



THE SIGMA GUIDELINES- TOOLKIT

SIGMA PERFORMANCE REVIEW TOOL QUESTIONNAIRE



SIGMA PERFORMANCE REVIEW QUESTIONNAIRE

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1. Assessment of overall management of sustainability

To what extent do you have the following systems in place?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
A system for managing environmental performance	1	2	3	4	5
A system for managing stakeholder engagement and social performance	1	2	3	4	5
A system for managing economic performance (beyond traditional financial management)	1	2	3	4	5
An integrated system for managing performance across social, environmental and economic performance	1	2	3	4	5
Certified or verified processes for managing environmental performance e.g. ISO14001 / EMAS	1	2	3	4	5
Certified or verified processes for managing social and economic performance e.g. Investors in People, EFQM, ISO 9001, AA1000	1	2	3	4	5

The following questions map performance against the four phases of the SIGMA Management Framework. These are:

- Leadership and vision
- Planning
- Delivery
- Monitoring, reporting and review.

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2. Phase one: Leadership and vision

2. Business case, awareness raising and senior management commitment (LV.1)

The following statements relate to the awareness and commitment to sustainability among managers in your organisation. To what degree do you and your team agree with the following statements?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensiv ely across most of the org'n	Extensiv ely across whole org'n
There is a board member responsible for the management of sustainability performance in our organisation – for those with boards at multiple levels please choose the board that is most appropriate	1	2	3	4	5
The Board regularly discuss non-financial performance, covering the full range of economic, environmental and social aspects of the organisation's performance	1	2	3	4	5
Our organisation has a clearly articulated business case for managing sustainability	1	2	3	4	5
Our senior managers understand what sustainability means for our organisation– socially, economically and environmentally	1	2	3	4	5

3. Vision, mission and operating principles (LV.2)

To what extent do you have a vision, mission and operating principles for sustainability - on a scale of one to five, where one is *No clear direction on sustainability set* and five is *Comprehensive sustainability vision developed and embedded within organisation*.

No clear direction on sustainability set	Comprehensive sustainability vision developed and embedded within organisation			
1	2	3	4	5

How far do you agree or disagree with the following statements about your organisation's vision, mission and principles for sustainability?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensiv ely across most of the org'n	Extensiv ely across whole org'n
The organisation's long term, high level strategies incorporate sustainability principles	1	2	3	4	5
The organisation's strategies are aligned to and fully cover the SIGMA Principles	1	2	3	4	5
The organisation has a vision to become sustainable	1	2	3	4	5

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We have a clear set of operating principles that incorporate social, economic and environmental factors	1	2	3	4	5
Our vision and principles on sustainability are communicated widely	1	2	3	4	5
We have published strategies, policies, mission, values, principles and codes of conduct relating to sustainability	1	2	3	4	5
There is a rigorous process for monitoring organisational performance against the organisation's vision and operating principles	1	2	3	4	5

4. Training and communication (LV.3)

To what extent are the following statements true of your organisations communication and training on sustainability?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
There is a strategy and plan in place for communicating sustainability internally	1	2	3	4	5
There is a strategy and plan in place for communicating sustainability externally	1	2	3	4	5
The training needs analysis and provision of training cover the full range of environmental aspects of an organisation's performance	1	2	3	4	5
The training needs analysis and provision of training cover the full range of social aspects of an organisation's performance	1	2	3	4	5
The training needs analysis and provision of training cover the full range of economic aspects of an organisation's performance	1	2	3	4	5

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5. Culture change (LV.4)

The following statements relate to your organisation's culture and the extent to which it supports the management of sustainability. Please read the following statements and mark down to what extent the statement applies to your organisation.

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
Our organisation's culture supports the organisation's vision of sustainability	1	2	3	4	5
The organisation is aware of stakeholders' views and is able to respond to them and learn from them	1	2	3	4	5
The organisation has allocated adequate resource to successfully manage sustainability	1	2	3	4	5

3. Phase two: Planning

6. Performance review (P.1)

To what extent have the following activities been carried out in your organisation?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across part of the org'n	Extensively across whole org'n
A comprehensive review of sustainability issues covering the full range of economic, environmental and social aspects of the organisation's performance	1	2	3	4	5
The mapping of our processes and main activities which have an impact on sustainability	1	2	3	4	5
Involvement of stakeholders in reviewing performance, formally or informally	1	2	3	4	5
An evaluation of the organisation's alignment with the SIGMA Principles	1	2	3	4	5
The results of reviews of performance for sustainability have been reported to senior management and / or the board of the organisation	1	2	3	4	5

7. Legal and regulatory analysis and management (P.2)

To what extent does the following statement apply to your organisation?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across part of the org'n	Extensively across whole org'n
The level of conformity of your activities to sustainability legislation and regulations has been established and is being monitored.	1	2	3	4	5

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8. Actions, impacts and outcomes (P.3)

The following statements relate to the management of sustainability within your organisation. To what extent do you agree with them?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across part of the org'n	Extensively across whole org'n
Our significant environmental, social and economic impacts have been assessed	1	2	3	4	5
Current levels of performance against these impacts have been assessed	1	2	3	4	5
Action needed to address our significant sustainability impacts has been identified and prioritised	1	2	3	4	5
Management programmes have been established to address identified and prioritised sustainability impacts	1	2	3	4	5
Stakeholder interests have been incorporated into the identification and evaluation of impacts	1	2	3	4	5

9. Strategic planning stage (P.4)

The following statements relate to strategic planning within your organisation. To what extent do you agree with them?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
The organisation's sustainability impacts are considered as part of the strategic planning process	1	2	3	4	5
There is a clear strategy for balanced capital enhancement (e.g. social, human, environmental, manufactured and economic capitals)	1	2	3	4	5
Roles and responsibilities for managing sustainability impacts have been assigned	1	2	3	4	5
Strategic plans, and the consideration of alternative strategic options, take into account the organisation's sustainability vision and operating principles	1	2	3	4	5
Strategic plans have been clearly communicated within the organisation	1	2	3	4	5

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10. Tactical planning – business systems and management programmes (P.5)

To what extent are the following statements regarding systems and management true in your organisation?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
Management systems aligned to the organisation's vision have been agreed	1	2	3	4	5
There are a set of short (1-2 years), medium (3-5 years) and long term (20 years+) objectives in place for managing sustainability	1	2	3	4	5
There are a set of quantifiable performance indicators and targets in place regarding sustainability performance	1	2	3	4	5
Performance targets are sufficiently challenging to deliver improvements against the organisation's vision for sustainability	1	2	3	4	5
The organisation is confident that their suppliers are taking necessary action to deliver the organisation's strategic objectives in relation to the SIGMA Principles	1	2	3	4	5
The organisation has identified and prioritised its stakeholders groups and mapped current dialogue processes against them	1	2	3	4	5
The organisation has adequate resources (including human, technological and financial) to deliver improved performance against the targets	1	2	3	4	5

4. Phase three: Delivery

11. Delivery of management programmes stage (D.1)

The following statements relate to the operations function within your organisation. To what extent do you agree with them?

	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
Management programmes to achieve performance objectives for sustainability have been established and documented	1	2	3	4	5
There is awareness of the management systems for sustainability across the organisation	1	2	3	4	5
The organisation has established and maintained procedures for identifying training needs and for providing appropriate training	1	2	3	4	5
All the relevant personnel at all levels have the necessary knowledge, attributes and qualifications relating to their roles, responsibilities, and contribution to sustainability.	1	2	3	4	5
Our employees understand how our organisational activities impact on society – socially, economically and environmentally	1	2	3	4	5

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12. Management programmes (D.2)

The following statements relate to control and influence in relation to sustainability within your organisation. To what extent is this true within your organisation?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across most of the org'n	Extensively across whole org'n
A full range of economic, environmental and social aspects of the organisation's performance are built into it's risk and opportunity management processes	1	2	3	4	5
A Board Level representative has been appointed with responsibility for the management of sustainability performance and the maintenance of the system	1	2	3	4	5
Appropriate emergency planning and response / crisis management procedures are in place	1	2	3	4	5
The organisation has identified the aspects of the products and services it uses that affect its progress towards sustainability and has put in place control procedures to manage these	1	2	3	4	5
The organisation has established supply chain management processes for the economic, environmental and social aspects of its operations, products and services	1	2	3	4	5
Stakeholder interests have been incorporated in the identification and evaluation of the impacts of goods and services	1	2	3	4	5
The organisation lobbies in a manner that is consistent with its strategies, policies, mission, values, principles and codes of conduct relating to sustainability for its key economic, environmental or social aspects	1	2	3	4	5

5. Phase four: Monitor, Review and Report

13. Monitoring, measurement, auditing and feedback – gathering objective evidence (MRR.1)

The following statements relate to monitoring and measurement of sustainability within your organisation. In relation to your organisation, to what extent do you agree with these statements?

	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
There is enough objective evidence to provide assurance of sound performance against the organisation's vision, operating principles and objectives	1	2	3	4	5
There is constant review, feedback and corrective action on plans to progress sustainability performance, including reviewing the economic, environmental and social impacts.	1	2	3	4	5
Evidence of capital enhancement is systematically gathered and documented across the organisation	1	2	3	4	5
Performance against indicators is tracked on a regular basis	1	2	3	4	5
The organisation's economic, social and environmental performance indicators are regularly reviewed to ensure that they address the organisation's key impacts and reflect stakeholder's concerns	1	2	3	4	5
Performance information and processes are externally verified to ensure accuracy and credibility	1	2	3	4	5

14. Tactical and strategic review (MRR.2)

The following statements relate to the process of monitoring and reviewing the organisation's performance on sustainability. In relation to your organisation, to what extent do you agree with these statements?

	Strongly disagree	Slightly disagree	Neutral	Slightly agree	Strongly agree
The organisation has defined responsibility and authority for initiating action for improvement based on the results of its monitoring processes	1	2	3	4	5
Findings from previous audit and verification programmes have been incorporated into the current management system	1	2	3	4	5

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The organisation has established and maintained an independent audit and verification programme and procedures against the SIGMA Guidelines	1	2	3	4	5
We have regular and effective reviews of our sustainability objectives and management	1	2	3	4	5
The Board has regular updates of sustainability performance and is involved in the review process	1	2	3	4	5
Stakeholder engagement is an integral part of the review process	1	2	3	4	5

15. Reporting progress (MRR.3)

To what extent does your organisation report on sustainability performance?

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across part of the org'n	Extensively across whole org'n –
The organisation produces reports on its environmental, social and economic impacts and performance	1	2	3	4	5
The organisation produces integrated reports on sustainability performance	1	2	3	4	5
Clear sustainability performance indicators are reported against (for example GRI indicators) in a way that allows for comparison over time	1	2	3	4	5
Future targets are communicated	1	2	3	4	5
Stakeholder views of reports are sought and work is done to meet their expectations	1	2	3	4	5
Reports include a mechanism for stakeholder feedback, which is supported by a process that takes into account any feedback received	1	2	3	4	5

16. Assurance of reporting sub-phase (MRR.4)

Does your organisation have its sustainability reports independently assured

	Not at all	To some extent in some of the org'n	To some extent in the whole org'n	Extensively across part of the org'n	Extensively across whole org'n –
Reports are assured by independent, credible third parties	1	2	3	4	5

6. Self-Assessment Scoring Sheet

Through completing the questionnaire you will already have a clearer picture of how good you are at effectively managing sustainability issues. The [scoring structure](#) gives you a broad rating of current performance and enables you to track ongoing trends. To calculate your score add up the numbers you gave yourself for each question (adding up the sub-questions) and complete the appropriate box in the excel spreadsheet, then total your scores. This will give you an overall score, whose broad meaning is given on the following page.

Phase Reference	Question number and subject	Score
General	Q1. Assessment of overall management of sustainability	30
1. Leadership and Vision	Q2. Business case, awareness and commitment	20
	Q3. Vision, mission and operating principles	40
	Q4. Training and communications	25
	Q5. Culture and change management	15
2. Planning	Q6. Performance Review	25
	Q7. Legal and regulatory review	5
	Q8. Actions, outcomes, impacts	25
	Q9. Strategic planning	25
	Q10. Tactical planning	35
3. Delivery	Q.11. Delivery	25
	Q.12 Management programmes	35
4. Monitoring, Review and Report	Q.13. Monitoring and measurement	30
	Q14. Review of strategic and tactical plans	30
	Q15. Reporting progress	30
	Q16. Assurance and verification of reporting sub-phase	5
	Total Score (Minimum 80/ Maximum 400)	400

7. What the scores mean

Target scores and what they indicate about the organisations concerned:

Organisational score: 80 – 150

An organisation scoring less than 150 is likely to have little integration of sustainability issues into organisational processes and decision-making. They probably have little awareness of what it means for them to be sustainable and they will not have identified and evaluated the full range of consequences associated with their actions. They are unlikely to have engaged in any meaningful stakeholder dialogue.

Organisational Score: 151 - 220

An organisation scoring between 151-220 may well have identified some elements within their organisation that have the capacity to help them integrate sustainability issues into organisational decision making and promote such issues in the wider community. Such an organisation may have undertaken some limited sustainability related initiatives, but as yet they are content to cope with problems as they appear, rather than choose a more proactive approach. It is likely that they have little understanding of the role of sustainability issues in relation to the continued long-term health of their company.

Organisational Score: 222 - 290

An organisation scoring between 222-290 has already attempted the identification of those sustainability issues that are pertinent to their organisation and its stakeholders. They have the building blocks of management framework in place, and probably have some good in-house technical expertise. They have engaged in some systematic stakeholder dialogue.

Organisational Score: 291 – 360

An organisation scoring between 291-360 already has a fledgling management framework for sustainability in place. It may be that this management framework has not been in place long and is still generating its first useful information. It may also be that integration with the mainstream business planning process and / or other operational level systems has not yet taken place.

Organisational Score: 361 - 400

An organisation scoring 361-400 is likely already to be in amongst the foremost proponents of sustainability and is also likely to be actively promoting sustainability issues beyond the organisational 'footprint'. The organisation will be enjoying a positive relationship with a range of stakeholders. The organisation is focused on the optimisation of principles, values and processes.

Organisational Profile

These score profiles are not intended to be accurate portrayals of any organisation. They merely suggest what an organisation achieving a particular score using the Performance Review Questionnaire might look like.

The overall score will give you a broad impression of performance. It is also useful to reflect on the relative scores for each section, which reflects a phase in the SIGMA management framework – this will highlight any particular areas of strength and where there is room for improvement.

APPENDIX A: Additional guidance on the potential issues to be considered under the heading of economic, environmental and social aspects and impacts:

The purpose of this section is to provide simple signposts or indicators to the sort of issues that implementation teams may wish to consider when answering questions about relative levels of performance and the maturity of management practices and processes within their organisation. The issues highlighted below should not be considered to be all-inclusive lists and organisations should reflect on the full range of sustainability aspects and impacts that are (or are likely to) occur given the nature of their day-to-day activities, processes, products and services. Organisations are encouraged to use their stakeholder dialogue processes to refine or reinforce their understanding of the sustainability aspects and impacts that are likely to have a significant effect on the attainment of their vision for sustainability.

The list of issues below is drawn from the performance indicators referenced in the Global Reporting Initiative’s (GRI) Sustainability Reporting Guidelines (www.globalreporting.org).

GRI Performance Indicators¹:

GRI structures performance indicators according to a hierarchy of category, aspect, and indicator. The definitions used by GRI within this hierarchy are aligned with international standards, but adapted to the GRI framework. Indicators are grouped in terms of the three dimensions of the conventional definition of sustainability: economic, environmental, and social.

In the 2002 *Guidelines*, the hierarchy is structured as follows:

	Category	Aspect / Example Indicators
ECONOMIC	Direct economic impacts	<p>Customers: e.g. Net sales: over a specified timeframe and by geography (e.g. Europe, North America, etc.)</p> <p>Suppliers: e.g. Cost of all goods, materials and services purchased; percentage of all contracts paid in accordance with agreed terms and conditions</p> <p>Employees: e.g. Total payroll and benefits</p> <p>Providers of capital: e.g. Distributions to providers of capital broken down by interest on debt and borrowings, and dividends on all classes of shares, with any arrears of preferred dividends to be disclosed.</p> <p>Public sector: e.g. Total sum of taxes of all types paid broken down by country; Donations to community, civil society, and other groups broken down in terms of cash and in-kind donations per type of group.</p>
	Indirect economic impacts	<p>Innovation: measured through number of patents and partnerships</p> <p>Community and local economy: dependency on organisation’s activities</p> <p>Suppliers: Location of suppliers / service providers</p> <p>Inward investment: ability of the organisation to attract further inward investment (monetary value per annum)</p>

¹ Source: GRI Sustainability Reporting Guidelines – August 2002

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Category	Aspect / Example Indicators
ENVIRONMENTAL	<p>Environmental</p> <p>Materials : e.g. total use of materials by type; Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organisation.</p> <p>Energy : e.g. Direct energy use segmented by primary source; Indirect energy use (e.g. imported electricity); Initiatives to use renewable energy sources and to increase energy efficiency; Energy consumption footprint (i.e., annualized lifetime energy requirements) of major products.</p> <p>Water: e.g. Water sources and related ecosystems/habitats significantly affected by use of water; Total recycling and reuse of water.</p> <p>Biodiversity: e.g. Location and size of land owned, leased, or managed in biodiversity-rich habitats; Description of the major impacts on biodiversity associated with activities and/or products and services in terrestrial, freshwater, and marine environments.</p> <p>Emissions, effluents and wastes: e.g. Greenhouse gas emissions in tones of carbon dioxide equivalents (tCO₂e); Use and emissions of ozone-depleting substances; Total amount of waste by type and destination; Significant discharges to water by type; Significant spills of chemicals, oils, and fuels in terms of total number and total volume; All production, transport, import, or export of any waste deemed “hazardous” under the terms of the Basel Convention Annex I, II, III, and VIII.</p> <p>Suppliers: e.g. Performance of suppliers relative to environmental components of programmes and procedures</p> <p>Products and services: e.g. Significant environmental impacts of principal products and services; Percentage of the weight of products sold that is reclaimable at the end of the products’ useful life and percentage that is actually reclaimed.</p> <p>Compliance: e.g. Incidents of and fines for non-compliance with all applicable international declarations/conventions/treaties, and national, sub-national, regional, and local regulations associated with environmental issues.</p> <p>Transport: e.g. Significant environmental impacts of transportation used for logistical purposes.</p> <p>Overall: e.g. Total environmental expenditures by type.</p>

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	Category	Aspect / Example Indicators
SOCIAL	Labour practices and decent work	<p>Employment: e.g. Employee benefits beyond those legally mandated; Net employment creation and average turnover segmented by region/country.</p> <p>Labour / management relations: e.g. Percentage of employees represented by independent trade union organisations or other bona fide employee representatives broken down geographically OR percentage of employees covered by collective bargaining agreements broken down by region/country; Provision for formal worker representation in decision-making or management, including corporate governance.</p> <p>Health and safety: e.g. Practices on recording and notification of occupational accidents and diseases, and how they relate to the ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases; Evidence of substantial compliance with the ILO <i>Guidelines for Occupational Health Management Systems</i>.</p> <p>Training and education: e.g. Average hours of training per year per employee by category of employee; Specific policies and programmes for skills management or for lifelong learning.</p> <p>Diversity and opportunity: e.g. Description of equal opportunity policies or programmes, as well as monitoring systems to ensure compliance and results of monitoring; Composition of senior management and corporate governance bodies (including the board of directors), including female/male ratio and other indicators of diversity as culturally appropriate.</p>

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Category	Aspect / Example Indicators
Human rights	<p>Strategy and management: e.g. Description of policies, guidelines, corporate structure, and procedures to deal with all aspects of human rights relevant to operations, including monitoring mechanisms and results; Evidence of consideration of human rights impacts as part of investment and procurement decisions, including selection of suppliers/contractors.</p> <p>Non-discrimination: e.g. Description of global policy and procedures/programmes preventing all forms of discrimination in operations, including monitoring systems and results of monitoring.</p> <p>Freedom of association and collective bargaining: e.g. Description of freedom of association policy and extent to which this policy is universally applied independent of local laws, as well as description of procedures/programmes to address this issue.</p> <p>Child labour: e.g. Description of policy excluding child labour as defined by the ILO Convention 138 and extent to which this policy is visibly stated and applied, as well as description of procedures/ programmes to address this issue, including monitoring systems and results of monitoring.</p> <p>Forced and compulsory labour: e.g. Description of policy to prevent forced and compulsory labour and extent to which this policy is visibly stated and applied as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring.</p> <p>Disciplinary practices: e.g. Description of appeal practices, including, but not limited to, human rights issues; Description of non-retaliation policy and effective, confidential employee grievance system (including, but not limited to, its impact on human rights).</p> <p>Security practices: e.g. Human rights training for security personnel.</p> <p>Indigenous rights: e.g. Description of policies, guidelines, and procedures to address the needs of indigenous people; Description of jointly managed community grievance mechanisms/authority; Share of operating revenues from the area of operations that are redistributed to local communities.</p>

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Category	Aspect / Example Indicators
Society	<p>Community: e.g. Description of policies to manage impacts on communities in areas affected by activities, as well as description of procedures/ programmes to address this issue, including monitoring systems and results of monitoring; Awards received relevant to social, ethical, and environmental performance.</p> <p>Bribery and corruption: e.g. Description of the policy, procedures/management systems, and compliance mechanisms for organisations and employees addressing bribery and corruption.</p> <p>Political contributions: e.g. Amount of money paid to political parties and institutions whose prime function is to fund political parties or their candidates.</p> <p>Competition and pricing: e.g. Court decisions regarding cases pertaining to anti-trust and monopoly regulations; Description of policy, procedures / management systems, and compliance mechanisms for preventing anti-competitive behaviour.</p>
responsibility	<p>Customer health and safety: e.g. Number and type of instances of non-compliance with regulations concerning customer health and safety, including the penalties and fines assessed for these breaches; Voluntary code compliance, product labels or awards with respect to social and/or environmental responsibility that the reporter is qualified to use or has received.</p> <p>Products and services: e.g. Description of policy, procedures/management systems, and compliance mechanisms related to product information and labeling; Number and type of instances of non-compliance with regulations concerning product information and labelling,</p> <p>Advertising: e.g. Description of policies, procedures/management systems, and compliance mechanisms for adherence to standards and voluntary codes related to advertising; Number and types of breaches of advertising and marketing regulations.</p> <p>Respect for privacy: e.g. Description of policy, procedures/management systems, and compliance mechanisms for consumer privacy; Number of substantiated complaints regarding breaches of consumer privacy.</p>



About the SIGMA Project

The SIGMA Project - *Sustainability Integrated Guidelines for Management* was launched in 1999 with the support of the UK Department of Trade and Industry (DTI) and is led by:

- British Standards Institution - the leading standards organisation
- Forum for the Future - a leading sustainability charity and think-tank
- AccountAbility - the international professional body for accountability.

The SIGMA project has developed the SIGMA Guidelines and a series of tools to provide clear, practical advice to organisations to enable them to make a meaningful contribution to sustainable development.

The SIGMA Guidelines consist of:

- a set of **Guiding Principles** that help organisations to understand sustainability and their contribution to it.
- a **Management Framework** that integrates sustainability issues into core processes and mainstream decision-making. It is structured into phases and sub-phases.

The SIGMA **Toolkit**, consists of targeted tools and approaches to help with specific management challenges, and case studies explaining how organisations have used the SIGMA Guidelines and Toolkit to tackle real issues.

More information including the full SIGMA Guidelines and the accompanying SIGMA Toolkit are available at: www.projectsigma.com.

