

Module 6-7

Risk and Impact Management

Dutch SME(s) CSR Examples

[NINE & Co.](#) – Children's Apparel ([CSR](#)), [Tony's Choclonely](#) – Confectionary ([CSR](#)) and [Marlies|dekkers](#) – Apparel ([CSR](#))



CSR Framework

(How the company defines and identifies different risks, hazards, safety, social risks etc)

[NINE & Co.](#) invest in [transparency and good relationships with suppliers and partners](#) to realise good, safe and healthy working conditions throughout our supply chain. In recent years NINE & Co now work more closely with a smaller amount of suppliers, enabling them to increase transparency, build stronger relationships and increase insight into the supply chain. Between 2017-2019 they decreased from over 100 suppliers to 48 suppliers. NINE & Co also set up specific supply chain programmes with partners in order to facilitate good quality of work in the factories. The majority of their suppliers are a member of and audited by, a social compliance standard. Each year NINE & Co visit the factories of suppliers to work on the quality, safety and well-being of workers and working conditions.

To protect the safety of the users of their product (babies and children) NINE & Co's baby products consist of [100% organic or sustainably sourced cotton](#) and 100% compliant with European health & safety standards.



Internal Democracy and Transparency

(Standards, processes, systems, indicators, evaluation procedures)

[NINE & Co](#) agree on a [mutual code of conduct](#) with all of their suppliers. They strive for all of their suppliers to be [accredited by a social compliance standard](#). Currently, 88% of their suppliers are audited by BSCI, SA8000 or SEDEX. As a BSCI member, NINE & Co works with audits and action plans for improvement throughout the supply chain



The BeanTracker digitally logs the data collection from cooperative to chocolate production and includes a monitoring tool for all actors in the supply chain to see where the beans are at any particular moment in time.

- Tony's Chocolonely

Risk Analysis

(Decision Making, Management, Psychological/Staff, Intelligence and Response related, Occupational, Social, Environmental procedures to reduce risks and decrease Footprint, Carbon Pledge)



NINE & Co. look at [risk analysis data](#) from each of the countries of their suppliers. This data gives relevant information on the sustainability issues in these countries. This gives guiding principles for working with suppliers in these countries.

NINE & Co. make sure to highlight the importance of [their top 5 risks](#) in their [Code of Conduct and Supplier Guide](#). Their reviewed code of conduct highlights mutual responsibilities, based on the sentiment that creating a fair and honest supply chain comes from both sides.

Implementation Using Innovative Digital Tools and Technologies

(Technologies and digital tools that assist in the implementation, management of risk and change management process of SME CSR)



NINE & Co. plan to launch a [digital sampling pilot](#) with the goal of reducing the material samples needed and coming to an overall reduction in waste materials, transport, time and costs.

Marlies|dekkers use [digital textile printing](#) on their garments. Digital textile printing saved 40 billion litres of water worldwide in 2018.

Tony's Chocolonely use ['the Beantracker'](#) to help them with their goal of using 100% traceable cocoa. The Beantracker digitally logs where the beans are at any moment in time, so they can see which cooperative has supplied which amount of cocoa. In total, 6,711 metric tonnes of cocoa beans flowed through Beantracker in 19/20. The Beantracker also registers – in the cloud – individual farmer-level bean deliveries to Tony's and their partners. This helps them and the cooperatives to double-check if farmers deliver the right amount of beans for their plantations' capacity.

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Commitments that Impact the Community and Customers

Hazards, Staff, anti corruption, Environment, Social)

[NINE & Co.](#) care about mothers and children. They invest in the health and safety of (pregnant) mothers and their babies and provide support for them.

NINE & Co. collaborate with [STICHTING BABYWERK](#) and other healthcare professionals to make a positive social impact on babies and their mothers. In 2020, NINE & Co. launched [Veerkracht](#), a campaign to raise awareness around resilient parenthood and attachment between child and parent. Veerkracht holds active one-on-one social media live sessions between experts and the community and an educational video series dedicated to the topic. In 2020 they had more than 1 million views online and engaged nearly 250,00 parents (to be) with their online tools and stories.



Actions Taken to Result in both Long- and Short-Term Impact(s)

[The Johan Cruyff Institute's](#) long-term mission is to safeguard ethical conduct in the sports business by facilitating the development of socially responsible leaders for the betterment of the industry and society as a whole. They do this through their educational programmes which allow athletes to develop dual careers and make a successful transition to the business world after retiring from professional sports. The founder, Johan Cruyff, considered athletes to be the best people to lead sports organizations, as they understand the specifics of sports and will thus defend the values of sports in business to the utmost.

In the short run, the Institute provides opportunities to minority sports athletes with the [Cruyff Athlete Fund](#) which provides study grants of up to 100%. Additionally, the [Johan Cruyff Foundation](#), the charitable branch of the business, helps children and young people improve their quality of life through sports and movement. The Johan Cruyff Institute supports the foundation through volunteering, support services and funding.



We envision a world where all products are sold for a true price. If a product is sold for a true price, then no damage is done to people or to nature: it is fully sustainable. If all products are sold for a true price, then the global economy is sustainable.

- True Price

Measure Reputation and Impact

(Footprint measurement, reputation measurement)



In order to calculate their environmental footprint, [Tony's Chocolonely](#) gets insights from TruePrice. [True Price](#) is a social enterprise with the mission to realize sustainable products that are affordable to all by enabling consumers to see and voluntarily pay the true price of products they buy. True Price [calculate the the actual social and environmental cost](#) of Tony's chocolate bars, considering the negative social and environmental impact such as illegal child labour and carbon emissions.

The True Price calculations show that shipping makes a major contribution to their CO2 footprint. Therefore, they have committed to the [GoodShipping](#) project of GoodFuels in March 2017. The GoodShipping program is the first initiative worldwide to promote sustainable shipping for companies: they want biofuel to become the standard in shipping.

CSR as a Strategic Investment Incorporated into the SME Strategy

(Understanding and managing the CSR price tag and CSR budget for SMEs. How the CSR payback is funded and measured)



[Tony's Chocolonely](#) benefits from increased sales each year due to the growing demand for ethical chocolate. [Tony's Chocolonely sold 46,233, 862 chocolate bars](#) in 2021. With a turnover of €70 million, Tony's Chocolonely is now the [biggest chocolate brand in the Netherlands](#) with a market share of around 19% and a growth of 27% in 2018-2019.

