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EXECUTIVE SUMMARY

If 2014 is about implementing changes, 2013 was the year that laid a foundation for what the future looks like and everything we aspire to be at the Electronic Industry Citizenship Coalition (EICC).

For nearly a decade, the EICC tackled supply chain sustainability challenges with volunteer members leading activities and strategic development. By 2012, however, members voted for a new governance structure of volunteer members working hand-in-hand with a professional staff team, designed to help the EICC meet the increasingly complex challenges of the future.

In 2013 the EICC realized that new governance structure by hiring an independent, full-time staff and beginning work on a new five-year strategic plan to support a more accountable, responsive and forward-looking coalition. We created a headquarters office and launched a new educational conference series called Responsible Electronics designed to foster dialogue and debate about corporate sustainability.

As maturity on corporate social responsibility and supply chain accountability grew, so did the EICC.

We celebrated a milestone with our Extractives Working Group, which launched its new name, to become the Conflict-Free Sourcing Initiative (CFSI) with currently over 200 members and a much more comprehensive list of validated conflict-free smelters and refiners. We released a white paper to provide downstream companies with guidance on best practices in conflict minerals sourcing.

Our members and their suppliers carried out nearly three times the number of EICC Validated Audit Process audits in 2013 compared with 2012. EICC-ON, the EICC’s online sustainability data management system, saw a 92 percent increase in the number of supplier companies registered and a 77 percent increase in active users.

In 2013 our membership grew by 15 percent and we finished the year with 90 member companies.

In the pages that follow you’ll find more details on all these developments as well as two parallel stories told succinctly through what the numbers tell us about our membership’s commitment to transparency and human rights and the more intangible stories around our members’ collective and individual capability and capability to impact change.

There’s the stark data – aggregate findings from our audits, results from our most recent transparency survey, more details on the CFSI and progress on the monitoring end – especially in China – as well as the principles that build the foundation of the EICC, like our work to align to the UN Guiding Principles on Business and Human rights, our support for capability building through the launch of our online learning academy and our close monitoring of member compliance.

We are ready to build on compliance toward active impact.

Now is the time for the EICC to advance its emphasis from compliance to an organization designed to proactively solve social, environmental and ethical issues in the electronics supply chain. This approach supports each company to be a contributing member of society, and reinforces the tangible business value we provide to our members.

To that end, this report tracks our progress as we set in place the infrastructure, policy and programs to help us achieve our broadened aims. From a section on public reporting – how our members see themselves – to how we are creating a framework for change, setting a baseline for member accountability, and emphasizing continuous engagement, learning and reporting, this report serves as a rich spotlight on the very raison d’être of the EICC – to serve as a platform for its members and their supply chain partners to continually distinguish themselves as responsible businesses supporting sustainable supply chains throughout their global operations.
Q&A WITH
ROB LEDERER,
EXECUTIVE DIRECTOR

THE EICC COMPLETED 10 YEARS IN 2014. HOW HAS THE JOURNEY BEEN?

The EICC is evolving. As a platform that was started to encourage responsible supply chains within the electronics industry through collaboration and disclosure, today the organization is shifting from purely compliance-driven responsibility to active impact.

This evolution is creating a system that incentivizes continuous improvement to help companies advance on the maturity curve. Companies that need help can join and we’ll help them improve. Those that have been on the path for a while benefit from our benchmarking capabilities and our emphasis on disclosure and measurement. The category system that’s in the new strategic direction helps to encourage this continuous improvement and maturing.

Our membership has grown along with our aspirations. So last year, we reorganized our operations. From a primarily volunteer-run model that was subject to turnover and time limitations, the EICC Board voted to hire an experienced team of full-time staff. This team will ensure that the next decade brings many more successes for our members and drives us ever further in our quest for sustainability.

HIGHLIGHTS FROM 2013?

A big win in 2013 was being able to assemble a staff of CSR professionals who understand the complexity of the issues we address. They are an important resource that the organization can build around and they add stability.

Other areas where we’re making progress include increasing our membership numbers, developing a strategic plan and introducing a new conference format that opens the dialogue to our external partners and shifts our collaborations into high gear.

In fact one of my favorite memories of the year is from the 2013 Responsible Electronics conference. It was terrific to observe the whole industry interacting and sharing ideas in the spirit of collaboration. Competitors collaborate at the EICC on shared challenges – and that collaboration improves peoples’ lives. That’s a big win and it’s great for us to be a part of that at the EICC.
NOW THAT THE NEW TEAM IS IN PLACE AND YOU’RE CREATING A NEW STRATEGIC PLAN FOR THE EICC, WHAT CHALLENGES DO YOU ANTICIPATE?

Challenges will be multifold. In the short term, we need to be mindful of the significant shift we are orchestrating organizationally. As our infrastructure strengthens and responsibilities evolve, the organization will undergo yet another shift. After 10 years, this is a big shift and people are getting used to new ways of working.

As for longer-term challenges, several come to mind.

- **Building a community of practice for CSR professionals:** This requires infrastructure in which staff and members work together effectively. We also have to consider our growing membership, which represents more of our industry supply chain than ever before. Big impact happens when there’s a place for all companies in our community of practice, and we provide them with tools to help them move along the maturity curve to demonstrate ever better performance.

- **Sensing:** Responding to emerging issues and understanding where we as a coalition can truly have an impact is vital for the value proposition of the EICC. We have to learn to be more proactive. The issues are many and the urgency to address them has never been more critical than today.

- **Growing network of members:** As our membership grows in numbers and deepens in the supply chain, the EICC needs to continually adjust its value proposition so that our members’ diverse needs and capabilities can be addressed and leveraged toward social responsibility.

WHAT IS THE EICC’S VALUE PROPOSITION? WHAT DO YOU WANT THE EICC TO BE KNOWN FOR?

In the past our value was mostly about compliance. Then we added issues management. Now we’re really expanding on that in a big way toward greater transparency, sensing and building partnerships. In the future – and some of this has already begun – we’ll be the place for learning and capability building on supply chain sustainability, advocating and educating on sustainable supply chains.

We want to be known as:
- The go-to organization for what a sustainable supply chain looks like in the electronics industry. That means we lead the industry in ensuring the highest level of respect for human rights, the environment and ethical corporate behavior.
- A valuable resource to help member companies mature in their sustainability practices from guidance before they are negatively impacted to becoming proactive sector leaders and driving others through influence.
- A trusted partner for stakeholders.
- A valuable resource for government and academic partners.
- Holding members accountable to their commitment to EICC standards and demonstrating continuous improvement.
- A diverse community and a coalition that meets varied needs.

THE WISH LIST IS LONG BUT WE’RE READY.
2013:
EICC SHIFTS GEARS, LAYS FOUNDATION FOR NEXT DECADE
If 2014 is about implementing changes, 2013 WAS THE YEAR THAT LAID A FOUNDATION FOR WHAT THE FUTURE LOOKS LIKE and everything we aspire to be at the Electronic Industry Citizenship Coalition.
This current year of 2014 marks a decade since a small group of founding members came together to form the EICC as an organization that would help remove duplicity in auditing, create efficiencies to make social compliance an integrated element of corporate strategies and commit to a Code of Conduct.

By committing to support the rights and wellbeing of workers and communities worldwide affected by the global electronics supply chain, founding members saw an opportunity to drive positive change and increase efficiency across the industry by creating a unified approach and ensuring that suppliers were held to a common standard.

In 2004 this was an ambitious goal.
In 2004, sustainability meant compliance. It was part of someone’s job responsibility but often not a full-time position. Compliance was the goal – and the metrics rarely appeared in annual reports or shareholder meetings.

Amid that backdrop, the EICC’s efforts to hold its members accountable to core standards while providing training and assessment tools, along with engagement with workers, civil society, investors, research and governmental institutions, were leading.

Today, the picture is much different.
In the span of a decade, thanks to business initiatives, as well as pressure from external stakeholders – campaigners, regulators, consumers – the concept of sustainability has evolved into a more integrated part of business models. Sustainability today is a way for companies to ensure they’re accounting for their impact, managing their environmental and social risks - shifting revenue models if needed to do so - and maintaining the highest possible ethical integrity and transparency.

Most importantly, corporations today are learning that protecting their supply chain is no longer enough — they must switch from protection to replenishment. Or as some would call it: creating shared value.

Whether its human rights, conflict minerals or carbon emissions, for the electronics industry, this evolution has also meant understanding our industry’s complex supply chain and developing policies and systems to have a positive impact at many points in that chain, from end consumers back to the mine. As the issues become ever more complex and the urgency becomes ever more pressing, our role at the EICC must evolve as well.
“WITH A GROWING MEMBERSHIP REPRESENTING ALL MAJOR SEGMENTS OF THE GLOBAL ELECTRONICS INDUSTRY, THE EICC HAS THE POTENTIAL TO HAVE A POSITIVE IMPACT ON MILLIONS OF WORKERS’ LIVES AND PROTECT THE ENVIRONMENT WHEREVER ELECTRONICS ARE MADE.”

— TIM MOHIN, DIRECTOR, CORPORATE RESPONSIBILITY, AMD AND CHAIR, EICC BOARD OF DIRECTORS
By the end of 2013, our coalition had grown to include 90 member companies representing 17 different sectors in our industry from popular consumer brands to smelters and refiners. Our impact goes beyond our membership, thanks to a core requirement of EICC membership: thousands of Tier 1 suppliers to EICC members are required to implement the EICC Code of Conduct. Given our members’ and their suppliers’ global spread, over nine million workers in over 120 countries are affected by the implementation of the EICC Code of Conduct.

But with the sheer scale and footprint of our members, we can do more — much more.

So in 2013, we decided to kick it into high gear by:

1. Establishing a headquarters office of full-time staff dedicated to leading the EICC into the next decade by providing more stability, focus on strategic initiatives and collaboration with partners.
2. Committing to a new strategic direction to bring us to the forefront of supply chain sustainability through robust standards and accountability, transparency, best-in-class resources and cutting-edge collaborations to solve problems.

Setting up a team that understood the sustainability arena as well as the significant role the EICC can play in ensuring the electronics sector’s role in creating a sustainable future was a priority in 2013 – and a top success.

“OUR NEW EICC STAFF TEAM IS A DIVERSE SET OF STRATEGIC PLANNERS, PROJECT MANAGERS AND TECHNICAL EXPERTS. OUR STAFF MEMBERS SPEAK SIX LANGUAGES, REPRESENT THREE NATIONALITIES AND HAVE WORK EXPERIENCE WITH COMPANIES, GOVERNMENTS, NGOs AND INTERNATIONAL ORGANIZATIONS.”

TONIE HANSEN
DIRECTOR OF GLOBAL CITIZENSHIP, NVIDIA, AND MEMBER OF THE EICC BOARD OF DIRECTORS

The path to the EICC’s new strategic direction began in 2012, but consulting with members, stakeholders and other sustainability leaders began in earnest in 2013, culminating in a written proposal submitted in December 2013 to EICC leadership. A top priority in 2014 is the crafting and approval of an implementation plan to turn the strategic direction proposal into reality over the coming years. See part two of this report for additional details on our new strategic direction, top objectives and implementation timeline.
THE EICC IS READY FOR CHANGE. THAT’S WHY WE ARE INVESTING IN A NEW STRATEGIC DIRECTION. IT’S BEEN A TOUGH HAUL BUT NOW WE’RE THERE.
HIGHLIGHTS

Other highlights include:

- **A renewed and proactive focus on stakeholder engagement:** With a new staff and a burgeoning membership, we committed to include external stakeholders in the strategic decision-making process early on.

- **Milestone year for our Conflict-Free Sourcing Initiative:** After five years focusing on industry solutions for companies seeking to make informed choices about conflict minerals in their supply chains, our Extractives Working Group launched its new name, to become the Conflict-Free Sourcing Initiative (CFSI). Milestones included a 30 percent increase in membership to nearly 150 members, 50 percent more smelters and refiners active in the CFSI’s conflict minerals audit and the launch of a well-received white paper to provide downstream companies with guidance on best practices in conflict minerals sourcing. The CFSI also released never-before available Reasonable Country of Origin Inquiry (RCOI) data to its members.

- **New member services:** With a new staff dedicated to fostering increased member engagement, collaboration and disclosure, we expanded our member services including launching an open, theme-based conference series called Responsible Electronics. Responsible Electronics 2013, a first of its kind, invited leaders from industry, government, academia, civil society organizations and responsible investor groups to share their expertise, challenges and lessons with EICC members. The record attendance it drew tells us we’re on the right track.

- **Member compliance evolves:** The EICC’s member compliance program continued into its second year of mandatory compliance in 2013. With a full-time staff team, we conducted more verification and follow-up than ever before on members out of compliance and are working with members to rectify all non-compliances during 2014. Two years into our program our members face continuing challenges to be fully compliant with our requirements – making the support role of EICC staff and the quality of our resources even more important.

- **Aligning on business and human rights:** We established a taskforce of members to review gaps between our standards and accountability measures and those of the UN Guiding Principles on Business and Human Rights. By the end of 2013, the taskforce wrapped up its recommendations and submitted them to the Board for final review and implementation in 2014.
While this report is meant to give a bird’s eye view of the year that was, as a member-based organization we also want to use this opportunity to set our way forward.

In the pages that follow, you’ll learn more about our activities in 2013. Although the 2012 Annual Report dove into some of our 2013 activities, this report strictly reports on the 2013 calendar year – how our members are shifting focus from compliance to impact throughout their supply chains and how the EICC is playing a critical role in increasing supplier efficiency, ensuring fairness in the workplace and including them in the journey toward economic and social empowerment.

WE’RE READY TO SHIFT FROM COMPLIANCE TO ACTIVE IMPACT. WE HAVE THE COLLECTIVE STRENGTH, POWER AND SCALE TODAY TO TRULY MAKE A POSITIVE DIFFERENCE IN THE LIVES OF WORKERS AND PEOPLE IN THEIR COMMUNITIES WORLDWIDE AFFECTED BY OUR INDUSTRY.
With a membership that is both broad – from manufacturers to service providers and retailers – and deep – from brands to component manufacturers to smelters – we have the opportunity to make a positive impact across the entire industry.

Additionally, as a community of CSR practitioners whose companies also have complex trading relationships with one another, our coalition offers an opportunity for companies to work together in a spirit of open collaboration and shared standards that help them efficiently solve problems, whether they’re a supplier, a customer or both.
MEMBER HEADQUARTER LOCATIONS

- CANADA
- CHINA
- IRELAND
- JAPAN
- NETHERLANDS
- SOUTH KOREA
- SWITZERLAND
- UNITED KINGDOM
- UNITED STATES
HOW MEMBERS SEE THEMSELVES: PUBLIC REPORTING

It is important that our members lead with transparency to increase their accountability to workers, customers and shareholders throughout their activities.

IN 2013, OUR TRANSPARENCY TASKFORCE DEFINED KEY PERFORMANCE INDICATORS AS A MEANS TO MEASURE QUALITY OF CORPORATE REPORTING AND COMPARE MEMBER COMPANIES’ TRANSPARENCY. THESE KPIS PROVIDED THE BASIS FOR AN INITIAL EICC MEMBER TRANSPARENCY INDEX BEING DEVELOPED IN 2014, DESIGNED TO MEASURE OUR MEMBER COMPANIES’ PUBLICLY REPORTED SUPPLY CHAIN SUSTAINABILITY ACTIVITIES AND PERFORMANCE AND BENCHMARK THEIR REPORTING AGAINST ONE ANOTHER. WHILE THE INDEX PROJECT IS NOT YET COMPLETE, IT MEASURES 2012 AND 2013 DATA AND SOME EARLY FINDINGS ARE SHARED IN THIS REPORT.

As we complete the project in 2014, our aim is to use the index to help members understand how they compare with each other in their transparency and reporting, and to report in aggregate on the state of transparency in corporate reporting in our industry.
Here’s a look at the EICC’s KPIs as defined by our Transparency Taskforce in 2013:

### LABOR
- Percent of workers consistently within 60-hour work week.
- Percent of workers consistently meeting EICC rest day requirement.
- Percent of purchasing managers responsible for working hours results of suppliers.
- Percent of student workers.
- Percent of workers under 18.
- Percent of student workers who have a contract agreement signed by the vocational school, the company and the student.
- Description in place to ensure tasks assigned to young workers are appropriate for their age.
- Risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.
- Percent of workers trained on their rights.
- Grievance mechanisms in place, evidence they are in use and accessible to young/student workers.

### HEALTH & SAFETY
- Injury rate.
- Occupational disease rate.
- Number of lost days from injury.
- Absenteeism rate.
- Number of work-related fatalities.
- Percent of total workforce represented in formal joint management-worker health and safety committees.
- Number of successful prosecutions and amount of related fines.
- Evidence of unreported injuries and/or work-related disease or fatalities.

### ENVIRONMENT
- Total weight of hazardous and non-hazardous waste by type and destination.
- Total weight of waste by type and disposal method.
- Total water withdrawal by source.
- Total water discharge by wastewater quality.
- Total direct (Scope 1) and indirect (Scope 2) greenhouse gases by weight.
- Have public GHG reduction goal and share reduction achieved in absolute and normalized values (EICC).

### ETHICS & GOVERNANCE
- Percent and total number of business units analyzed for risks related to corruption.
- Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.
- Number of legal actions for anti-competitive behavior, anti-trust and monopoly practices.
- Percent of employees trained in company’s anti-corruption policies and procedures.
- Does the company have a publicly available conflict minerals policy? Y/N
OUR INITIATIVES: A FRAMEWORK FOR CHANGE

2013 WAS A YEAR OF CHANGE, LAYING OUT A FRAMEWORK FOR THE EICC TO SUPPORT AND DRIVE CUTTING-EDGE SUSTAINABILITY ACROSS THE ELECTRONICS INDUSTRY SUPPLY CHAIN.
CREATING A PROFESSIONAL MANAGEMENT TEAM

In 2013, we formalized our operations with the support of a core staff team to manage our activities to ensure we make steady progress toward achieving the EICC mission and vision – a vital step in the EICC’s evolution.

We hired eight new team members, including:
- An executive director
- A chief financial officer
- Two program directors
- Director of communication and stakeholder engagement
- Manager of member compliance tools and training
- Member services manager
- Conflict-Free Sourcing Initiative audit program coordinator

Building on lessons from a decade of work across electronics supply chains and recognizing the immediacy of challenges ranging from changing workforce demographics to climate change, the new team will make the EICC’s activities more impactful, efficient and feasible for all companies in our industry.

First, the new team will focus on coordinating activities across the EICC and maximizing their impact by sharing information and finding synergies between our various activity areas and initiatives.

Second, our coordinators and directors will ensure all EICC members, no matter their size, revenue or supply chain complexity, benefit from our tools, resources and engagement opportunities and make progress toward their sustainability goals.

Third, we will focus on facilitating meaningful channels of communication internally within the EICC membership and externally with key stakeholders across other industries and with governments, civil society, trade unions, academia and socially responsible investors. Our new conference format is one example as is the establishment of our Senior Executive Advisory Committee (SEAC).

Fourth, the team will make our organization more agile and responsive by facilitating decision-making and ensuring compliance with our standards. By providing long-term project management, the team will also help projects stay on track and steer clear of stops and gaps due to staff turnover within member companies.
The second important milestone in 2013 was the development of a new strategic direction to enable the EICC to continue fulfilling our mission while becoming a solution center for our members and their supply chain sustainability goals.

Following an agreement to review our strategic direction in 2012, we engaged leading sustainability consulting firm FSG to develop a proposal in 2013. The objective of this process was to help EICC develop a powerful yet realistic three- to five-year strategic direction that goes beyond traditional supply chain sustainability considerations to create shared value and maximize business results and social and environmental impact.

**A STRATEGIC PLAN TAKES SHAPE**

**EMERGING ISSUES**

**SOLVE ISSUES IN THE VALUE CHAIN:**
Establish a common agenda, clarify outcomes, and work collaboratively to solve issues

**SENSE EMERGING RISKS**
Add a layer to prioritize emerging issues by engaging stakeholders and improving the EICC’s sensing mechanism

**TRANSPARENCY**

**CAPABILITY BUILDING**

**AUDIT PROCESS**

**CODE OF CONDUCT & MEMBER COMPLIANCE**

**ESTABLISH STANDARDS & ACCOUNTABILITY**
Decide what the EICC’s role is in this space and how to adapt and/or fundamentally change current activities
EICC’s Validated Audit Process (VAP) is our custom auditing program to assess facilities against our Code of Conduct.

Our new strategic direction includes the following GOALS:

1. **Attract new members and reinforce the value of membership** with existing members by publicly positioning the EICC as the go-to place for electronics supply chain sustainability learning, accountability and performance.
2. **Strengthen the EICC’s public reputation**, including with the media and stakeholders, to be seen as a cutting-edge institution with proven results from strong member performance on supply chain sustainability issues.
3. **Be a “guiding light” for EICC activities** to ensure we achieve our mission and vision.

After several months of engagement and in-depth interviews, FSG presented its final proposal to our board of directors in December 2013. With the goals in place and an implementation plan proposal in development, we hope to work with our leadership and members to finalize the plan and set the implementation plan into motion by the end of 2014.

### IMPORTANT SHIFTS:

- **Improve the EICC’s overall focus**, sense of urgency and orientation toward measurable results.
- **Evolve the EICC’s emphasis on compliance** in the supply chain and from a responsibility frame to one of creating shared value.
- **Develop a more robust sensing function** to identify emerging risks and learn from assessment data.
- **Strengthen our foundation of shared standards and accountability**, including:
  - Enhance the EICC Validated Audit Process\(^1\) program through better auditor quality and a deeper understanding of the possibilities of audit equivalency.
  - Shift capability building efforts away from custom training development and toward curating best-in-class tools.
- **Evolve the meaning of membership** and consider adding a new membership category based on achieving specific performance measures while maintaining core member compliance based on audit process requirements.
- **Strengthen engagement with external organizations** on both information gathering and partnerships to solve problems.

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\(^1\)EICC’s Validated Audit Process (VAP) is our custom auditing program to assess facilities against our Code of Conduct.

### Integrating senior leadership

As sustainability becomes ever more important to our member companies’ core businesses, in 2013 we established a Senior Executive Advisory Council made up of top executives from EICC member companies. Meeting in person once per year, this council advises the EICC about our strategic direction and growth, and key emerging issues that our coalition should address for the future.
SETTING A BASELINE: MEMBER ACCOUNTABILITY
In 2013, we continued to support our members’ efforts to improve their sustainability performance, including adhering to our Code of Conduct and accountability standard.

All EICC members are required to commit publicly to the EICC Code of Conduct and actively pursue conformance to the Code and its standards. EICC members must regard the Code as a total supply chain initiative, meaning that members must at a minimum require their next tier suppliers to acknowledge and implement the Code.

The EICC Code of Conduct also outlines necessary management systems that members must adopt throughout their operations. These systems and structures are vital to prevent accidents and abuses that damage both businesses and communities. The EICC provides a range of tools and resources to help members establish and maintain these systems and structures.
MEMBER REQUIREMENTS

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<th>ACTIVITY</th>
<th>APPLICANT MEMBER</th>
<th>FULL MEMBER</th>
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<td>Senior executive agrees to adopt the Code of Conduct for own operations and supply chains and accept the EICC mission, vision and bylaws.</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Actively participate in EICC activities.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Identify high-risk facilities: 100% of their own facilities and 80% of Tier 1 suppliers (using EICC Self-Assessment Questionnaire) each year.</td>
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<td>Conduct audits on at least 25% of the members’ own high-risk facilities and 25% of members’ suppliers’ high-risk facilities.</td>
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<td>✓</td>
</tr>
<tr>
<td>Report on open and closed priority findings, and close priority findings within the timeframe as required by the audit.</td>
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<td>✓</td>
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MEMBER IMPROVEMENT

Supply chain sustainability doesn’t happen overnight – nor does a code of conduct ensure improvement, although it is an important measure of trust and commitment. As companies face new or chronic challenges in their supply chains, the EICC sets standards, holds members accountable to them, and provides members a range of measures to drive continuous improvement.

Members are required to commit to the EICC’s approach of continuous improvement. This ensures real improvement in performance and assessments, use of our training tools and resources and participation in EICC activities, including project-specific working groups, taskforces and EICC events.
MEMBER ACCOUNTABILITY

We finished 2013 with 90 members representing a diverse supply chain. We welcomed 14 new members while 11 applicant members transitioned to full members, now responsible for meeting the requirements of our member compliance program.

Our members and their suppliers carried out nearly three times the number of EICC VAP audits in 2013 compared with 2012. But while we saw better performance by many members, some companies continued to not report their supply chain metrics. Here is a breakdown:

- Twenty-two companies supplied their 2013 member compliance data by the January 10, 2014 deadline (out of 47 reporting companies).
- An additional 18 companies supplied data by the February 21, 2014 grace period deadline.
- Four companies reported their data after the grace period.
- Three companies did not submit necessary data.

As is our policy in cases of non-compliance, EICC staff work with each non-compliant member, requiring them to submit, implement and complete detailed corrective action plans. We also review the root causes behind non-compliances and failures to report and determine how we can incentivize and/or demand better compliance in the future.

As part of our new strategic direction, we are also reviewing our member compliance requirements based on where we want to go as a coalition and lessons learned from our existing member compliance program.
As part of the EICC’s commitment to both transparency and performance improvement, in late 2013 we began an analysis of all EICC VAP audit findings in 2012 and 2013. We looked at the frequency and severity of a range of audit findings as well as trends in audit findings by region and over time. While this project continues in 2014 and we aim to issue a report on our analysis in late 2014 or 2015, we can share some early findings here.

Overall, violations for many of the most serious labor and health and safety-related violations have been decreasing. However, an analysis of more than 500 audits reveals that other issues remain stubbornly persistent in the electronics supply chain.

VOLUME
Audit program nearly doubles 2012-2013

In 2013, the EICC audit program grew more than 100 percent, with members and their Tier 1 suppliers completing 322 initial audits and over 100 closure audits. The EICC’s protocol was utilized for more than 150 second- and third-party customer-managed audits and a significant number of facility self-assessments.
**BUILDING CAPABILITY TO COMPLY: EICC TRAINING**

Beginning in 2014, EICC staff will take a targeted approach to help build members’ capabilities to meet our requirements, including referring and possibly requiring non-compliant members to undergo training on their specific non-conformance issues through our new EICC e-Learning Academy.

### MEMBER FACILITIES

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<th>Total Member Facilities</th>
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<td>Completed SAQs</td>
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<td>Closed Major Nonconformances</td>
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### MAJOR SUPPLIER FACILITIES

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<td>Audits Conducted</td>
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EICC audits were conducted in 27 countries in 2013 with more than 50 percent taking place in China. Malaysia, Thailand, Taiwan, Singapore and Mexico also saw a significant number of audits – enough to see some trends in both audit scores and types of audit findings common in these countries.
KEY FINDINGS:

- Excessive working hours emerged as the top violation—some areas reported over 60 hours per week. This comes as no surprise and is not new but signals we must redouble our efforts to drive down hours.
- Over 70 percent of auditees were able to reduce working hours to various degrees—yet they still have room for improvement.
- Health and safety of workers came in a close second on violations, including inadequate emergency exits, lack of an emergency preparedness plan and poor procedures for first aid.

- In some areas, the top three concerns included issues of ethics and corruption, human trafficking and indirect supplier conduct.
- Recidivism is a challenge, with facilities often seeing the same violations arise in a re-audit conducted two years after the initial audit.

As we continue to analyze this data we look forward to issuing a complete report on audit findings, along with suggestions on root causes and potential mitigations in late 2014 or 2015.

EICC-ON USE GROWS TO 1,500 COMPANIES

EICC-ON is the EICC’s online sustainability data management system, designed to help our members and their suppliers manage and share sustainability data from audits and other data-gathering mechanisms. In 2013, we reached 100 percent member registration in EICC-ON.

Compared with 2012, we saw a 92 percent increase in the number of supplier companies registered in EICC-ON, a 77 percent increase in active users of EICC-ON and a 66 percent increase in number of facilities registered in EICC-ON in 2013. By the end of 2013 we had over 1,500 companies using EICC-ON.
SPOTLIGHT ON: EICC VALIDATED AUDIT PROCESS

EICC MEMBERS AND SUPPLIERS RELY ON THE EICC’S VAP PROGRAM FOR EFFECTIVE, SHAREABLE ASSESSMENTS OF HOW FACILITIES ARE MEETING THE REQUIREMENTS OF THE EICC CODE OF CONDUCT. IN THIS EICC MEMBER CASE STUDY, HP SHARES HOW THEY USE THE VAP TO SUPPORT SUSTAINABILITY IN THEIR SUPPLY CHAIN.

HOW DOES THE VAP PROGRAM HELP HP AND YOUR SUPPLIERS OPERATE MORE SUSTAINABLY?

The VAP provides us with information necessary to identify issues and target areas of concern to improve supplier SER (social and environmental responsibility) performance. It also helps us shape our Supply Chain Responsibility program and identify the critical areas where we want to put more emphasis.

We realized that auditing alone does not help resolve most problems. It’s one component in our broader Supply Chain Responsibility program and provides an important view into your supplier’s operations to understand where they are excelling and where we can work together to improve capabilities.

2013
THE VAP PROGRAM...
completed
322
INITIAL AUDITS
grew more than
100%
and over
100
CLOSURE AUDITS

The VAP program audited over 600 FACILITIES BETWEEN 2010-2013
THE VAP IS DESIGNED TO IMPROVE QUALITY CONTROL OF AUDITING ACROSS THE ELECTRONICS INDUSTRY. HOW DOES HP BENEFIT FROM THAT QUALITY CONTROL AND THE OVERALL HIGH LEVEL OF QUALITY OF VAP AUDITS?

The level of detail of the VAP program helps both HP and our suppliers better understand the issue for resolution.

With the VAP audit going beyond our own production lines to cover the entire factory, we get a better feel for the facility’s operations. This level of information helps us shape our areas of focus and chart priorities. The increased quality control and independence also improves credibility of the audits with external stakeholders.

HOW DOES HP TAKE ADVANTAGE OF VAP AUDITS OTHER THAN DOING THE AUDIT ITSELF?

The VAP program provides us with an independently managed third-party solution, which reduces supplier audit fatigue and uses a trusted standardized ITC industry audit tool. The APM-managed (EICC audit program manager) CAP (corrective action plan) option provides the benefit of issue resolution across the entire facility, not just on HP production lines. With APM management, we are able to focus more attention on critical issue programs like fire safety, root cause analysis and continuous improvement efforts.

ANOTHER OBJECTIVE OF THE VAP PROGRAM IS TO CREATE EFFICIENCIES AND COST SAVINGS BY HAVING A SINGLE AUDIT PROTOCOL ACCEPTED ACROSS THE INDUSTRY. HOW DOES HP BENEFIT FROM THIS EFFICIENCY?

The VAP helps us extend our program by freeing up HP resources from auditing to focus on critical issue programs and broadening our supplier’s capability building efforts. It also helps eliminate auditing duplication, which reduces costs for HP and our suppliers.
While auditing is a common tool used for corporate supply chain sustainability programs, it should be considered as just one “tool in the toolbox.” Audits can establish a baseline and provide an important monitoring and evaluation check, but an audit’s mere completion is not a direct signifier of top performance in supply chain sustainability.

Audits often uncover problems, but the remedy step of a complete auditing process – typically referred to as corrective action plans – requires a company to learn from its mistakes and correct them. To help companies know how to correct their mistakes – and avoid making the same mistakes in the future – training and capability building tools play a vital role in advancing sustainability.
TRAINING PROGRAMS

Strong management systems and institutional structures and practices that are integrated into companies’ core business practices are the most efficient ways to create productive and sustainable manufacturing operations. With the right systems and structures in place, companies are well-positioned to improve.

To support members and help them use these systems to solve problems before they arise and reduce the need for costly auditing, we continued several of our flagship training programs in 2013 while developing the EICC e-Learning Academy, a hub of best-in-class online trainings on dozens of supply chain sustainability topics. The EICC e-Learning Academy launched in 2014 and will continue to grow into the future.

IN-PERSON TRAINING

In 2013, we directly supported over 140 face-to-face trainings, reaching over 500 people and countless more through our train-the-trainer approach.

- 120 managers trained on worker-management communication
- 30 managers trained on health and safety
- 158 people trained to manage an EICC VAP audit
- 52 people trained on GRI reporting at a special session offered by the EICC and Environmental Resources Management [ERM]
- Over 90 one-to-one and small group assessment and compliance tools trainings at Responsible Electronics 2013

In 2013, we launched the Responsible Electronics conference series designed to maximize engagement and provide opportunities for in-depth discussions of key issues in supply chain sustainability. Focused primarily but not solely on the electronics industry, these conferences bring together EICC members and other industries as well as civil society groups, trade unions and worker’s groups, academia and research institutions, socially responsible investors and governmental and multilateral institutions.

Open to all attendees, these conferences provide a dynamic and interactive space for industry to discuss and debate key successes and ongoing challenges in supply chain sustainability.
ONLINE TRAINING

In 2013 we offered five interactive online trainings that users could complete when and where they want in addition to dozens of other online guidance documents and practical program management tools. Since these trainings were launched in 2010, around 1,000 people have accessed these modules on topics ranging from CSR program management to working hours to conflict minerals.

In 2013, we also laid the foundation for creating the EICC e-Learning Academy to bring together the best the sustainability space has to offer in one easy-to-access online learning platform that users can access at any time from their computer.

Launched in May 2014, the Academy features dozens of modules on topics ranging from working hours to developing corrective action plans. Throughout 2014, we will add training modules, case studies and resource documents. In the future, we plan on connecting facilities with audit violations to related training modules and resources in the Academy to help build their capability to mitigate and prevent violations from happening in the future.

GALVANIZING THE INDUSTRY

Throughout the year our member companies and their suppliers run frequent in-person trainings of their own about the EICC’s standards and tools, reaching hundreds of corporate sustainability practitioners around the world. Many members also drive their own employees and suppliers to complete EICC trainings.

With the launch of the EICC e-Learning Academy in 2014, we’re looking to provide even more support to our members and their suppliers to help them achieve their sustainability goals.

“AS A PARTNER ASSOCIATION TO THE CONFLICT-FREE SOURCING INITIATIVE, WE, IN COOPERATION WITH JAPAN AUTO PARTS INDUSTRIES ASSOCIATION AND AUTO MANUFACTURERS, TRAINED NEARLY 2,500 PEOPLE FROM SEVERAL HUNDRED JAPANESE ELECTRONICS, ELECTRONICS PARTS AND AUTO PARTS COMPANIES IN 2013 ABOUT CONFLICT MINERALS DUE DILIGENCE AND THE TOOLS PROVIDED BY THE CFSI. THE TOOLS AND RESOURCES OF THE CFSI HAVE PROVED INVALUABLE TO OUR MEMBER COMPANIES AND BEYOND. WE ARE PLEASED TO BE ABLE TO BRING THIS GLOBAL INDUSTRY APPROACH TO JAPAN.”

SHOICHI INOUE
VICE PRESIDENT, GENERAL MANAGER FOR INTERNATIONAL AFFAIRS DEPARTMENT, JAPANESE ELECTRONICS AND INFORMATION TECHNOLOGY INDUSTRIES ASSOCIATION (JEITA)
JUMPSTARTING STAKEHOLDER ENGAGEMENT

As a coalition of electronics companies, our membership model provides a "safe space" forum for companies to collaborate and share both their successes and ongoing challenges to improve their supply chain sustainability. While the EICC does not include members outside the electronics industry, understanding the concerns of external stakeholders is vital to help our member companies understand their impact on human rights and the environment.

With a full-time professional team in place, in 2013 we dedicated more resources than ever to listen to our key stakeholders and learn how our progress at facilitating supply chain sustainability has measured up, and how we can improve in the future. EICC staff undertook an intensive “listening tour” focused on developing honest dialogue and finding common ground. Over the course of the year, we met with dozens of organizations from Africa, the Americas, Asia and Europe representing civil society, trade unions, academia and research institutions, socially responsible investors, governments and multilateral institutions.

Top issues of concern that emerged included worker representation, temporary work, corporate transparency, forced labor and use of natural resources.
EICC ADVISORY GROUP

In 2013 we also identified key stakeholder groups to participate in a special advisory group currently being set up in 2014 to better integrate their perspectives into our strategic direction and priorities. Ongoing communication cycles will include direct dialogue with our Board of Directors as well as consistent engagement with our members. As outlined in our new governance structure – passed in a 2012 member vote – the group is designed to include approximately six organizations representing civil society, trade unions, academia and research institutions, socially responsible investors and governmental and multilateral institutions from both headquarters and production countries. In 2014 we are continuing to discuss the potential of this group with invited organizations and are taking into close account their concerns and aspirations to ensure the group has added value for our members and stakeholders.

RESPONSIBLE ELECTRONICS: FOSTERING DIALOGUE

For the first time in the EICC’s history, we transformed our twice-yearly membership meeting into an open, thematic conference format addressing key issues in supply chain sustainability. Integrating stakeholder perspectives into all the issues we address at these events, Responsible Electronics is an opportunity for companies and stakeholders to discuss and debate through panels, roundtable discussions, informal coffee breaks and networking sessions. By bringing people together to discuss issues in person over several days, we hope to cultivate and deepen relationships to increase mutual understanding and include diverse views in our standards, strategy and activities.

MULTI-STAKEHOLDER WORKING GROUP ON INDONESIA TIN:

Following concerns raised by international NGO Friends of the Earth about tin mining practices in the Bangka Belitung region of Indonesia, in 2013 the EICC began participating in a multi-stakeholder working group convened by the Dutch Sustainable Trade Initiative IDH. Throughout 2013 and into 2014, this IDH working group — comprised of electronics companies including several EICC members, the EICC, Friends of the Earth and later joined by tin industry association ITRI — explored how companies in the downstream supply chain can help improve the economic, social and environmental sustainability of Indonesian tin production.
ACTIVITY AREAS OF FOCUS

To Learn?
- Risk suppliers? B4 in audit? can...
- VAQ?
- Draft CAP/Best Practices
- Send to
CONFLICT MINERALS:  
A MILESTONE YEAR

Founded in 2008 in partnership with the Global e-Sustainability Initiative (GeSI), the Conflict-Free Sourcing Initiative (CFSI) has grown into one of the most utilized and respected resources for companies addressing conflict minerals issues in their supply chains. In 2013 the CFSI marked its fifth year anniversary capped by a new name and rapidly growing membership.

With nearly 150 member companies by the end of 2013 representing several different industries, the CFSI provides a range of tools and resources including the Conflict-Free Smelter Program, the Conflict Minerals Reporting Template, Reasonable Country of Origin Inquiry data and a range of guidance documents on conflict minerals sourcing.

Additional milestones for 2013 included:

- A 30 percent increase in membership.
- Fifty percent more smelters and refiners active in the CFSI’s conflict minerals audit program – 76 compliant and in-process by end of 2013.
- The launch of a well-received white paper to provide downstream companies with guidance on best practices in conflict minerals sourcing.
- The release of a never-before available Reasonable Country of Origin Inquiry (RCOI) data for CFSI members.
- A new partnership with the tungsten industry, marking the completion of our establishment of partnerships with industry groups representing all four conflict minerals (tantalum, tin, tungsten and gold).

In 2013 we also held two Conflict-Free Sourcing Initiative Workshops drawing over 300 attendees in Taipei and Washington, D.C., and launched updated audit protocols for tantalum, tin and tungsten.

While this progress is encouraging and significant, in 2014 we are continuing to strengthen and expand the tools and resource the CFSI provides to companies to help them make informed choices about conflict minerals in their supply chains.

This support is more vital than ever as companies file reports for the first time with the U.S. Securities and Exchange Commission in accordance with the United States Dodd-Frank Wall Street Reform and Consumer Protection Act, and as other regulatory bodies including the European Union and the Government of Canada consider setting regulations on corporate due diligence on conflict minerals.

Key goals for 2014 include expanding the Conflict-Free Smelter Program to encompass more smelters and refiners, increase membership in the CFSI, make progress toward ISEAL accreditation and increase collaboration with other industry groups, governments and civil society organizations.
WORKING HOURS: A CORE RESPONSIBILITY

Excessive working hours in electronics manufacturing remains a key challenge for EICC members and has been a top finding in our audit reports since 2008. While our Code of Conduct is based on global standards on working hours and local laws at manufacturing locations, excessive working hours remain a significant challenge despite extensive efforts by our member companies.

It was clear that our current approach needed to evolve and after several years of operating a working hours working group, in 2013 we decided to transition the group to a taskforce of senior management at key member companies with a more aggressive action plan.

By ensuring clear objectives and a direct organizational path, EICC members will be able to better drive change at their companies and down through the supply chain.

Key initial activities of this taskforce include:

• Hosting a special forum in China focused on changing needs and attitudes of China’s workforce and how companies can ensure their operations respect workers’ rights.
• Developing a best practices guidebook to show members the path to consistent appropriate working hours.
• Examining and developing solutions for exacerbating factors like use of temporary workers via labor agencies.
• Forging partnerships with other industry groups and governments to collaborate on sustainable solutions.

WORKING HOURS VIOLATION IN CHINA: HOW MANY HOURS?

<table>
<thead>
<tr>
<th>Hours</th>
<th>Percentage</th>
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<tr>
<td>12</td>
<td>9%</td>
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<tr>
<td>14</td>
<td>10%</td>
</tr>
<tr>
<td>108</td>
<td>81%</td>
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Data from EICC VAP 4.0.2, April 2013-February 2014
STUDENT WORKERS

The electronics industry has long supported and invested in the continued education of young people through relevant work experience.

With EICC member assessments showing that too often Chinese student workers are inappropriately placed and utilized in facilities – being made to carry out tasks not related to their area of study or made to work excessive hours, denied leave or subject to insufficient health and safety protections – we set up a taskforce within our Asia Network in 2013 to focus on this issue specifically in China. Their activities led to the development of two key tools, outlined here.

STRENGTHENING OUR MONITORING

Young people work in electronics manufacturing facilities under many auspices, from student workers and interns to apprentices, dispatch workers and employees. To ensure that our Validated Audit Process [VAP] correctly assesses the use of student workers in China and understands their special status under Chinese law and our own Code of Conduct, we strengthened our VAP audit protocol on student workers in 2013, tightening up the description of student workers to close loopholes on alternative names.

LESN: A toolkit for human resources and facility managers

The toolkit, developed in partnership with Hong Kong-based NGO Labour and Education Service Network (LESN), aims to help human resources and other managers support responsible recruitment and management of student workers. This toolkit will be available to EICC members in 2014.

REAP: Evaluating vocational schools in China

Two member companies have piloted a project (“Phase 1”) with Stanford University’s Rural Education Action Program (REAP) to create a set of criteria to evaluate good vocational schools in China that send student workers to electronics facilities. In 2014, the information from the pilot program will be shared with EICC members to help them evaluate the vocational schools that provide student workers for their facilities and their supplier facilities.
ENVIRONMENTAL SUSTAINABILITY

In May 2013, we launched the environmental reporting module on our online reporting tool EICC-ON, making tracking these data points much easier for our members. This module standardizes key carbon, water and waste indicators to help members and their suppliers gather a comparable set of data. Indicators are drawn from global standards including the Greenhouse Gas Protocol, the Carbon Disclosure Project [CDP] and the Global Reporting Initiative [GRI].

Work also started on a new guidance paper on standardization methods for performing allocation of supplier carbon data for IT products, which was published in 2014.

Since its launch in mid-2013, nearly 800 companies have used the environmental reporting module with each reporting company sharing their data with two or three other companies.
ALIGNING WITH THE UN GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS

The EICC’s Code of Conduct has always drawn on international norms and standards. With the endorsement of the UN Guiding Principles on Business and Human Rights by the UN Human Rights Council in 2011, the EICC followed up in 2012 by commissioning a gap analysis between the UNGP and our own standards and practices. With the results of the gap analysis in hand, in 2013 we established a taskforce to review the analysis and develop recommendations for greater alignment. The process involved engaging with several internal and external stakeholders and dedicating our March 2014 Responsible Electronics event to business and human rights topics.
Key findings of the gap analysis include:

<table>
<thead>
<tr>
<th>ALIGNMENT (GENERAL)</th>
<th>GAPS (GENERAL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know and Show: policy, due diligence, assessment, integration, communication</td>
<td>EICC processes focus on assessment (activity) and not enough on remedy to findings of assessments (performance).</td>
</tr>
<tr>
<td>Generally well aligned, including senior-level responsibility, prioritizing risk, ongoing management, tools for assessment, tools for stakeholder engagement.</td>
<td>Not all relevant human rights are completely covered in the EICC Code of Conduct (gaps: effective remedy for acts violating fundamental rights, just and favorable conditions of work, equal pay for equal work, freedom of association and collective bargaining, right to form and join trade unions and right to strike, freedom of peaceful assembly and association, freedom of thought, conscience and religion).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business relationships and leverage</th>
<th>Access to remedy</th>
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<tbody>
<tr>
<td>Diversity of EICC membership, representing several parts of the electronics industry, increases leverage on human rights issues through business relationships.</td>
<td>EICC members are required to carry Code of Conduct compliance only one tier beyond their own operations, rather than to the highest risk areas anywhere in the supply chain.</td>
</tr>
</tbody>
</table>

Feedback mechanisms are referenced in the EICC Code of Conduct.  
Lack of guidance to members on effective grievance mechanisms at the company level and lack of policy and system at the EICC level to respond to grievances specifically related to EICC Code of Conduct nonconformance.

In response to these key findings, the UNGP taskforce highlighted 18 specific gaps, determined their priority and developed plans of action to close gaps. The complete gap closure plan was submitted to the EICC Board of Directors in early 2014 for feedback and approval.
FY 2013 FINANCIAL HIGHLIGHTS

The EICC’s fiscal year runs from January 1 to December 31.

FY 2013 OPERATING REVENUE
$6,480,334

FY 2013 OPERATING EXPENSES
$6,055,090

NET SURPLUS
$425,244

*EICC auditing programs operate at zero gross profit annually, with spending on auditing equaling income.
# APPENDIX

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CDP</td>
<td>Carbon Disclosure Project</td>
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<tr>
<td>CFSI</td>
<td>Conflict-Free Sourcing Initiative</td>
</tr>
<tr>
<td>EICC</td>
<td>Electronic Industry Citizenship Coalition</td>
</tr>
<tr>
<td>EICC-ON</td>
<td>EICC’s online sustainability data management system</td>
</tr>
<tr>
<td>EICC e-Learning Academy</td>
<td>Hub of best-in-class online trainings hosted by the EICC</td>
</tr>
<tr>
<td>ERM</td>
<td>Environmental Resources Management</td>
</tr>
<tr>
<td>GeSI</td>
<td>Global e-Sustainability Initiative</td>
</tr>
<tr>
<td>GRI</td>
<td>Global Reporting Initiative</td>
</tr>
<tr>
<td>ISEAL</td>
<td>A London-based NGO</td>
</tr>
<tr>
<td>JEITA</td>
<td>Japanese Electronics and Information Technology Industries Association</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>LESN</td>
<td>Hong-Kong based Labour and Education Service Network</td>
</tr>
<tr>
<td>RCOI</td>
<td>Reasonable Country of Origin Inquiry</td>
</tr>
<tr>
<td>REAP</td>
<td>Stanford University’s Rural Education Action Program</td>
</tr>
<tr>
<td>SAQ</td>
<td>Self-Assessment Questionnaire</td>
</tr>
<tr>
<td>SEAC</td>
<td>Senior Executive Advisory Committee</td>
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<tr>
<td>UNGP</td>
<td>United Nations Guiding Principles on Business and Human Rights</td>
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<td>VAP</td>
<td>Validated Audit Process</td>
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# PHOTO CREDITS

* Cover: Edwards, HP
* p. 8-9: Amkor
* p. 34-35: Edwards
* p. 36: Amkor
## SENIOR LEADERSHIP, BOARD AND STAFF

### BOARD OF DIRECTORS 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Responsibilities</th>
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</thead>
<tbody>
<tr>
<td>Tim Mohin</td>
<td>Chair, and Director, Corporate Responsibility, AMD</td>
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<tr>
<td>Judy Wente</td>
<td>Vice Chair, and Director, Environmental Social Governance, Intel</td>
</tr>
<tr>
<td>John Gabriel</td>
<td>Past Chair, and Global Supply - Manager of Supply Chain Social Responsibility, IBM</td>
</tr>
<tr>
<td>Seb Nardeccchia</td>
<td>Senior Director, Corporate Sustainability, Flextronics</td>
</tr>
<tr>
<td>Deborah Albers</td>
<td>Principal Social Strategist, Dell</td>
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<tr>
<td>Eric Austermann</td>
<td>Vice President, Social and Environmental Responsibility, Jabil</td>
</tr>
<tr>
<td>Alain Denielle</td>
<td>Group Vice President, Corporate Sustainable Development, STMicroelectronics</td>
</tr>
<tr>
<td>Tonie Hansen</td>
<td>Director of Global Citizenship, Nvidia</td>
</tr>
<tr>
<td>Hamlin Metzger</td>
<td>Director, Corporate Responsibility &amp; Sustainability, Best Buy</td>
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<tr>
<td>Bob Mitchell</td>
<td>Global Manager, Supply Chain Responsibility, HP</td>
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### BOARD OF DIRECTORS 2014

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<td>Tim Mohin</td>
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<td>Kathleen A. Shaver</td>
<td>Vice Chair, and Director, Sustainability, Risk and Compliance, Cisco</td>
</tr>
<tr>
<td>Bruce Klafter</td>
<td>Treasurer, and Senior Director, Corporate Social &amp; Environmental Responsibility, Flextronics</td>
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<td>John Gabriel</td>
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<td>Deborah Albers</td>
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<td>Kevin Caffey</td>
<td>Vice President, Quality and Reliability, Qualcomm</td>
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<td>Andrew E. Cuthbert</td>
<td>Director Environmental Health &amp; Safety and Business Continuity Planning, Western Digital</td>
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<tr>
<td>Melinda Painter</td>
<td>Director, Supply Chain Social Responsibility, BlackBerry</td>
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<tr>
<td>Judy Wente</td>
<td>Director, Environmental Social Governance, Intel</td>
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EICC SENIOR EXECUTIVE ADVISORY COUNCIL

Members of the SEAC are senior executives from the following EICC member companies:

- AMD
- Celestica
- Dell
- EMC
- HP
- Intel
- Jabil
- Logitech
- Microsoft
- ON Semiconductor
- Seagate
- Xerox

EICC SENIOR MANAGEMENT

- Robert Lederer
  Executive Director

- William Grayson
  Program Director

- Stephen Moloney
  Chief Financial Officer

- Michael Rohwer
  Program Director

- Julie Schindall
  Director of Communications & Stakeholder Engagement
# EICC Members as of September 2014

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