generous grant from the Walmart Foundation, these programs will be scaled in 2018 and 2019 through the newly formed Responsible Workplace Program (RWP) and Responsible Recruitment Program (RRP), run through the RBA Foundation. The RWP will build on the success of the Workplace of Choice program by improving worker engagement and their access to the third-party helpline through mobile surveying technology. The RRP will formalize the labor agency maturity model mentioned earlier and work to dramatically increase participation within sourcing regions at the most risk for forced labor.

Visit ResponsibleLabor.org for more information on the RLI.

Visit RBAFoundation.org for more information on the RWP and RRP programs.

WORKPLACE OF CHOICE (NOW THE RWP) PILOT RESULTS

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<th>Top Performing Factory</th>
<th>Factory Average</th>
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<tr>
<td>RECRUITMENT FEES</td>
<td>76%</td>
<td>30%</td>
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<tr>
<td>% decrease in workers who paid a fee for their current job</td>
<td></td>
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<tr>
<td>PASSPORT RETENTION</td>
<td>85%</td>
<td>47%</td>
</tr>
<tr>
<td>% increase in workers who keep their own passports</td>
<td></td>
<td></td>
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<tr>
<td>FREEDOM OF MOVEMENT</td>
<td>79%</td>
<td>27%</td>
</tr>
<tr>
<td>% increase in workers who understand they can leave their job without penalty</td>
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RMI MEMBERSHIP

The growing diversity of the RMI’s membership base has allowed the initiative to more effectively address supply chain due diligence challenges and emerging risks. RMI membership continued on a positive trend in 2017, reaching a total of 363 companies and organizations representing a broad range of industries worldwide. New 2017 members include strong representation from the electronics, automotive and mining sectors. The RMI also welcomed two new vendor members in 2017, increasing the visibility and impact of the RMI’s tools and resources.

PROGRAM INDICATORS

At the end of 2017, 267 out of 324 known tin, tantalum, tungsten and gold (3TG) smelters and refiners were participating in the RMI’s Responsible Minerals Assurance Process (RMAP), formerly the CFSI’s Conflict-Free Smelter Program (CFSP), or a cross-recognized program. Twenty-two smelters and refiners became active and 23 smelters and refiners became conformant for the first time in 2017. Of the 100 audits that were conducted by the RMAP in 2017, 22 resulted in Corrective Action Plans. The top three findings were: (1) conflict minerals policy is not embedded in smelter operating procedures, (2) the conflict minerals policy is not communicated to suppliers, and (3) relevant personnel are not trained on the smelter’s conflict minerals policy.
A contributing factor to the increase in participating refiners included a new partnership between the RMI and the Korean Urban Mining Association (KUMA), which launched in February of 2017. Other incentives included: free technical assistance, including one-on-one assistance from RMAP members, and consultants; the initial audit fund, a donation-based fund run out of the RBA Foundation, which covers the cost of initial audits; and initial discussions on an enhanced financial assistance policy for participating smelters and refiners.

Additionally, the RMI dispositioned over 650 alleged smelters and refiners to determine their operational and eligibility status. Of the 650 companies assessed, 15 were determined to be eligible for RMAP.

**REVISED STANDARDS**

After nearly two years of intensive stakeholder consultation and review, the RMAP launched the revised audit standards for 3TG. The revised standards bring the RMAP into alignment with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance). Major features of the revisions include: an extension of due diligence requirements to conflict-affected and high-risk areas globally, not limited to the Democratic Republic of Congo and adjoining countries; risk management requirements for the OECD Guidance’s Annex II risks; more complete smelter/refiner reporting requirements; and reframing to an ISO management systems approach.

To meet Step 5 of the OECD Guidance, the audit also requires each smelter/refiner to publish their own report on their due diligence activities as well as a summary audit report, all of which are available on the RMI’s public conformant list. The standards come into effect on June 1, 2018 and some “early-adopter” 3TG smelters have opted to undergo audits against the revised standards before the required implementation date.

To complement the revisions, the RMI launched a comprehensive training program for auditees and auditors, including webinars, in-person training, interactive modules on the eLearning Academy, and one-on-one technical assistance. Trainings are scheduled to continue throughout 2018.
EMERGING RISKS AND FUTURE TRENDS

The RMI continued to work toward a common understanding and the mitigation of the salient social and environmental impacts of extraction and processing of raw materials in supply chains. With its sensing and prioritization workgroup, the RMI developed a sensing process to inform the prioritization of and engagement on raw materials.

In partnership with Drive Sustainability and The Dragonfly Initiative, the RMI conducted a research project assessing materiality, saliency and ability to influence for 45 raw materials commonly used in automotive and electronic products, with a view to identify opportunities for collective as well as company engagement on emerging risk areas. The results of this research, including a risk matrix for the 45 materials and detailed material risk profiles for 17 shortlisted materials, will be published in 2018.

In August 2017 the RMI launched the online Risk Readiness Assessment (RRA) platform. The RRA includes a self-assessment tool for companies along the value chain to assess and communicate their risk management practices across 31 issue areas for 15 minerals and metals. The RRA has a broad scope, making it a helpful tool for companies that wish to collect a wide range of sustainability performance data quickly and through a single avenue. It promotes a common understanding of best practices and a means to consistently assess risks across supply chain tiers and commodities. The RRA platform is freely available to all RMI members, with access to complete, share, download and benchmark results for all upstream companies (smelter/refiner and mining). Today, more than 640 companies are participating in the platform and over 200 have shared completed risk assessments with their supply chain partners.

In early 2017, the RMI identified two focus areas for emerging risks: the issue of child labor in artisanal mining of cobalt in the Democratic Republic of Congo, and environmental issues related to tin mining in Indonesia. To address those issues, the RMI took the following actions:

On cobalt, the RMI worked to establish the enabling conditions for companies to exercise due diligence over cobalt supply chains in accordance with the OECD Due Diligence Guidance. To this end, the RMI engaged key stakeholders to build a pilot cobalt refiner assessment program. The RMI further consulted with industry experts to develop a definition for cobalt refiners and initiated outreach to more than 20 alleged cobalt refiners. The RMI also developed a cobalt reporting template to be used as a common surveying tool for cobalt supply chains and provided guidance to member companies on how to address inquiries for the responsible sourcing of cobalt.

The RMI took on a convening role for Phase II (2017-2019) of the Tin Working Group (TWG), a voluntary, collaborative initiative that aims to make meaningful change in the Indonesian tin sector. The RMI secured grant funding from the European Partnership for Responsible Minerals (EPRM).
to support TWG activities, including the implementation of two pilot projects in Indonesia on sustainable land reclamation and occupational health and safety capacity-building. The RMI’s activities in 2017 focused on the establishment of the TWG Local Advisory Committee and the identification of local tin producers interested in the implementation of the pilot projects.

In addition to the focus areas on cobalt and tin, the RMI launched a sensing team to gain more insight on mica supply chains. The mica sensing team conducted research into the use and application of mica in the electronics and automotive sectors to further inform discussions and reporting efforts on mica supply chains.

SUPPORT TO UPSTREAM DUE DILIGENCE

The RMI actively supports upstream efforts by facilitating member engagement in upstream activities and encouraging due diligence by upstream actors. In 2017, the RMI renewed its commitment to support efforts that strengthen upstream systems through renewed membership, advising, and leadership contributions to the Public-Private Alliance for Responsible Minerals Trade (PPA) and the European Partnership for Responsible Minerals (EPRM). The RMI also supported upstream oversight and advising processes by participating on the advisory committees of both iTSCi and the Better Sourcing Program (BSP).

To demonstrate an understanding of the social and economic impacts of the RMI and linkages with other existing internationally recognized standards, the RMI is an active participant in a number of upstream-focused initiatives and standards. As the international industry representative on the International Conference on the Great Lakes Region (ICGLR) Audit Committee, the RMI assisted with developing a process for reviewing and updating the Regional Certification Mechanism (RCM). The RMI also joined the CAPAZ project Advisory Group and Standard Committee for development of the Code of Risk mitigation for ASM engaging in Formal Trade (CRAFT) to provide technical and strategic support in furtherance of a due diligence standard and process for artisanal and small-scale gold production.

The RMI continues to support upstream due diligence in the Great Lakes Region. Building on experience reviewing 2016 iTSCi incidents, the RMI worked with BSP to review 110 incidents within BSP’s reporting framework for exported materials in 2017, prioritizing major and moderate incidents. The RMI also reviewed and provided feedback to BSP’s risk management program, including risk management methodology, incident intake system
and risk management process (incident collection and review), and incident database and dashboards. Based on the review, the RMI recommended BSP add a separate section on outcomes in its incident tracking tool that would include follow-up and updates on actions planned/taken by BSP and on the recommended actions to the stakeholders. The RMI also continued to review iTSCi monthly incident reports and alerts on an ongoing basis, and to verify through the audit process that smelters engaging in either the iTSCi or BSP programs had a process to assess and remediate issues flagged in the incident reports. To further assess specific incident trends reviewed for both iTSCi and BSP, the RMI made plans to conduct an in-region visit in early 2018.

CONTINUAL IMPROVEMENT

The RMI manages a Grievance Mechanism with a standardized incident receipt and response process, and published data summaries for 2016 and 2017 to RMI members in April and November of 2017. In 2017, the RMI logged 10 grievances as part of this process. The grievances included complaints against smelters/refiners, upstream programs, and mining operations, with risks ranging from OECD Annex II risks, to Dodd-Frank Act conflict risk, to various legal risks. The RMI worked with the parties in question to verify and mitigate issues raised in accordance with the Grievance Mechanism, including reviewing corrective actions, facilitating stakeholder engagement, conducting legal reviews, addressing the issues through the RMAP audit process, encouraging respondents to issue public statements, and/or referring to partner mechanisms for resolution where appropriate. The RMI continues to track and review grievances, and is actively engaging relevant parties to seek resolutions to issues raised.

To optimize the current grievance mechanism and facilitate cross-industry collaboration on grievance resolution, in 2017 the RMI started developing an online platform to screen and address grievances linked to smelters and refiners present in global supply chains. This platform would build on the existing RMI grievance mechanism and on corresponding complaints and grievance structures of cross-recognized audit programs. The purpose of this platform is to create a connected and efficient system that benefits a wide range of stakeholders interested in transparent and credible assessment and resolution of grievances. The platform will provide a record and communication channel for identification, follow-up, and resolution of grievances. The platform will be designed to complement audits as a supplemental “red flag review” in accordance with Step 2 and Step 3 of the OECD Due Diligence Guidance. A multi-stakeholder informal advisory group was formed to help inform platform development.
Environmental Sustainability

The RBA and its members recognize that operating responsible supply chains requires addressing local and global environmental problems. Responsible environmental management protects workers and communities, reduces facility risks caused by environmental damage, and achieves greater performance through realized efficiencies. With a membership uniquely comprised of all tiers of global supply chains, the RBA is well-positioned to drive environmentally sustainable progress.

To facilitate responsible environmental practices, the RBA, with members in its Environmental Sustainability Workgroup (ESWG), convened discussions in 2017 around supply chain sustainability issues and provided resources for better measurement and management of environmental metrics.

WATER
Water availability and quality increasingly impact manufacturers and local communities. A water management provision, authored by the ESWG, was included in the recently updated RBA Code of Conduct, outlining program elements for water use and discharge measurement and management, as well as identification of water sources. The elevation of water management into its own Code of Conduct provision reflects the prominence of water as a sustainability issue for RBA members.

SUPPLIER MATURITY
In any industry, manufacturers and suppliers’ environmental programs vary in their sophistication and ability to meet sustainable objectives. Environmental programs fall along a spectrum of low maturity, where basic programs focus on meeting regulations and reacting to new sustainability initiatives, to high maturity, with advanced systems for measuring and reporting performance beyond expected standards. The “one-size-fits-all” resources provided to suppliers can be too advanced or inadequate, depending where a supplier falls along the maturity spectrum.

In 2017, the RBA’s ESWG began development of the Supplier Environmental Maturity Framework to determine an environmental program’s maturity based on its systems and governance, resiliency to disruption, and adaptive capacity. By identifying these capabilities, the RBA can provide more tailored pathways for suppliers to grow into increasing demands for sustainable supply chains. The Supplier Environmental Maturity Framework will be piloted and refined through 2018 and then made available for members’ use.

CARBON
Carbon continues to be an important component of our members’ sustainability and CSR efforts. As governments organize to address the issue, global companies have dedicated themselves toward measuring and managing deeper into their own operations and supply chains. The RBA continues to provide support for members that want to operate on the new frontier of carbon management, like Science-Based Targets, Scope 3 and indirect supplier emissions measurement, and new energy management and renewable energy systems.

E-WASTE
E-Waste, which includes a wide definition of discarded electronic products, has become a more prominent issue among RBA members and stakeholders. Members see opportunities in recovering and reusing materials wherever possible. Reincorporating used electronic materials not only solves some material disposal issues, but potentially reduces the environmental impacts of using new material in the manufacturing process. The RBA expanded discussions in 2017 with its members, other industries and stakeholders on strategies, tools and best practices related to e-waste.
Chemical Management

Protecting workers and communities from exposure to hazardous chemicals has been a core component of the RBA Code of Conduct and Validated Audit Program since its inception. Founded several years ago, the RBA Chemical Management Workgroup identifies pressing issues and searches for resources and solutions that can be propagated throughout global supply chains. As regulations, materials, manufacturing processes, and supply chains become increasingly more complex, the RBA has expanded its role of embodying core elements of chemical management systems.

STAKEHOLDER ENGAGEMENT

Proper chemical management requires participation and input from all parties involved, including program managers, factory workers, brands and regulators. The RBA works with stakeholders and representatives from numerous partners to bring multiple perspectives to chemical management solutions. In 2017, the RBA incorporated stakeholder feedback into programming for its Chemical Management Workgroup and the RBA’s annual conference, which featured open discussions on supplier transparency and material disclosures. By engaging stakeholders, we can improve our protocols and member resources to prioritize issues that are of greatest concern to the people directly impacted.

CEPN

The RBA has continued in its involvement with the Clean Electronics Production Network (CEPN), hosted by Green America’s Center for Sustainable Development. The CEPN gathers stakeholders from the academic, government, NGO, and business communities, including several RBA member companies, to work toward the shared goal of reducing worker exposure to hazardous chemicals in electronics manufacturing processes. The CEPN provides the RBA with a forum to collaborate toward improved worker protection and the technical expertise and opportunity to rapidly develop and prototype solutions. Several solutions were piloted this year with some initial success. As those tools and resources are further tested and refined, the RBA will incorporate them into its programming to help them scale across global supply chains.

STRENGTHENING THE CODE

During the 2017 Code of Conduct revision process, the Chemical Management Workgroup functioned as a forum for member and stakeholder input on how to strengthen or clarify programmatic elements of effective chemical management systems. The newly updated Code of Conduct now includes the chemical management hierarchy of control, a management system that prioritizes the elimination and substitution of hazardous substances over measures of exposure control.
Public Procurement

Public authorities in jurisdictions around the world, most notably in European Union countries and the United States, continue to tie their procurement criteria to social performance. For several years, the RBA has engaged with public procurement entities, buyers, civil society organizations or non-governmental organizations (NGOs) and other stakeholders to understand and influence these requirements on behalf of our members. Our primary goals in these engagements include living into our mission of shared value through worker protection in supply chains while harmonizing external requirements and encouraging adoption of RBA standards and tools.

In 2017 we continued these efforts with a number of successes, such as the acceptance of the Validated Audit Program (VAP) in multiple eco-label standards used in public and private procurement, including TCO and several standards implemented through the EPEAT system. In addition, we continue to engage NGOs influencing public procurement in the EU to establish new models of working toward common goals.

Indirect Spend

The RBA Supplier Engagement Model is a process framework detailing five steps to move a supplier from assessment to leadership in relation to the RBA Code of Conduct. The model proposes that suppliers must undergo distinct stages of introduction, self-assessment, demonstrated compliance, corrective action and sustainable performance in all areas covered by the Code. These steps are the same for suppliers of all kinds, whether related to direct material or indirect goods and services.

In 2017 the Indirect Spend Task Force reviewed and refined the Indirect Self-Assessment Questionnaires (SAQs). The SAQs, which targeted Contract Labor, Call Centers, Promotional Products and Facilities Management, were migrated from four different offline question sets to four SAQs based upon a single master list of questions. In late 2017 the questions were aligned with the changes made to the Direct Material SAQs, bringing them in line with the updates to version 6.0 of the RBA Code of Conduct. Scoring was also developed for the Indirect SAQs and implementation into RBA Online began in Q4 2017. A Pilot Project is planned to test the core approach and scoring in the first half of 2018.
Responsible Factory Initiative

The RBA has been developing tools and programs to measure and improve workplace CSR performance for over 10 years. Many facilities are new or still developing to meet the RBA Code while others have gone beyond high audit scores to reach a level of performance that often goes unrecognized. In order to leverage the assets we’ve developed to support, recognize and incentivize all levels of maturity, in 2017 the RBA developed a launch plan for a new effort called the Responsible Factory Initiative (RFI).

The RFI initiative will focus on the journey of a factory by developing and implementing a unifying architecture for RBA factory-level tools and programs, providing incentives for customers and factories throughout the supply chains of our members. Regardless of where a factory is in the journey, the RBA will offer assistance and support.

The architecture builds on existing tools and programs currently available to members, including a supply chain risk assessment tool, facility-level Self-Assessment Questionnaire (SAQ) and audit through the Validated Audit Program (VAP), VAP Recognition Program, and Factory Lead Certification. The Factory Engagement Model and Factory of Choice award program will be added in 2018 upon the launch of the RFI.

THE JOURNEY OF A FACTORY

**UNKNOWN**
- No SAQ/Audit Conducted
- Low volume
- New/Acquired
- Sub-tier

**FACTORY ENGAGEMENT PROGRAM (OPTIONAL)**
- RBA Risk-Assessment, SAQ or VAP or equivalent shows factory has a gap to RBA Code

**FACTORY OF CHOICE PROGRAM**
- Completed VAP score shows factory is demonstrating excellence and is ready to go beyond the audit

**VAP PROCESS**
- RBA Risk-Assessment SAQ and VAP shows factory is prepared to meet RBA Code
The RFI reflects the journey every factory takes when committing to the RBA Code of Conduct. There are suppliers struggling to meet the demands of the Code and others who are exceeding expectations. This initiative provides a path for members to map their supply chain based on performance to the RBA Code and align efforts to reach the ambitions of each factory. Suppliers that are challenged to meet the RBA Code are offered tools and trainings while those demonstrating leadership are offered recognition. No matter where a factory is in the journey, the RBA has a program to help improve performance and recognize achievements.

THE FACTORY ENGAGEMENT MODEL

The RBA recognizes that each factory is at a different level of maturity with regard to CSR. When a factory is new to the RBA Code of Conduct they are often not prepared for the comprehensive nature of the VAP and need a way to review their current performance to the Code and set their CSR aspirations. For suppliers that are in this category, the RBA has created the Factory Engagement Model. Through this program the supplier works with both the member and the RBA staff to assist them in the use of the RBA tools and resources. This program will prepare a factory for the VAP Audit by providing assistance, prioritization and oversight throughout the entire process. More information on this program will be released in 2018.

THE FACTORY OF CHOICE

The Factory of Choice award program is one element inside the RFI, designed to recognize and incentivize factories that exceed expectations and have gone beyond the audit. The Factory of Choice designation will be awarded to those that fully commit to the RBA Code of Conduct and demonstrate leadership. To enter the program factories will need to complete an evidence-based application that is reviewed by RBA staff to ensure the program criteria are met.

Participation in the program provides factories the opportunity to:

- Reduce audit fatigue
- Reduce costs of CSR investments
- Demonstrate progressive commitment to sustainability
- Participate in relevant capability building programs as needed
- Gain recognition for sustainability efforts

The Factory of Choice One-Star award program will be launched in spring 2018.
The RBA is increasingly recognized by governments and intergovernmental organizations as a leader for industry-led implementation of due diligence solutions across global supply chains. In 2017 the RBA actively engaged officials worldwide to help shape emerging policy, raise awareness of RBA initiatives and tools, highlight industry action on key issues, promote greater harmonization across pending new requirements, and create effective and lasting relationships – including public-private partnerships. Highlights of 2017 included:

- Engaged U.S. government and congressional leaders to articulate views on the potential repeal of Dodd-Frank Section 1502, supporting the responsible sourcing of tin, tantalum, tungsten and gold while exploring innovative ways to delink conflict and human rights abuses from mineral supply chains in the Great Lakes Region.

- Served on the multi-stakeholder OECD Advisory Group on Due Diligence Guidance for Responsible Business Conduct, sharing practical and real-world experience integrating due diligence in supply chains.

- Testified before the Tom Lantos Human Rights Commission at the U.S. House of Representatives on Multi-Sector Partnerships to Combat Human Trafficking.

- Played a significant role at the 2017 United Nations Forum for Business and Human Rights, participating in several high-profile sessions on addressing modern slavery, operational-level grievance mechanisms, and child labor in cobalt supply chains.


- Monitored and provided input on a growing number of global regulatory developments, including the French Due Diligence law, the pending Dutch Child Labour law and potential Australian Modern Slavery Act.

- Raised awareness of potential implications of the Countering America’s Adversaries Through Sanctions Act (specifically related to North Korean workers) and began exploring due diligence tools for members.
Stakeholder Engagement

Continuous dialogue is critical to ensuring RBA tools and programs are meeting the needs and expectations of stakeholders. In 2017 the RBA expanded its engagement with stakeholders to gather greater input and open more direct lines of communication for critical feedback. Key efforts included:

- A stakeholder roundtable with the RBA Board of Directors in Brussels featuring sessions with socially responsible investors, civil society organizations and public procurement officials.
- Increased stakeholder input into the 2017 Code of Conduct revision process.
- Launch of the Responsible Labor Initiative’s Stakeholder Advisory Group.
- Engagement with Know the Chain (KTC) on its 2018 ICT Benchmark study, including credit to companies for participation in the RBA.
- Ongoing work on chemicals management via the Clean Electronics Production Network (CEPN).
- Discussions with public purchasers to encourage the use of RBA tools for procurement purposes.
Leadership Circle

Nearly 40 representatives from multiple industries participated in the RBA Leadership Circle on May 23 and 24 at the MGM hotel in National Harbor, Maryland. This year’s Leadership Circle focused on the UN Sustainable Development Goals (SDGs).

Facilitated by Caroline Rees, president of Shift, the event started with a plenary discussion on the SDGs and their importance and relevance to companies. Panelists from Microsoft, Qualcomm, Marriott, Atea and HP presented case histories on driving the SDGs at the company level. Later, representatives from the UN Global Compact and the World Economic Forum talked about SDGs at the organizational level. During subsequent breakout sessions, participants were asked to prioritize the SDGs through the lens of how industry can advance positive impacts while reducing negative ones.

RBA staff presented the outputs of the Leadership Circle and an action plan to members during the Responsible Electronics annual conference in October 2017.
This year’s Responsible Electronics annual conference was the largest to date, with more than 400 attendees from around the world representing numerous industries, nearly 50 Code of Conduct training participants, and 16 exhibitors.

On October 16, RBA members were provided with detailed updates on the organization, its programs, tools and initiatives that are advancing sustainability globally. One of the many highlights of the members meeting day was the event comprised of work group and initiative roundtables, where members rotated among multiple topics of interest in three 20-minute sessions.

The moment the EICC officially became the Responsible Business Alliance on October 17 was marked by a Founders Award ceremony that honored the past while celebrating the future. Founding member companies – Celestica, Cisco, Dell, Flex, HP Inc., IBM, Intel, Jabil, Microsoft, Sanmina, and Sony – were presented with plaques commemorating their outstanding contributions to the EICC and a video of members sharing their thoughts on the rebrand debuted.

Afterward, Carolyn Duran of Intel received a special award of appreciation for her leadership as RBA Board Chair. Carolyn then introduced Responsible Electronics 2017 keynote speaker Julia Ormond, the UN’s former first Goodwill Ambassador against Trafficking and Slavery, and the founder and president of the Alliance to Stop Slavery and End Trafficking (ASSET).

Throughout the week attendees heard from and asked questions of expert panelists from civil society, industry, intergovernmental and governmental organizations on topics ranging from responsible labor sourcing to trends in supply chain governance to CSR reporting to due diligence and risk assessments to chemical management.

Coffee breaks each day and a welcome reception on Tuesday evening in the exhibitor hall provided additional opportunities for conference attendees to network with their peers and conduct business.

At the end of the week, nearly 50 participants joined the two-day Code of Conduct training, which covered RBA Code requirements and how best to implement them across organizations.
This year’s Responsible Electronics annual conference was the largest to date, with more than 400 attendees from around the world representing numerous industries, nearly 50 Code of Conduct training participants, and 16 exhibitors.
Meetings And Events Worldwide

To champion the principles in the RBA Code of Conduct and increase global awareness, reach and influence of the organization, its initiatives, capabilities, tools and other resources, the RBA hosted and participated in meetings and events around the world. Just a few are highlighted here, but in 2017 the RBA carried its vision and mission to more places and more audiences than ever before. From our outreach meeting in Brussels to the UN Forum in Geneva to an OSCE event in Moscow to an industry CSR summit in Beijing, to other high-profile meetings and events in China, Malaysia, Korea, and the DRC; the RBA was clearly visible on the world stage.

In 2017 the RBA carried its vision and mission to more places and more audiences than ever before.

UNITED NATIONS FORUM IN GENEVA, SWITZERLAND

At the UN Forum for Business and Human Rights in Geneva, Switzerland, November 27-29, RBA’s Executive Director made remarks to government and civil society leaders during the “Addressing Modern Slavery” session, organized by the UN Working Group on Business and Human Rights. RBA staff also participated in sessions on operational-level grievance mechanisms and child labor in cobalt supply chains. During an RBA reception attended by more than 100 high-level representatives from UN agencies, government, business and civil society, RBA and members detailed how RBA tools and programs are helping to integrate due diligence and improve working conditions in global supply chains.
RBA OUTREACH MEETING IN BRUSSELS, BELGIUM

The RBA, in partnership with CSR Europe, held an outreach meeting on January 26 in Brussels, Belgium. The meeting was attended by more than 170 participants and focused on responsible minerals sourcing, forced labor, public procurement and the EU’s conflict minerals regulation. The day before, the RBA Board of Directors held interactive workshops with about 20 stakeholders, including NGOs, socially responsible investors, and public purchasers, to discuss key RBA programs and tools as well as the Code of Conduct update process.

OSCE CONFERENCE IN MOSCOW, RUSSIA

The RBA participated in the “Public-Private Partnership in the Fight Against Human Trafficking” conference, July 20-21 in Moscow, Russia. Sponsored by the Organization for Security and Co-operation in Europe (OSCE) and the Russian Ministry of Foreign Affairs, this conference was well attended by officials from European governments involved in combating trafficked and forced labor. The RBA promoted regulatory and public procurement rule harmonization and consistency with industry standards and programs as a productive and effective method for addressing these issues in international supply chains.

INDUSTRY CSR SUMMIT IN BEIJING, CHINA

While in Beijing, China in mid-September for a meeting with China-based organizations on opportunities for collaboration – including capacity building and standards and tools development – related to responsible sourcing assurance frameworks there, the RBA also spoke at the 5th China Electronics and Information Technology Industry Annual CSR Summit, organized by the China Electronics Standardization Association (CESA), and provided attendees with an overview of the RBA, its programs, initiatives and tools.
Training And Capability-Building

IN-PERSON TRAININGS

The RBA held seven training sessions on its Code of Conduct and Validated Audit Program in 2017. These courses took place in Guadalajara, Mexico; Mumbai, India; Penang, Malaysia; Sao Paulo, Brazil; and Shanghai and Shenzhen (twice), China. Nearly 260 participants learned about Code requirements and how to implement them across their organizations, as well as how to prepare to undergo VAP audits. The courses were often fully booked. Due to increasing demand, the RBA is adding more of these courses in 2018.
RBA LEARNING ACADEMY

The RBA Learning Academy continues to see tremendous growth in usage and increase in user functionality. At the end of 2017, there were more than 39,000 user accounts and over 62,000 course completions. From 2016 to 2017:

- Course completions increased 151%
- User accounts increased 111%
- Number of teams, including sub-teams, increased 86%
- Monthly active users increased 107%

Feedback on courses and the Academy itself was collected in the platform and RBA staff shared the following information with members at the annual member meeting:

- 95% of learners think the Academy is easy to use
- 86% of learners rated the courses as “Excellent” or “Good”
- 60% of learners selected eLearning as their preferred training method

In addition, learners gave courses high marks for relevancy, usefulness, pace, and other characteristics.

The Learning Academy interface was updated in 2017 to make it more engaging and intuitive. A Topics Menu was added to enable users to easily filter content in the Course Library and, in the fall, the interface was refreshed to reflect the RBA's new brand. Also in 2017, additional customization options were rolled out, enabling members to create their own customized portal with their own logo.

The RBA Factory Lead Certification Program was launched and a number of members and nonmembers completed the certification. Completing the 30 online courses in the certificate program enables a participant to become certified as an “RBA expert,” with courses on the RBA Code of Conduct, Audit Preparation, Corrective Action Planning and many other topics.

In 2018 we will be focused on updating the RBA modules to reflect the new brand and updated Code, and will enhance the animation style of these updated modules.

For a full list of resources available, visit the Learning Academy Course Descriptions on our website.

TOP 10 COURSES IN THE LEARNING ACADEMY

- RBA COURSE 2: Industry Standards
- RBA COURSE 1: Understanding Supply Chain Responsibility
- RBA COURSE 4: Responsible Supply Chain Management (For Factory Management)
- HEALTH & SAFETY 2: FIRE SAFETY
- HEALTH & SAFETY 1: Effective Health & Safety Systems
- RECRUITMENT 4: Working with Students and Young Workers
- WORKER ENGAGEMENT 1: Communicating and Consulting with Workers
- RECRUITMENT 3: Working with Labor Brokers
- ASSESSMENTS AND REMEDIATION 3: Corrective Action Plans
- SUPPLY CHAIN MANAGEMENT 2: Developing a Code of Conduct

At the end of 2017, there were 62,000 course completions in the RBA Learning Academy, a 151 percent increase compared with completions at the end of 2016.
Validated Audit Program Improvements

Validated Audit Program (VAP) Improvements

Improving the Validated Audit Program (VAP) was a major focus in 2017 and will continue to be a top priority in 2018 as it is a core component of the Responsible Business Alliance. The following are some of the improvements completed in 2017.

VAP OPERATIONS MANUAL UPDATES

Following the update to the RBA Code of Conduct in 2017, the supporting VAP Operations Manual, which provides guidance to auditors and auditees, was also revised. The Operations Manual revision project was four months in duration and was conducted by RBA staff and a consulting firm.

Updates to the VAP Operations Manual included:

- Changes in roles and responsibilities within the APM/AQM process.
- Revised workflow related to changes in RBA Online.
- Amendments to the Code Interpretation Guidance to reflect updates in Code 6.0.
- Incorporation of three new appendices: Working Hours Guidance, Definition of Fees (2015), and the Young Worker Decision Tree
- Restructuring, re-alignment, harmonization, improved clarity and improved auditability to the Code Interpretation Guidance
- Consolidation of some repetitive elements within the audit protocol

VAP DOCUMENTATION TRANSLATIONS

Building upon the translation work that was done for the RBA Code of Conduct 6.0 project, the VAP Operations Manual translations were also updated. The public version of the Manual was updated in Chinese and guidance text for audits using the updated protocol was translated into Chinese, Japanese, Korean and Spanish.

CHANGE IN APM ROLES AND RESPONSIBILITIES

In May 2017 the RBA made a change to the roles and responsibilities of the VAP Audit Program Manager (APM). The APM function was divided into two parts: the APM and a new role, the Audit Quality Manager (AQM). The APM function, consisting of all inquiries related to the scheduling of a VAP, was brought in house to be run by RBA staff based in Malaysia. The AQM function was assigned to a fourth-party firm. Under the new model, the AQM staff is now responsible for all inquiries related to a live audit from the time the auditors arrive on site until the final audit report is delivered, including independent fourth-party validation of the audit report.
SHADOW AUDITS

The RBA established a program to improve the quality of VAP audits by “shadowing” auditors on select audits. The purpose of a shadow auditor is to: provide guidance to the auditors during the audit, ensure effective and complete implementation of the VAP Operations Manual, identify training opportunities for the auditors, and help provide correct interpretation of the RBA Code and Operations Manual.

NEW SERVICES

Throughout 2017, the VAP team worked on developing new services based on RBA member requests. It’s anticipated that these new services will soon enter the pilot phase. They include the following:

• **New Factory Evaluation (NFE):** The NFE is intended for a factory that was just built and has yet to commence production. Therefore, it is not a full VAP.

• **VAP 90:** A full VAP audit for a factory that has just begun production, as an early warning system to quickly identify any non-conformance to the RBA Code.

• **Small and Medium VAP:** Some elements of the VAP are not applicable to small and simple facilities. Factories with fewer than 100 workers, no canteens or dorms and no health and safety issues, may be categorized as Small and those with about 100-499 and one health and safety issue may be considered Medium, depending on additional criteria.

RBA ONLINE

In January 2017, a completely new RBA Online platform was launched. RBA Online, formerly EICC-ON, is the risk assessment and audit repository that supports the VAP process and member supply chain evaluation efforts. The new platform allows RBA to be in greater control of the customizations, supplier costs and support services associated with the system. During 2017 the system handled a record number of 786 audits and 3,700 Self-Assessment Questionnaires (SAQs). New supplier subscriptions totaled more than 2,600 factories and our in-house Help Desk answered over 4,600 user requests. RBA Online now has more than 12,000 users from over 5,000 member and supplier companies, making it one of the largest risk assessment and sustainability management platforms in the industry.

Other benefits of the new RBA Online platform include:

• Full integration of the audit scheduler and tracker

• Improved report forms for SAQs and Validated Audit Reports

• A new Full Member application process

• Indirect Spend surveys

• Direct access to raw data by RBA admin staff

• RMI Smelter management module

RBA Online handled 786 audits and 3,700 SAQs in 2017. The system now has more than 12,000 users from over 5,000 member and supplier companies.
VAP Audits: By The Numbers

The total number of VAP audits performed in 2017 represents a 46 percent increase over 2016 and a 56 percent increase over 2015. Average audit scores decreased in 2017.

2017 AUDITS BY COUNTRY

In 2017, factories in China represented 57 percent of all audits conducted, up from 51 percent in 2016. We also saw significant year-over-year increases in the number of audits conducted in India (43 in 2017 compared with 7 in 2016), Thailand (46 in 2017 compared with 25 in 2016), and Vietnam (20 in 2017 compared with 6 in 2016).
## VAP Audits: By The Numbers

### TOP FINDINGS BY COUNTRY

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<tr>
<th>COUNTRY</th>
<th>SECTION</th>
<th>FINDINGS</th>
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<td>Working Hours</td>
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<td></td>
<td>Freely Chosen Employment</td>
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<tr>
<td></td>
<td>Freely Chosen Employment</td>
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</tr>
</tbody>
</table>
Membership Growth

Membership in the Responsible Business Alliance continued to grow in 2017, as 16 companies joined and the year ended with 119 members – up from 114 at the end of 2016, a net increase of 4.5 percent.

New members had more choices in membership categories when they joined for 2017 compared with previous years and some chose the new Supporter category. RBA also saw more existing members transition to higher category levels, including those that began working on their Full Member applications through the new checklist available in the RBA Online portal.

Electronics are still the commonality among RBA members, yet because of the increasing prevalence of electronics in products across industries we welcomed a number of new members in 2017 that were outside the traditional definition of “electronics companies.”
The RBA’s annual sensing project is one of the many inputs we use to better understand which issue areas are most important to our members. This was the fourth year we conducted the study with assistance from BSR. We continue to build upon lessons learned in previous years and enhance the instruments used to assess current and emerging risks.

Key data inputs for this exercise included surveys of RBA members and stakeholders, VAP and SAQ results, in-depth interviews with industry and issue experts, analyses of NGO and IGO reports and media coverage, and other qualitative assessments.

In 2017 we tested 32 issues across the four broader categories of Labor and Human Rights, Health and Safety, the Environment, and Governance and Ethics. Every one of these 32 issues is important, but some are more salient to supply chains today and thus more of a focus than others. We are most interested in identifying issues that are in, or are moving toward, the upper-right quadrant of the heat map because those are most important to members and stakeholders.

Forced Labor and Human Trafficking remains the top-rated issue for the second year in a row, and has been in the top 5 for the past 3 years. This is the first year we see environmental issues move into the upper right quadrant (3 out of 14 total issues in that quadrant), with Climate Change and Energy Management joining Waste and Effluents. Both Climate Change and Energy Management increased along the X-axis, showing that member companies rated them higher than in 2016.

The biggest movers toward or further within the upper-right quadrant in 2017 were: Conflict Minerals, Ethical Sourcing of Raw Materials, Waste and Effluents, Material and Resource Use, Respect for (Intellectual) Property Rights, and Anti-Corruption.

Three of the top 5 issues in 2017 have appeared on the top 5 list for the past 3 years: Forced Labor and Human Trafficking, Safe Use of Hazardous Substances and Chemicals, and Working Hours. Although Occupational Safety, Child Labor and Working Hours dropped from the top 5 since 2016, all three were in the upper-right quadrant of the heat map in 2017 and continue to be key issues. Similarly, the two issues that were added to the top 5 in 2017, Conflict Minerals and Ethical Sourcing of Raw Materials, have both been in the upper-right quadrant of the heat map since 2015.
2017 RBA SENSING ASSESSMENT MAP

Importance to Supply Chain Sustainability

- Labor and Human Rights
- Health and Safety
- Environment
- Governance and Ethics

Importance to Member Companies

2016 RBA SENSING ASSESSMENT MAP

Importance to Supply Chain Sustainability

- Labor and Human Rights
- Health and Safety
- Environment
- Governance and Ethics

Importance to Member Companies
FY 2017 Financial Highlights

FY 2017 OPERATING REVENUE

$12,466,362

FY 2017 OPERATING EXPENSES

$11,756,266

*The RBA’s fiscal year runs from January 1 through December 31. These numbers have not yet been audited.*
Senior Leadership, Board And Staff

BOARD OF DIRECTORS 2017

CAROLYN DURAN
RBA Board Chair, and Director, Supply Chain Sustainability, Intel

PAULA PYERS
RBA Board Vice Chair, and Senior Director, Supplier Responsibility, Apple Inc.

TODD MELENDEY
RBA Board Treasurer, and Vice President - Sustainability & Compliance, Celestica Inc.

ANTHONY DEPAOLI
Vice President, Compliance, Amkor Technology

MARCO BAREN
Head of Supplier Quality, Supplier Development and Supplier Sustainability Group Procurement, Philips

HARINDER JEET KAUR
Global Social Responsibility Director, Molex

GLENN LEON
Senior Vice President, Deputy General Counsel, and Chief Ethics & Compliance Officer, Hewlett Packard Enterprise

HAMLIN METZGER
Director, Corporate Responsibility & Sustainability, Best Buy

MICHAEL MESTON
Vice President, International Human Resources, Western Digital Corporation

MARK PRINGLE
Senior Vice President, Global Market Commodities & Indirect Procurement, Dell

MARY WROTEN
Global Purchasing Senior Manager, Supply Chain Sustainability, Ford Motor Company

BOARD OF DIRECTORS 2018

PAULA PYERS
RBA Board Chair, and Senior Director, Supplier Responsibility, Apple Inc.

JOAN MOTSINGER
RBA Board Vice-Chair, and Senior Vice President, Business Excellence, Seagate Technology, LLC

ERIC AUSTERMANN
RBA Board Treasurer, and Vice President, Jabil

JENNIFER ALLISON
RBA Board At-Large Representative, and Vice President, Supply Chain Sustainability, Dell Technologies

ANTHONY DEPAOLI
Vice President, Compliance, Amkor Technology, Inc.

HARINDER JEET KAUR
Global Social Responsibility Director, Molex

TODD MELENDEY
Vice President - Sustainability & Compliance, Celestica Inc.

HAMLIN METZGER
Director, Corporate Responsibility & Sustainability, Best Buy

MICHAEL MESTON
Vice President, International Human Resources, Western Digital Corporation

ERIC-PAUL SCHAT
Senior Director, Sustainability, Environmental Health & Safety, NXP Semiconductors

MARY WROTEN
Global Purchasing Senior Manager, Supply Chain Sustainability, Ford Motor Company
RBA STAFF 2018

ROB LEDERER  
Executive Director

DEBORAH ALBERS  
Vice President

BOB MITCHELL  
Vice President

LEAH BUTLER  
Vice President

CHRISTINE BRISCOE  
Vice President, Member Services and Human Resources

CHEE KEONG LAI  
Vice President of Risk Assessments and Compliance

JARRETT BENS  
Director of Communications

CARLOS BUSQUETS  
Director of Public Policy

KENNETH ANDERSON  
Director of Information Technology

MICHELÉ BRÜLHART BANYIYEZAKO  
Director of Innovations

LAURA LANDRAU  
Director of Meetings

HILLARY AMSTER  
Senior Program Manager

MARIANNA SMIRNOVA  
Project Manager

KHAI YAU CHUA  
Senior Program Manager

DANIEL REID  
Environmental Program Manager

ANDREA GILDERS  
VAP Account Manager

ANDY CHIU  
VAP Project Manager

CICI YE  
Greater China Representative

KA EA LIM  
Senior Program Manager

SHERLIN SHI  
Senior Account Manager

MANN CHYUN SIM  
Key Account Manager

ROSS LANDIS  
Database Project Manager

GAVIN WU  
Program Associate

KYLE RAND  
Software Support Technician

STEVE MOLONEY  
Chief Financial Officer

ANASTASIIA OLVERA  
Accounting Manager

ANTIONETTE ADAMS  
Accounting/Database Clerk
### RBA Members AS OF APRIL 2018

#### AMERICAS
- Advanced Micro Devices
- Allegro MicroSystems, LLC
- Amazon.com Inc.
- Amkor Technology, Inc.
- Amphenol Corporation
- Analog Devices, Inc.
- Apple Inc.
- Applied Materials
- Arista Networks, Inc.
- ARRIS
- Avaya Inc.
- BCE Inc.
- Best Buy
- Bose Corporation
- Celestica
- Ciara Technologies
- Ciena Limited
- Cirrus Logic, Inc.
- Cisco Systems Inc.
- Citrix Systems
- Cypress Semiconductor Corp.
- Dell Technologies
- Fabrinet
- Fitbit, Inc.
- Flex
- Ford Motor Company
- General Electric
- GlobalFoundries
- Hasbro, Inc.
- HP Inc.
- HPE
- IBM Corporation
- Infineon Technologies Americas Corp.
- Insight Enterprises, Inc.
- Intel Corporation
- Jabil
- Juniper Networks
- Keurig Green Mountain, Inc.
- Kingston Technology
- KLA-Tencor
- Lexmark
- Logitech Inc.
- Marvell Technology Group Ltd
- Micron Technology, Inc.
- Microsoft
- ModusLink
- Molex Incorporated
- Motorola Solutions
- NetApp
- Netgear
- Nu Mark
- Nvidia Corporation
- ON Semiconductor
- Oracle America, Inc.
- Plexus Corp.
- Polycom
- Qorvo
- QUALCOMM
- Sanmina
- Seagate Technology
- Semtech Corporation
- Sierra Wireless, Inc.
- Skyworks Solutions, Inc.
- SMART Modular Technologies, Inc.
- Snap, Inc.
- Symantec
- Syncren
- Tesla, Inc.
- Texas Instruments
- 3M Electronics and Energy Business Group
- Veritas
- Vishay Intertechnology, Inc.
- Walmart
- Western Digital
- Xerox
- Zebra Technologies Corporation

#### EMEA
- ASML Holding
- Atea ASA
- BT plc
- Edwards Ltd
- Fingerprint Cards AB
- Media-Saturn-Holding GmbH
- Nexpria
- Nielsen
- NXP
- Orbotech Ltd.
- Philips
- Philips Lighting
- Schneider Electric
- Sky CP Ltd
- STMicroelectronics N.V.
- Technicolor SA
- TomTom International BV
- TT Electronics Plc

#### ASIA
- AcBel Polytech Inc.
- Acer Inc.
- Advanced Semiconductor Engineering, Inc.
- ASUSTeK Computer Inc.
- Chicony Electronics Co., Ltd.
- Compal Electronics, Inc.
- Foxconn
- Fujitsu Limited
- HTC Corp.
- Huawei Technologies Co., Ltd.
- Inventec Corporation
- Konica Minolta, Inc.
- Lenovo
- LG Electronics
- Longwell Company
- New Kinpo Group
- Pegatron
- Powertech Technology Inc.
- Quanta Computer Inc.
- Samsung Electronics
- Senju Metal Industry Co., Ltd.
- SK Hynix Inc. - Icheon
- Sony Corporation
- Taiwan Chinsan Electronics Industrial Co., Ltd.
- Taiwan Semiconductor Manufacturing Company, Ltd. (TSMC)
- Tokyo Electron Limited
- Toshiba Corp.
- Wistron Corp.
- XP Power LLC