



Sustainable
Procurement
Pledge

Driving Human Rights in Supply Chains: Practical Tools and Insights for Procurement Professionals

November 19th 2025



Sustainable
Procurement
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YOUR SPEAKERS

Rob Williams, Senior Director Sustainable Procurement, AstraZeneca and Co-chair, SPP Pharma Chapter

Maria Terracina, Global Supplier Impact Lead , Pfizer and Co-chair, SPP Pharma Chapter

Anna Hakobyan, Director, Sustainable Procurement, AstraZeneca

Teresa Scaggs Borrás, Supplier Lifecycle Management Senior Manager, Pfizer

Anne-Laure Dall'Orso, Program Manager – Sector Initiatives, EcoVadis

AGENDA

1. Introduction and poll

Rob Williams – AstraZeneca

2. Context setting: why Procurement should be focused on Human and Labour Rights

Anna Hakobyan, Director, Sustainable Procurement, AstraZeneca

Teresa Scaggs Borrás, Supplier Lifecycle Management Senior Manager, Pfizer

4. Introduction to EcoVadis and The Responsible Health Initiative: tools for managing supply chain Human and Labour Rights risk and maturity

Anne-Laure Dall'Orso, Program Manager – Sector Initiatives, EcoVadis

5. Key Takeaways, Q&A and Close

Maria Terracina – Pfizer

Before we get going...

This session will be recorded

- Subscribe to [SPP YouTube](#) channel for all recordings

We encourage interaction & questions

- Please use the chat to ask questions & make comments.

Join our chapter on LinkedIn

- [SPP Pharma](#)

We are building a community of 1 million

- Together, as a network, we are changing the procurement profession. To do this we need more people collaborating, please invite your peers.
- Join the SPP community for more activities [here](#).

Select “Language and speech” > “Turn on Live Captions”

People & the planet need your [Pledge!](#)





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Context setting: why Procurement should be focused on Human and Labour Rights

Anna Hakobyan, Director, Sustainable Procurement, AstraZeneca

Teresa Scaggs Borrás, Supplier Lifecycle Management Senior Manager, Pfizer



ecovadis



responsible
health
initiative

powered by ecovadis

How EcoVadis & RHI approach
the *Human Rights* topic

Human Rights in the EcoVadis Methodology

EcoVadis is the leading sustainability intelligence network for global supply chains..



200k+
Customers

\$2.4 trillion+
Spend Coverage

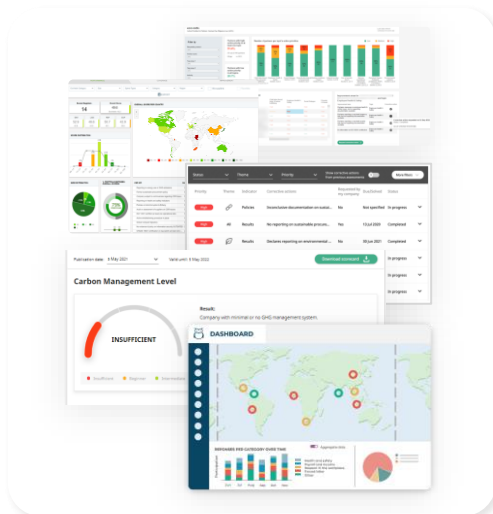
1,800+
Sustainable Procurement programs

360,000+
Ratings published

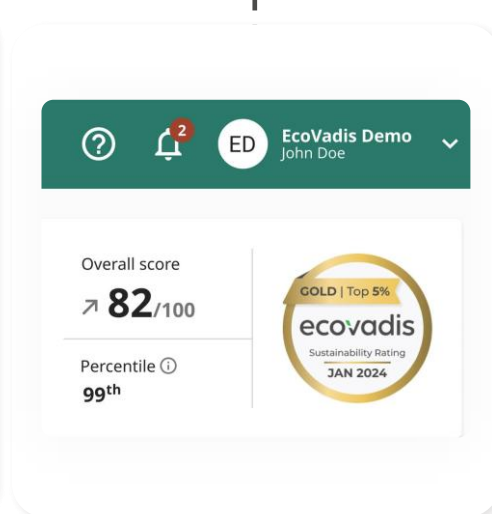
...allowing Clients to drive value and impact with reliable and actionable data



Aligned to Global Standards



Actionable Interfaces



Transparent Reporting

500+
Sustainability Analysts

17+
Years of historical data

4 million+
Documents analyzed in
2024 alone

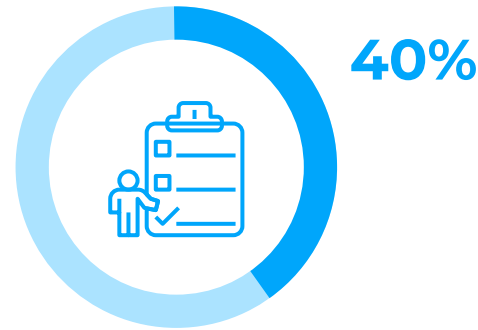
2,000+
EcoVadians in 17 offices

The EcoVadis approach is a management system assessment

POLICIES



ACTIONS



RESULTS



1. Policies

Mission, value statements, engagements, principles, objectives, and policies issued by the company

2. Endorsements

External endorsement of sustainability initiatives

3. Measures

Measures and actions implemented (e.g. procedures, trainings, equipment)

4. Certifications

Certifications and labels (e.g. ISO 14001)

5. Coverage

Level of deployment/dissemination of measures and actions

6. Reporting

Reporting on sustainability metrics

7. 360° Watch Findings

Positive developments, condemnations, controversies

A Robust Methodology: 21 Sustainability Criteria Covered

ENVIRONMENT	LABOR & HUMAN RIGHTS	BUSINESS ETHICS	SUSTAINABLE PROCUREMENT
Policies - Actions - Results			
<ul style="list-style-type: none"> · Energy Consumption & GHGs · Water · Biodiversity · Air Pollution · Materials, Chemicals, & Waste · Product Use · Product End-of-Life · Customer Health & Safety · Environmental Services & Advocacy 	<ul style="list-style-type: none"> · Employee Health & Safety · Working Conditions · Social Dialogue · Career Management & Training · Child Labor, Forced Labor & Human Trafficking · Discrimination & Harassment · External Stakeholder Human Rights 	<ul style="list-style-type: none"> · Corruption · Anticompetitive Practices · Responsible Information Management 	<ul style="list-style-type: none"> · Supplier Environmental Practices · Supplier Social Practices



Questionnaire Customization

The Questionnaire customization is based on the research work conducted by EcoVadis analysts on industry-specific sustainability issues. This results in questions relevant to each assessed company according to their context, i.e. sector, geography and size. The research results in the following knowledge base:



Criteria activation based on materiality analysis



Identification of industry best practices



Integration of specific sector initiatives/regulations

**Questionnaires
for >220 ISIC
categories and
in 13 different
languages***

*English, French, Italian, Portuguese, German, Dutch, Spanish, Chinese, Japanese, Korean, Turkish, Arabic, Thai

A Robust Methodology: 21 Sustainability Criteria Covered

ENVIRONMENT	LABOR & HUMAN RIGHTS	BUSINESS ETHICS	SUSTAINABLE PROCUREMENT
Policies - Actions - Results			
<ul style="list-style-type: none"> Energy Consumption & GHGs Water Biodiversity Air Pollution Materials, Chemicals, & Waste Product Use Product End-of-Life Customer Health & Safety Environmental Services & Advocacy 	<ul style="list-style-type: none"> Employee Health & Safety Working Conditions Social Dialogue Career Management & Training Child Labor, Forced Labor & Human Trafficking Discrimination & Harassment External Stakeholder Human Rights 	<ul style="list-style-type: none"> Corruption Anticompetitive Practices Responsible Information Management 	<ul style="list-style-type: none"> Supplier Environmental Practices Supplier Social Practices

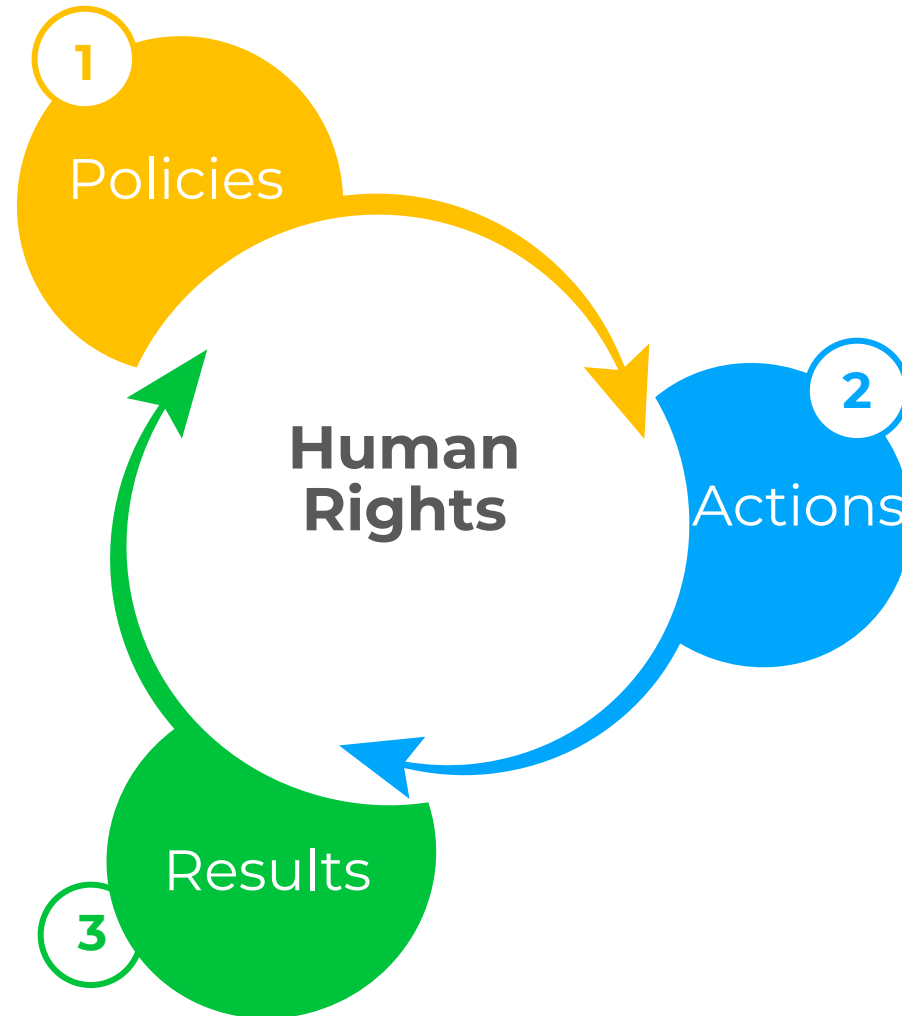


Human Rights Management System Infrastructure

Example of management system documents EcoVadis will ask for and verify:

- ✓ Slavery policy
- ✓ Child labor policy
- ✓ Anti-human trafficking policy
- ✓ Code of conduct
- ✓ Migrant worker policy
- ✓ Recruitment policy
- ✓ Modern Slavery Act Statement

- ✓ Disclose confirmed cases of child labor and forced labor
- ✓ Disclose number of employees trained for child and forced labor issues



- ✓ Human Rights impact/risk assessment
- ✓ NGO collaboration
- ✓ Employee awareness training
- ✓ Grievance mechanism
- ✓ Non-judicial remedy for identified cases

The **scorecard**, your practical tool to guide suppliers

★ EcoVadis Demo Company
 Rotterdam - Netherlands | [Manufacture of railway locomotives and rolling stock](#)

Size: XL | Assessment scope: **Group**

Fishing and Aquaculture Armenia Another tag Another tag

[Show more details](#)

Scorecard Carbon Corrective Action Plan Activity History Metrics PCF Data Exchange Other

Scorecard New version [Share feedback](#)

Publication date: 25 Aug 2022 Valid until: 25 Aug 2023

Overall score
 Percentile: **84th**

86/100

Environment

High impact on score

70/100

Labor & human rights

Medium impact on score

80/100

Ethics

High impact on score

90/100

Sustainable procurement

Low impact on score

80/100

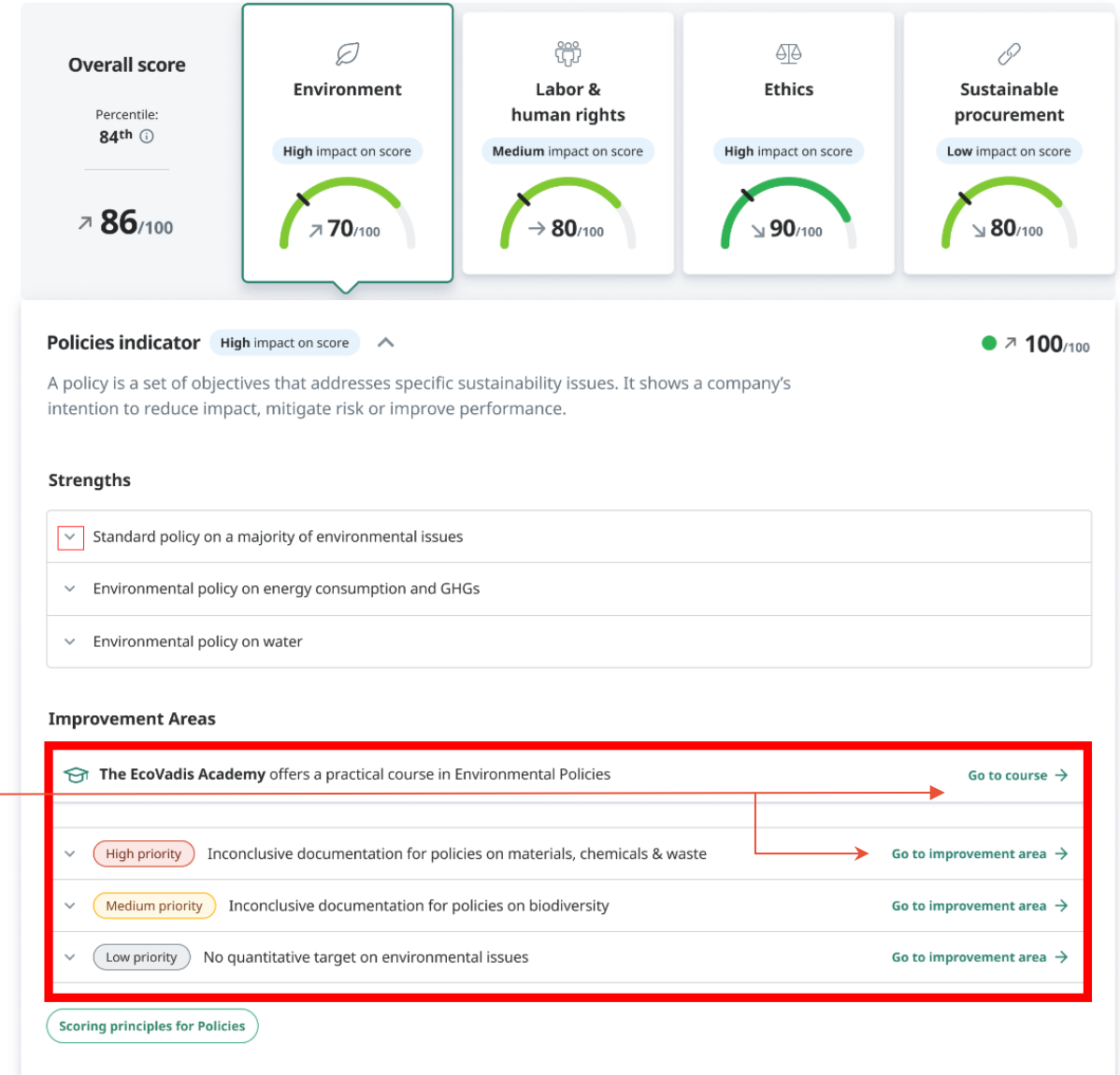
Policies indicator

A policy is a set of objectives that addresses specific sustainability issues. It shows a company's intention to reduce impact, mitigate risk or improve performance.

SUSTAINABILITY PERFORMANCE		
85 - 100	OUTSTANDING	<ul style="list-style-type: none"> Structured and proactive sustainability approach Policies and tangible actions on sustainability topics with detailed implementation plan Comprehensive sustainability reporting on actions & performance indicators Innovative practices and external recognition
65 - 84	ADVANCED	<ul style="list-style-type: none"> Structured and proactive sustainability approach Policies and tangible actions on sustainability topics with detailed implementation plan Significant sustainability reporting on actions & performance indicators
45 - 64	GOOD	<ul style="list-style-type: none"> Structured and proactive sustainability approach Policies and tangible actions on major topics Basic reporting on actions or performance indicators
25 - 44	PARTIAL	<ul style="list-style-type: none"> Minimum structured sustainability approach Few policies or tangible actions on selected topics (reactive approach) Partial certification or possible products with eco-labels
0 - 24	INSUFFICIENT	<ul style="list-style-type: none"> No policies or tangible actions regarding sustainability Evidence in certain cases of misconduct (e.g. pollution, corruption)

The **scorecard**, your practical tool to guide suppliers

- Users can click on the Strength or Improvement Areas to read more guidance on the evidence found, or what needs to be improved.
- Direct links in the Improvement Areas will take users to recommended EcoVadis Academy courses (depending on their subscription level) or to the Corrective Action Plan.
- EcoVadis scoring levels are explained in the **Scoring Principles** section



Beyond the score, an improvement plan

Strengths

Labor & Human Rights ⓘ Weight ●●● ▲

Strengths (5) Improvement Areas (4) 360° Watch Findings (0)

Policies
Strengths

- Labor and Human Rights policy on child labor, forced labor and human trafficking ⓘ
- Quantitative objectives set on child labor, forced labor and human trafficking ⓘ

Actions
Strengths

- Awareness training on child labor, forced labor and human trafficking ⓘ
- Remediation procedure in place for identified cases of child and/ or forced labor ⓘ

Results
Strengths

- Standard reporting on labor and human rights issues ⓘ

Improvement Areas

Labor & Human Rights ⓘ Weight ●●● ▲

Strengths (5) Improvement Areas (4) 360° Watch Findings (0)

Policies
Priority Improvement Areas

- High Inconclusive documentation of policies on child labor, forced labor and human trafficking ⓘ

Actions
Priority Improvement Areas

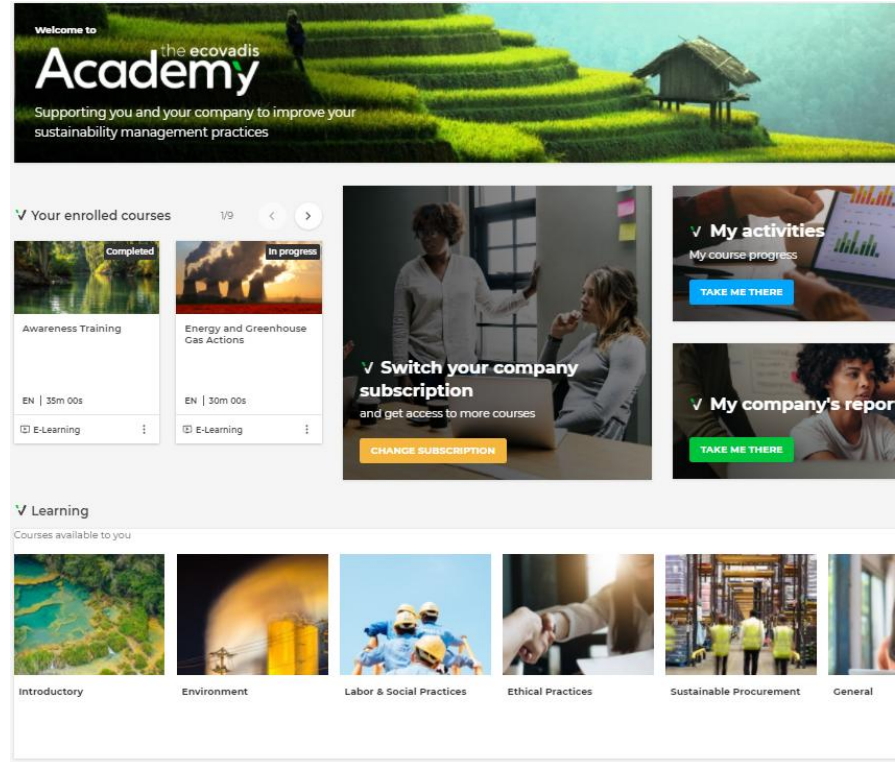
- Low Declares measures to prevent child labor, forced labor and human trafficking, but no supporting documentation available ⓘ

Results
Priority Improvement Areas

- Medium No conclusive reporting on labor and human rights issues ⓘ

Build capabilities and drive improvement with EcoVadis Academy

- 44 courses covering policies, actions, and reporting across multiple sustainability themes in up to 9 languages
- Interactive exercises and quizzes enable effective learning
- Each course contains 30-60 minutes of learning in engaging 5-minute segments
- Get started with checklists of 10+ specific steps for implementing learnings
- Practical guidance with customer case study videos on how other companies have achieved similar goals
- Showcase commitment with completion awards from quiz scores of 80%+



Checklist

Here are the steps to reporting and tracking your greenhouse gas emissions:

1. Identify your Scope 1, 2 and 3 emissions and their sources.
2. Determine which Scope 3 sources will be monitored and reported on.
3. Onboard and engage your stakeholders, at least one stakeholder per Scope.
4. Set your company's emissions targets.
5. Create a reporting structure for your stakeholders.
6. Identify an individual or group of stakeholders to compile results.
7. Access public emissions factor databases most relevant to your company's location and activities and identify the emissions factor data points needed for calculations.
8. Calculate your Scope's 1, 2 and 3 emissions.
9. Select and use a reporting framework.
10. Report on progress.



**Scope 1
Direct Emissions**

- Company facilities
- Company vehicles



**Scope 2
Indirect Emissions**

- Purchased electricity, heat and steam

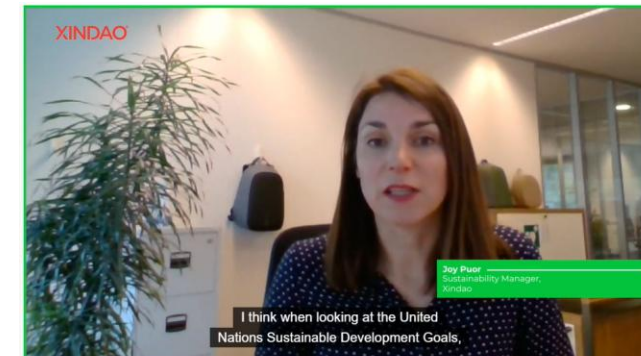


**Scope 3
Direct Emissions**

- Transportation and distribution (upstream and downstream)
- Processing of sold products
- End-of-life treatment of sold products
- Leased assets
- Franchises

- Investments
- Purchased good and services
- Capital goods
- Business travel
- Fuel and energy related activities
- Waste generated in operations (upstream)
- Leased assets

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Xindao Talks About Their Environmental Reporting - Joy Puor

Build **capabilities** with our Corrective Action Plan

- Collaborative tool to build an **improvement plan** online
- **Optimizes** the use of scorecard results
- Facilitates **communication** between buyers and suppliers on corrective actions
- Enables suppliers to share **planned and completed** corrective actions

Corrective Actions are **visible to all Requesting Companies** connected with the supplier

Corrective actions (28)

Status	Theme	Priority	Previous correct-...	More filters		
Priority	Theme	Indicator	Corrective actions	Requested by my company	Due/Solved	Status
High	Actions	Actions	No supporting documentation on the...	No	13 Mar 2023	Completed
High	Targets	Targets	Aim at setting absolute Scope 2 emiss...	No	13 Mar 2023	Completed
High	Actions	Actions	No supporting documentation on the...	No	6 Mar 2023	Completed
High	Targets	Targets	Aim at setting absolute Scope 3 emiss...	No	13 Mar 2023	Completed
High	Actions	Actions	No conclusive documentation regardi...	No	6 Mar 2023	Completed
High	Results	Results	No conclusive reporting on labor and ...	No	6 Mar 2023	Completed

Improvement Journey: Post-Scorecard


Improvement Webinars: Rated Company Journey

- **Live** monthly webinars focused on the improvement journey for rated companies
- **Covering 8 languages worldwide**
- Covers topics such as:
 - Understanding the EcoVadis Scorecard
 - How to leverage the tools on the platform to help you with your next assessment
 - How to respond to requests for corrective actions
 - Live Q&A

- Webinars also available *on-demand*
- **Carbon & Metrics Webinar:** How to accelerate your decarbonization journey with EcoVadis
- **Webinar for XS companies**

The EcoVadis Benefits: Supplier side



Click [here](#) to read more about the [benefits](#) of our services  responsible health initiative by ecovadis



Confidential, relevant CSR questionnaire

- **Customized** to their industry, size and location
- **Secure**, confidential documents storage
- Available in **multiple languages**



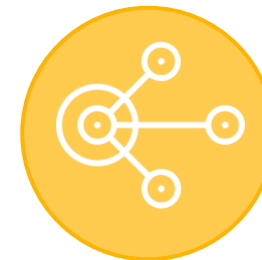
UNDERSTAND their CSR performance

- **Easy-to-understand Scorecard**
- Strengths & Improvement Areas
- Scores (1 - 100) in 4 themes :
Environment, Ethics, Labour & Human Rights, Sustainable procurement



MANAGE & IMPROVE their CSR performance

- Detailed Improvement Areas
- **Useful resources** (how-to-guides, industry risk profile)
- **EcoVadis Academy** for **CSR e-learning**
- Corrective Action Plan module to manage their performance internally/externally



Easy sharing saves time & effort

- **Share with multiple customers** with a few clicks
- **No duplicate efforts** in multiple questionnaires, **EcoVadis is globally recognized**



Differentiation & recognition

- **Demonstrate their commitment** to CSR
- **Credibility** of a robust and globally-recognized methodology
- Platinum/Gold/Silver/Bronze **Medals/Badges** (if eligible) offer the **recognition** they deserve for good sustainability performance



RHI: Take Action on Human Rights

About The Responsible Health Initiative



10 member companies joining forces to develop a responsible supply chain by adopting the disciplines of responsible sourcing and sustainable procurement, hence driving towards a strong and mutually beneficial collaboration through a shared network.

EcoVadis Sector initiatives: **mutualizing** supplier assessments for greater impact



~ 150,000 suppliers



~ 10,000 suppliers
(prospected number)



~XXX suppliers



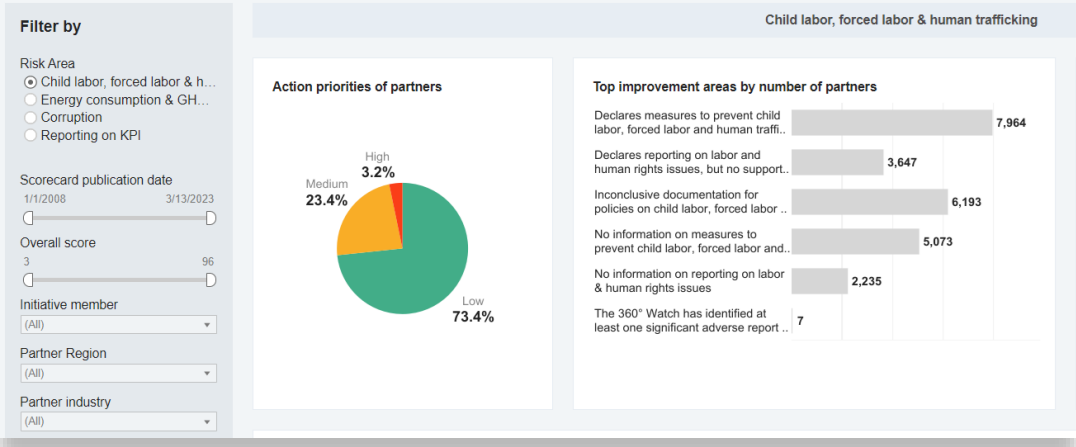
Suppliers in the Pool are already working with your industry peers!

Same industry → Same suppliers (Relationship anonymized)

Shared effort → Less workload

Benefits for all → Impact at scale

Shared scorecards: Sector view data mining



Step 1: defining a common priority for RHI

KPIs for 2025	Human Rights KPIs to be identified
Engagement - Supplier Target	<ul style="list-style-type: none"> - Selection by maturity level - By ISIC - By Country
Deliverables	<ul style="list-style-type: none"> - Human Rights Learning Plan with at least 2 Webinars - ...
Impact	<p>Measurable improvement</p> <ul style="list-style-type: none"> - % of suppliers with high action priority (decrease) - % increase of suppliers with positive CSR KPI - % decrease of % of suppliers with negative CSR KPI - % increase of suppliers publishing metrics <ul style="list-style-type: none"> - Depending on the metric: improvement evolution over time (e.g. increase of use of renewable energies, less waste in tons,...)

- Brainstorming with RHI members on priorities for 2025:
- Members identified Human Rights as a top concern for their sustainability strategies

Are you achieving your Human Rights objectives?
What are the geographical areas & supply categories you would like to engage?

Which engagement activities would bring the most value for you?
Internal (buyers) external (suppliers)

According to your sustainable procurement objectives, **what are the KEY topics and areas where you'd like to see an improvement and action?**

Step 2: Analysis of RHI suppliers performance

Number of partners

5,865

Benchmark: all companies rated by EcoVadis

Select the tile to view score details

Overall

52.3

+4.6
compared with benchmark

Environment

52.7

+4.5
compared with benchmark

Labor & Human Rights

54.4

+3.8
compared with benchmark

Ethics

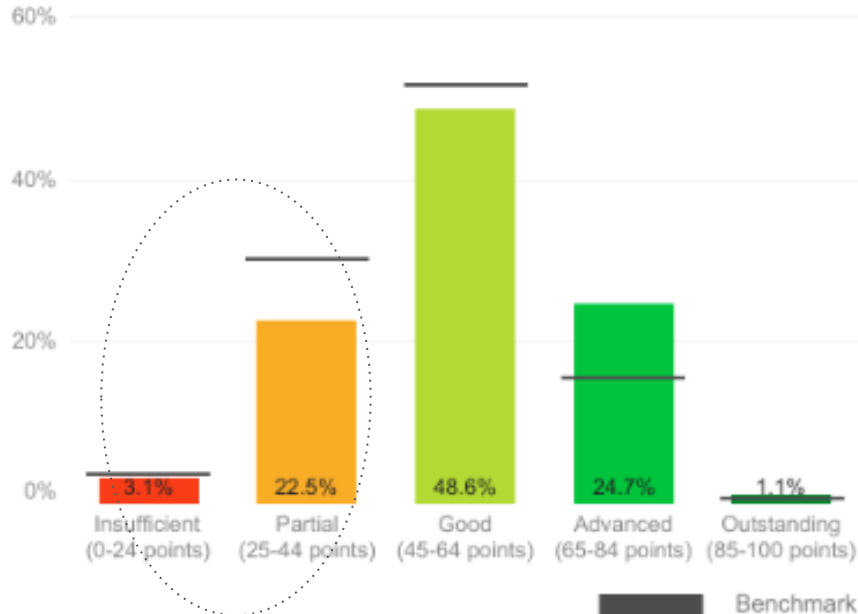
51.7

+6.6
compared with benchmark

Sustainable Procurement

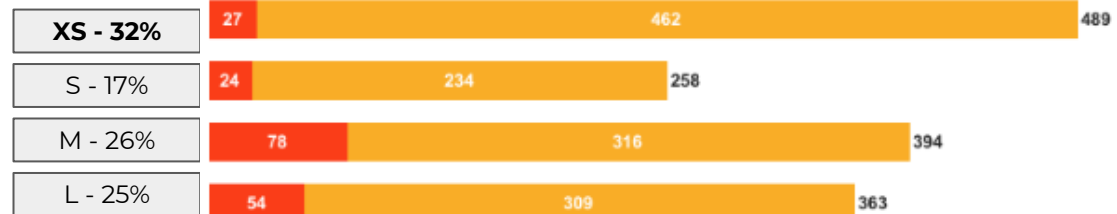
44.9

+5.8
compared with benchmark



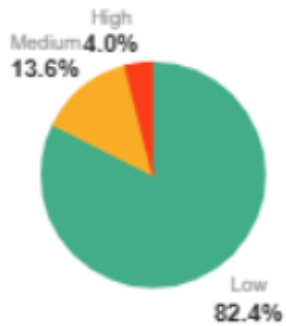
25.6% of your suppliers have a **score of <45** on the Labor & Human Rights theme (1540 suppliers)

32% of them are XS suppliers



Step 2: Analysis of RHI suppliers performance

+5000
Supplier scorecards in pool



Child Labor, Forced Labor & Human Trafficking

17.6% of the RHI suppliers are in High & Medium Action Priority
i.e with several improvement areas on this topic

490
Inconclusive Policies

727
Have no or inconclusive Measures

8
External Sustainability Audit: Major or/and critical non-compliance

3
Adverse Report 360° News

	Improvement Areas <i>(tracked in AP dashboard)</i>
Policy	Inconclusive documentation for policies on child labor, forced labor & human trafficking
Action	Declares measures to prevent child labor, forced labor and human trafficking, but no supporting documentation available
Action	No information on measures to prevent child labor, forced labor and human trafficking
Result	Declares reporting on labor and human rights issues, but no supporting documentation available
Result	No information on reporting on labor & human rights issues

Focus on Sustainability KPIs*

KPIs related to strengths	Theme	% of partners	Benchmark comparison
Actions on energy consumption & GHGs	ENV	21.1%	-26.4 p.p.
Actions to minimize use of biocides and antibiotics in disease pre..	ENV	0.1%	+0.0 p.p.
Carbon disclosure project (CDP) respondent	ENV	7.2%	-1.5 p.p.
ISO 14001 certified (at least one operational site)	ENV	12.7%	-14.5 p.p.
ISO 50001 certified	ENV	0.7%	-2.9 p.p.
Reporting on CO2 emissions	ENV	9.2%	-12.7 p.p.
Reporting on energy consumption & GHGs	ENV	18.2%	-18.0 p.p.
Use of renewable energy	ENV	10.3%	-11.9 p.p.
Policy on corruption	ETH	30.3%	-22.1 p.p.
ISO 45001 certification or equivalent (at least one operational site)	LAB	7.3%	-10.2 p.p.
Reporting on health & safety indicators	LAB	11.8%	-17.5 p.p.
Audit or assessment of suppliers on CSR issues	SUP	12.4%	-16.3 p.p.
Policy on sustainable procurement issues	SUP	11.8%	-17.9 p.p.
Reporting on scope 3 GHG emissions	SUP	5.1%	-6.0 p.p.
Global Compact Signatory	Various	3.6%	-6.8 p.p.
Grievance mechanism or whistleblowing procedure in place	Various	15.8%	-15.3 p.p.
Part of the Science Based Targets Initiative	Various	4.4%	-0.7 p.p.
KPIs related to improvement areas	Theme	% of partners	Benchmark comparison
No evidence of actions on working conditions	LAB	62.0%	+29.6 p.p.
No evidence of actions on employee health and safety issues	LAB	62.5%	+36.0 p.p.
No evidence of supplier sustainability risk analysis and/or supplier s..	SUP	72.3%	-7.1 p.p.

* data concerning the 25.6% insufficient performing suppliers in RHI pool



Step 3: definition of supplier engagement strategy

Feedback from Workstream Discussion	
Objective	Reduce Labor & Human Rights risks and in particular Child Labor, forced labor and Human trafficking
Workstream timeframe	2025
Improvement areas	Various improvement areas with regards to: <ol style="list-style-type: none"> 1. Suppliers to improve their EV LAB score 2. Policies: No policies on child labor, forced labor & human trafficking 3. Actions child labor, forced labor & human trafficking 4. 360° alleged violations on child labor, forced labor & human trafficking
Which supply industries are the most concerned?	<ul style="list-style-type: none"> - Scoring below 45 on LAB theme - Lacking Modern Slavery policies
Members activities on this topic	<ul style="list-style-type: none"> - Human Rights Webinars with Nexio Projects: 2 Webinars - Joint letter from RHI, signed by the CPOs, to engage low performing suppliers
How does success look like?	<ol style="list-style-type: none"> 1. <i>% suppliers improving LAB Score</i> 2. <i>% suppliers with policies on child labor, forced labor and human trafficking</i>

Step 3: definition of supplier engagement strategy

Session 1- September 4th: Embedding human rights within your management systems




Welcome and introduction	5 min
The business case for respecting human rights	10 min
Detailed guidance on essential topics for your organisation's policy commitments — from child labour and recruitment policies to modern slavery and human trafficking	20 min
Important factors to consider when developing policy commitments on human rights	15 min
Q&A	15 min

Session 2 - September 23rd: Taking action to address human rights risks

Welcome and introduction	5 min
Overview of how to conduct a human rights impact/risk assessment	15 min
Guidelines on implementing mitigation and remediation mechanisms	10 min
Creating employee awareness and grievance mechanisms	10 min
Reporting on human rights	10 min
Q&A	10 min

Step 4: RHI Members to engage suppliers

- RHI Members collaborated to develop a **joint message**
- Each RHI members shared the letter to the relevant suppliers to communicate on upcoming learning plan



Strengthening Human Rights and Ethical Practices in Our Supply Chain

Dear Valued Supplier,

At **[Your Company Name]**, we are committed to responsible business practices and upholding human rights and ethical conduct in our supply chain. We are an active member of the [Responsible Health Initiative \(RHI\)](#), a collaborative group advancing sustainability in the pharmaceutical supply chain. We and other RHI members (see logos attached) are working to ensure our collective supply chains are free from human rights violations, including forced labor, child labor, and human trafficking.


We expect all suppliers to share this commitment, comply with applicable laws, and adhere to international human rights principles. To support you, we're partnering with [Nexio Projects](#) to host educational webinars on enhancing human rights practices. These webinars will offer valuable insights and tools to help you develop and implement robust policies and procedures. We strongly encourage you to participate and take full advantage of these opportunities:

- **Webinar 1, September 4th 2025**
Embedding human rights within your management systems - [Register here](#)
- **Webinar 2, September 24th 2025**
Taking action to address human rights risks - [Register here](#)

Additionally, explore EcoVadis Academy's human rights courses: <https://academy.ecovadis.com/>

We expect suppliers to have comprehensive human rights policies, effective due diligence, and demonstrable actions to protect human rights. RHI and **[Your Company Name]** are here to support your continuous improvement. By working together with RHI, we can create a more ethical and responsible supply chain. We appreciate your commitment and look forward to your participation.

Sincerely,



Key Takeaways

- Procurement has an important role in third party human rights, as liaison and business owner with our external partners, to communicate expectations and develop improvement plans to address risks.
- EcoVadis can be a partner to address Human Rights topics in the supply chain thanks to its robust and comprehensive assessment methodology.
- Members of RHI have found in RHI a forum in which to collaborate on these topics, leveraging supplier data collected via EcoVadis to understand supplier performance.



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Let's drive change. Together.



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Q&A

The Pharma Chapter in 2026

- Q1: EUDR
- Q2: Health Procurement Europe
- Q3: Product Carbon Footprint in pharma
- Q4: Best practice sharing -
Decarbonization Outcomes.

