



Impact Sourcing Standard

Version: BSR:v2.0

I. INTRODUCTION

BSR

[BSR](#), an organization of sustainable business experts that works with its global network of the world's leading companies to build a just and sustainable world, was the proud host of the Global Impact Sourcing Coalition Secretariat from its founding in 2016 until its closure in 2020, and continues to support the Impact Sourcing movement. BSR maintains the Impact Sourcing Standard and offers Impact Sourcing assessment and advisory services to companies that seek to learn from our experience in running the GISC to launch their own distinctive Impact Sourcing programs, as well as to develop inclusive employment initiatives that effectively bring people out of poverty.

The Global Impact Sourcing Coalition

The Global Impact Sourcing Coalition ([GISC](#)) was a global network of businesses that aimed to create jobs for those most in need through the power of procurement and global supply chains. The GISC was comprised of companies that joined forces to advance wide-scale adoption of Impact Sourcing and work toward a common vision for all people in the world to have the opportunity to obtain productive employment and decent work, a requirement for promoting inclusion and ending poverty for all. As a collaborative initiative, GISC launched in 2016 and disbanded in 2020. In the interim, GISC made great advancements against the initiative's goals and mission that have established a strong foundation for Impact Sourcing to grow well beyond the initiative's tenure and scope. Key lessons learned from the initiative can be reviewed in this final report: The [Global Impact Sourcing Coalition: Lessons Learned Report](#) on a market-based approach to inclusive employment.

About the Impact Sourcing Standard¹

The Impact Sourcing Standard ("the Standard") defines minimum requirements and voluntary best practices for suppliers to demonstrate their commitments to inclusive employment. For the purposes of this Standard, Impact Sourcing is defined as a business practice where a company prioritizes suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment.

With the launch of the Impact Sourcing Standard in 2017, the GISC aimed to present a common understanding and language for discourse, negotiation, and partnership between product suppliers and service providers ("suppliers") and their client organizations ("clients" or "buyers") about Impact Sourcing as a service and social benefit, with the ultimate goal of creating good jobs for people who are economically marginalized across global supply chains. Additionally, the Standard has proven to be beneficial for communicating an organization's inclusive hiring commitments to job seekers, employees, government and civil society stakeholders, customers, and the general public.

¹ The development and implementation of the first and second versions of the Impact Sourcing Standard were made possible by the generous support of the [Rockefeller Foundation](#).

The Standard promotes inclusive hiring practices that target individuals who are vulnerable or disadvantaged due to their experience of being long-term unemployed or living in poverty. This broad definition for job candidates and employees benefiting from Impact Sourcing (“Impact Workers”) enables Impact Sourcing suppliers to be flexible and to adapt their inclusive hiring initiatives to the unique demographics and priorities of the regions in which they are operating, while still ensuring programs are designed to include those who have been most economically marginalized.

Version GISC:v1.0 of the Impact Sourcing Standard was developed and reviewed by members of the Global Impact Sourcing Coalition (GISC)—including both buyers and suppliers of Impact Sourcing services—as well as by academic and industry experts to ensure its adequacy, technical feasibility, and alignment with social impact goals. Version GISC:v1.0 was adopted by GISC members on November 17, 2017, and superseded by Version BSR:v2.0 on July 27, 2021. Between the launch of the Standard and December 31, 2020, 12 GISC member companies completed an assessment and conformed with the minimum criteria to fully adopt this Version GISC:v1.0 of the Standard.

Version BSR:v2.0 of the Impact Sourcing Standard was developed with the intention to act as a continuing resource and guide to companies that seek to advance their Impact Sourcing efforts. It incorporates learnings from BSR’s experience in applying Impact Sourcing Standard with over 20 companies. The update also seeks to ensure that the Standard can be adopted by companies across a range of sectors and industries. Version BSR:v2.0 was finalized and [published as a public resource](#) on July 27, 2021.

While the vision and aspiration of the Impact Sourcing Standard will remain the same over time, the Standard itself may continuously improve in line with changes in society and expectations of business.

II. OBJECTIVES

The objectives of the Impact Sourcing Standard are to:

- a) Establish Impact Sourcing as a trusted business practice that improves the lives of people who otherwise have limited prospects for formal employment;
- b) Enable suppliers to communicate consistently about their Impact Sourcing service capabilities and performance to their clients and other stakeholders;
- c) Enable client organizations to evaluate their suppliers based on their Impact Sourcing service capabilities and performance, as well as to communicate consistently about their Impact Sourcing efforts to their stakeholders;
- d) Facilitate the adoption of Impact Sourcing across companies operating in a wide range of geographies and industries.

III. SCOPE

- The Standard is applicable to suppliers of all products and services who directly employ Impact Workers (see Terms and Definitions). The Standard is not designed to apply to organizations, or subsets of organizations, that hire freelance or independent contractors whether sourced directly, via a private employment agency, or via an online platform. While organizations that utilize these types of workforces may operate in ways that align with Impact Sourcing principles, these types of

workforce models require unique protections and considerations which are not elaborated on within this Standard.

- The requirements of this Standard shall apply universally, regardless of an organization’s legal structure, geographic location, industry sector, and company size.
- This Standard may be applied by an entire organization or a business division, such as a country office, a business unit, or a subsidiary, among other possible divisions, as long as the business division is clearly defined and can conform to the requirements set forth in this Standard. For those organizations that choose to adopt the Standard, the scope of business covered should be clearly stated in any public communications and as a part of negotiations with clients.
- This Standard does not apply to organizations that subcontract to Impact Sourcing suppliers. In this instance, the organization is considered to be a buyer of Impact Sourcing products or services, and the subcontractor a supplier, who will be expected to uphold the requirements of the Standard. It is possible for an organization to be both a buyer and an Impact Sourcing supplier when that organization both adheres to the requirements of the Standard itself and procures from Impact Sourcing suppliers.

IV. NORMATIVE REFERENCES

Organizations that use the Impact Sourcing Standard shall comply with local, national, and all other applicable laws, at a minimum. Users also shall apply prevailing industry standards of good business practice and other requirements to which the organization subscribes. When such laws, standards, or other requirements to which the organization subscribes and this Standard address the same issue, the provision most favorable to workers shall apply.

The foundational elements of this Standard are based on the UN Declaration of Human Rights, conventions of the International Labor Organization (ILO), international human rights norms, and national labor laws. It is expected that all suppliers that subscribe to this Standard further respect the principles of the international instruments listed in Annex A. Failure to address the management of critical issues in the workplace such as forced and child labor, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary practices, working hours, and compensation violate the intentions of this Standard. While expected as minimum practices and not explicitly examined during the Impact Sourcing Standard assessment, identified failures will disqualify organizations from achieving the status of fully adopting the Impact Sourcing Standard.

V. TERMS AND DEFINITIONS

For the purposes of this document, the following terms and definitions apply:

Term	Definition	Reference
Impact Sourcing Definitions		
Impact Sourcing	Impact Sourcing is a business practice where a company prioritizes suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment.	Global Impact Sourcing Coalition

Impact Sourcing supplier	A supplier of products and / or services that commits to intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment, to deliver social and business outcomes.	Global Impact Sourcing Coalition
Suppliers	Any entity or individual(s) in the supply chain that directly provides the organization with goods or services integral to, utilized in or for the production of the organization's goods or services.	Social Accountability International, SA8000
Buyers (or Clients)	Organizations—including multinational corporations, small to medium enterprises, government units, private sector units—that procure goods and / or services from suppliers.	
Career development	The process of managing an employee's work experience, professional development, and career progression within an organization.	
Impact Workers	People hired into the organization who previously were long-term unemployed or living in poverty.	
Living Wage	The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events.	Global Living Wage Coalition
Long-term unemployed	Unemployed persons with continuous periods of unemployment extending for one year or longer despite being available and actively looking for work.	ILO, Key Indicators of the Labour Market 11. Long-term unemployment
Poverty	<p>Poverty is a state or condition in which a person lacks the financial resources and essentials for a minimum standard of living.</p> <p><u>Absolute poverty</u> refers to a set standard which is consistent over time and between countries. The World Bank sets the absolute international poverty line at \$1.90 a day (in 2011 PPP \$).</p> <p><u>Relative poverty</u> is defined relative to the members of a society and, therefore, differs across countries.</p> <p><u>Multi-dimensional poverty</u> reflects the multiple deprivations that poor people face in the areas of education, health, and living standards. Multidimensional poverty measures can be used to create a more comprehensive picture revealing the range of different disadvantages experienced.</p>	World Bank Poverty & Equity Data Portal Multidimensional Poverty Index
Private employment agency	<p>Any entity, independent of the public authorities, which provides one or more of the following labor market services:</p> <ul style="list-style-type: none"> • Matching offers of and applications for employment, without the agency becoming a party to the employment relationship(s) which may occur; • Employing workers with a view to making them available to a third-party entity, which assigns their tasks and supervises the execution of these tasks. 	Social Accountability International, SA8000

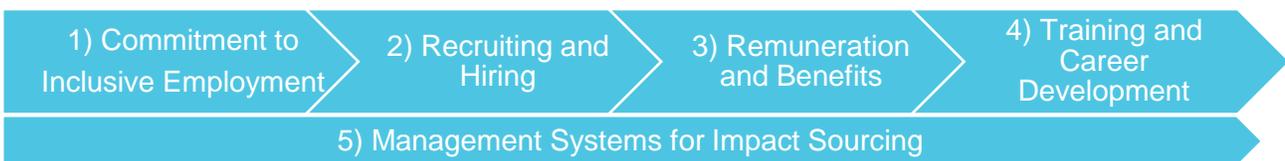
Standard Definitions		
Shall	In this Standard the term “shall” indicates a requirement.	Social Accountability International, SA8000
May	In this Standard the term “may” indicates a permission.	Social Accountability International, SA8000
Continual Improvement	Recurring activity to enhance performance.	ISO
Documented information	Information required to be controlled and maintained by an organization and the medium on which it is contained. Documented information can refer to: — the Impact Sourcing management system, including related processes; — evidence of results achieved (records).	ISO
Management System	A management system describes the set of interrelated or interacting elements of an organization to establish policies and objectives, and the processes an organization needs to follow to meet its objectives.	ISO
Measurement	Process to determine a value.	ISO
Monitoring	Determining the status of a system, a process, or an activity. To determine the status, there may be a need to check, supervise, or critically observe.	ISO
Objective	Result to be achieved. An objective can be strategic, tactical, or operational. An objective can be expressed in other ways, e.g., as an intended outcome, a purpose, an operational criterion, an Impact Sourcing objective, or by the use of other words with similar meaning (e.g., aim, goal, or target).	ISO
Outsource	An arrangement where an external organization performs part of an organization’s function or process.	ISO
Organization	The entirety of any business or nonbusiness entity responsible for implementing the requirements of this Standard, including all personnel employed by the organization. Note: For example, organizations include companies, corporations, cooperatives, NGOs, and government institutions.	Social Accountability International, SA8000
Policy	Intentions and direction of an organization, as formally expressed by its top management.	ISO
Process	Set of interrelated or interacting activities which transforms inputs into outputs.	ISO
Performance	Measurable result. Performance can relate either to quantitative or qualitative findings. Performance can relate to the management of activities, processes, products and services, systems, or organizations.	ISO
Requirement	Need or expectation that is stated, generally implied, or obligatory.	ISO

Conformity	Fulfillment of a requirement.	ISO
Top Management	Person or group of people who directs and controls an organization at the highest level. Top management has the power to delegate authority and provide resources within the organization.	ISO

VI. IMPLEMENTATION

The Impact Sourcing Standard outlines the requirements to be upheld by Impact Sourcing providers, including the steps that they are expected to take across the entire employee lifecycle, from recruitment to career advancement, in order to cultivate an inclusive workplace and a culture of inclusion. Each requirement includes a business policy, practice, or management system that Impact Sourcing suppliers shall comply with in order to ensure that people who are long-term unemployed or living in poverty are afforded equal opportunities to enter the workforce and advance in their careers.

Impact Sourcing Standard Sections



When suppliers meet the minimum requirements, they may state that their business practices are in accordance with this Impact Sourcing Standard. If suppliers have completed the Impact Sourcing Standard assessment with BSR and have evidenced their conformity with the minimum requirements, they may state that their organizations (or the subset of their organization included in the scope of the assessment) have fully adopted the Impact Sourcing Standard.

Exclusions

Buyers may have additional requirements to be negotiated on an individual basis with their suppliers. In order to be considered in accordance with this Standard, such criteria may not compromise or otherwise undermine the Standard objectives. This Standard does not currently address the following, which should be negotiated between individual Impact Sourcing suppliers and their clients:

- The process or criteria that Buyer organizations may use to assess or prioritize Impact Sourcing suppliers beyond the Standard requirements;
- The establishment of a quota of Impact Workers on client accounts (by percentage of the workforce, total number of hires, or any other method of accounting);
- Any additional criteria, expectations, or boundaries that Buyers may require in their procurement assessments and awarding of business processes.

VII. IMPACT SOURCING STANDARD

1. COMMITMENT TO INCLUSIVE EMPLOYMENT		GUIDANCE
1.1	The organization shall commit to employ, advance in employment, and offer equitable opportunities in all employment practices to people who were previously	<i>Organizational commitment to creating positive social and business impacts through inclusive</i>

	long-term unemployed or living in poverty (“Impact Workers”).	<p><i>employment is the core of the Impact Sourcing Standard.</i></p> <p><i>Commitment can be demonstrated through the organization’s proactive approach to integrating people who were previously long-term unemployed or living in poverty into the workplace, including actions taken throughout employees’ recruitment, training, and career development lifecycle to better attract, prepare, retain, and advance Impact Workers in their careers. It is also demonstrable through the organization’s efforts to create a positive and supportive environment for Impact Workers to attain the skills and relationships that they need to thrive in the workplace.</i></p>
1.2	The organization shall publish a public statement or commitment to Impact Sourcing and inclusive employment where it can be seen by potential job applicants, clients, and stakeholders.	<i>The statement or commitment may be published, for example, on its website, in application materials, or through a press release or CEO statement.</i>
1.3	The organization shall appoint member of the top-management team to be responsible for compliance with the Impact Sourcing Standard.	<i>Inclusion policies, programs, and practices require aligned, committed, and engaged leadership. Assignment of a senior manager to implementation of the IS Standard signals the importance of the work to all employees and helps to embed it in the culture of the workplace. Formal executive sponsorship and linking leadership compensation to inclusive employment outcomes are best practice, and tend to result in the most impactful programs.</i>
2. RECRUITING AND HIRING		
2.1	The organization shall periodically review recruiting and hiring processes and policies to ensure that they do not intentionally or inadvertently prevent job applicants who are long-term unemployed or living in poverty from being considered and fairly evaluated for a job within the organization.	<p><i>Impact Worker candidates are often disadvantaged in the job application process. Impact Sourcing suppliers should review each step in their recruiting and hiring processes to identify and remove any false barriers that may prevent Impact Worker job seekers from applying or being fully considered for employment. Actions may include:</i></p> <ul style="list-style-type: none"> <i>• Ensuring that job postings and interview processes emphasize applicants’ potential and demonstrable skillsets over specific credentials, and focus on output rather than process, so they do not indirectly discriminate against job candidates;</i> <i>• Removal of any previous employment or qualifications requirements that are not strictly required for the available job;</i> <i>• Using neutral and objective evaluation criteria to avoid subjective employment</i>

		<p><i>decisions based on personal stereotypes or hidden biases of the interview team;</i></p> <ul style="list-style-type: none"> • <i>Adjusting applicant tracking system filters to remove any potential barriers for Impact Worker applicants;</i> • <i>Ensuring that advertising does not discourage or discriminate against Impact Worker candidates;</i> • <i>Utilizing job advertising channels that are accessible to Impact Worker candidates;</i> • <i>Supporting alternative ways of conducting assessments and interviews, such as extended interviews or facilitating work trials;</i> • <i>Empowering recruiters and hiring managers to adapt the interviews for candidates with special needs who for other reasons are not able to compete fairly when confronted by standard interview processes;</i> • <i>Ensuring that non-job-related selection criteria or procedures (e.g., tests, interview questions, etc.) do not adversely affect Impact Worker candidates.</i>
<p>2.2</p>	<p>Hiring managers and recruiters shall be trained to identify and offer equal opportunities to job applicants who are long-term unemployed or living in poverty, including reasonable adjustments made to ensure that all applicants have a fair chance in the interview process.</p>	<p><i>Hiring managers and recruiters may be prepared through:</i></p> <ul style="list-style-type: none"> • <i>Training on how to evaluate candidate applications and profiles for their match with Impact Worker criteria, e.g., through use of a checklist of specific criteria to look for when assessing cover letters and resumes.</i> • <i>Training on how to identify applicants' fit for the needs of the role, going beyond questions focused solely on their current or recent employment status.</i> • <i>The provision of interview guides that include questions that assess applicants' competencies and motivation, to help hiring managers when interviewing Impact Worker applicants.</i> • <i>Training to recognize any special needs of individual applicants, enabling interviewers to adjust their approach as needed to ensure that applicants have a fair chance in the interview process.</i>
<p>2.3</p>	<p>The organization shall ensure that no employment fees or costs are borne in whole or in part by Impact Workers.</p>	<p><i>Recruitment fees paid by workers can be linked to debt bondage, human trafficking, and forced labor. Companies can prevent further exploitation of vulnerable and disadvantaged workers by establishing strong policies to explicitly prohibit fee-charging to workers for employment, and applying the same requirements to private employment agencies. Employers should bear the cost and responsibility of using recruiters and should</i></p>

		<p>work with licensed recruitment agents to prohibit unscrupulous recruitment practices.</p> <p><i>“*Users can find more guidance on this criteria from the ILO’s “General principles and operational guidelines for fair recruitment” and the UN Global Compact.</i></p>
2.4	<p>The organization shall adopt written nondiscrimination and equal opportunity policies for all people, regardless of their age; caste; color; disability; family responsibilities; gender; marital status; national, territorial, or social origin; political opinions; race; religion; sexual orientation; union membership; or any other condition that could give rise to discrimination.</p>	<p><i>Nondiscrimination and equal opportunity policies may be included in personnel policy manuals, employee handbooks, and other procedural manuals, and should apply to all aspects of the relationship between the organization and its employees, including recruitment, employment, promotion, training, working conditions, discipline, layoff or termination, remuneration, employee benefits, and application of policies. Policies readily accessible to employees and should be available in languages spoken natively and/or professionally by employees.</i></p> <p><i>*This clause has been adapted from Social Accountability International, SA8000, which expands on ILO Convention 111 on ending discrimination in the workforce.</i></p>
2.5	<p>The organization shall offer reasonable adjustments to the workplace and working conditions for all job applicants and employees with disabilities to ensure that they are empowered to do their job effectively.</p>	<p><i>To ensure consistent and fair treatment in the workplace, organizations are expected to provide reasonable adjustments for job applicants and employees with disabilities.</i></p> <p><i>Ensuring equality for disabled people may mean changing the way employment is structured, the removal of physical barriers, and/or providing extra support for disabled workers.</i></p> <p><i>Many factors will be involved in deciding what adjustments to make and they will depend on individual circumstances. Different people will need different changes.</i></p> <p><i>The organization is encouraged to offer job flexibility options to workers as a means of accommodating the different needs of different employees and creating multiple pathways to success within the organization.</i></p> <p><i>*More guidance on reasonable accommodations in the workplace can be found at the Job Accommodation Network and the Business Disability Forum.</i></p>
2.6	<p>When quantifying Impact Workers in the workforce, organizations shall only count those qualifying employees who have been employed for a minimum of six months, unless those employees have left the</p>	<p><i>Direct positive impacts that reduce the vulnerability or disadvantage of Impact Workers only begin to accrue once employees secure a steady paycheck and, ultimately, steady employment. This Standard requires that</i></p>

	<p>organization to attend higher education or for another job opportunity.</p> <p>The organization shall only count part-time workers when their employment is accompanied by onboarding, training, and professional development opportunities to attain the skills required to thrive and advance in the workplace.</p> <p>The organization shall not count uncompensated employees, interns, or apprentices as Impact Workers unless they compensate trainees for the time worked. However, the organization is encouraged to develop pre-employment and on-the-job training programs themselves or in partnership with external training providers.</p>	<p><i>Impact Workers be engaged in the workplace for a minimum of six months of paid employment in order to count toward an organization's tally of Impact Workers.</i></p> <p><i>Employees who have been fired before working six months, or who have left the workforce voluntarily or without an alternative employment opportunity shall not be counted.</i></p> <p><i>Pre-employment training may be beneficial for preparing job seekers for the workplace, and employers are encouraged to offer such training either directly or through a training provider. Organizations are encouraged to pay trainees, to ensure equitable opportunity for job applicants who might otherwise not be able to train without an income.</i></p>
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3. REMUNERATION AND BENEFITS

<p>3.1</p>	<p>The organization shall pay Impact Workers at least the minimum total compensation required by local law, including all mandated wages, allowances, and benefits.</p>	<p><i>The Impact Sourcing Standard seeks to ensure that employers treat all employees with fairness in terms of payment for work done. Impact Workers are not to be considered a less expensive alternative to the traditional workforce.</i></p> <p><i>Organizations are highly encouraged to pay their workforce a living wage, which is high enough to afford employees' a decent standard of living for themselves and their families.* They are also encouraged to offer higher quality or broader benefits coverage for all employees, to protect their financial stability, health, and wellness. These might include:</i></p> <ul style="list-style-type: none"> <i>• Benefits that protect the health and welfare of Impact Workers, such as health insurance, disability and invalidity coverage, life insurance, etc.</i> <i>• Benefits that are designed to support Impact Workers' needs in the workplace, such as free or subsidized meals, free or subsidized transportation to/from work, etc.</i> <i>• Benefits for working parents, such as special accommodations for breastfeeding mothers, subsidized onsite or offsite childcare, extended maternity and paternity leave, etc.</i> <i>• Benefits to contribute to the long-term financial sustainability of Impact Workers, such as a retirement plan, a pension, stock ownership, etc.</i> <p><i>*Definition of Living Wage and additional information on calculation further detailed by The Global Living Wage Coalition</i></p>
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3.2	Impact Workers shall be compensated equally and enjoy the same benefits as employees with the same levels of work experience and work assignments. Workers who are not offered the same benefits as their peers shall not be counted toward suppliers' Impact Sourcing initiatives.	<i>Impact Workers shall not be compensated differently or less than peer workers who are in the same roles. Equal pay for equal work is both fair and in the interest of companies to motivate and retain Impact Workers.</i>
4. TRAINING AND CAREER DEVELOPMENT		
4.1	The organization shall provide onboarding, training, and professional development opportunities to Impact Workers to enable them to attain the skills required to thrive and advance in the workplace. These opportunities shall be no less than those offered to all other employees who occupy the same roles in the company.	<p><i>Impact Sourcing suppliers are responsible for providing training and mentoring that offers workers of all backgrounds the opportunity, skills, experience, and information necessary to perform well and advance in their careers. They may consider:</i></p> <ul style="list-style-type: none"> • <i>Surveying the workforce to identify training needs;</i> • <i>Creating an onboarding program for all new hires and/or specific to new Impact Worker hires;</i> • <i>Ensuring that the onboarding system delivers adjustments needed by disabled employees quickly and efficiently;</i> • <i>Offering a mentorship program to help ensure that new Impact Workers develop relationships within the company and receive ongoing guidance and support;</i> • <i>Staffing new Impact Workers on teams with managers who are trained and experienced in onboarding workers from diverse socio-economic backgrounds;</i> • <i>Offering ongoing professional development opportunities and trainings to Impact Workers that empower them in their roles and prepare them for advancement in their careers.</i>
4.2	The organization shall ensure that promotion criteria are made known to all employees, establish clear performance criteria, and ensure that appraisals of Impact Workers are based on job performance.	<i>Impact Sourcing suppliers may monitor performance appraisal systems for patterns of potential discrimination and make sure that performance appraisals are based on employees' actual job performance, limiting the potential for intentional or unintentional bias in the performance assessment. Organizations are encouraged to provide Impact Workers with a career advisor who ensures that they are aware of advancement opportunities and the steps they would need to take to qualify and apply for those opportunities.</i>
5. MANAGEMENT SYSTEMS		

<p>5.1</p>	<p>The organization shall establish systems that will enable the organization to measure and evaluate the success of Impact Workers compared to their peers over time.</p>	<p><i>Measurement and evaluation of Impact Sourcing initiatives ensure that companies can evaluate the effectiveness of their initiative, identify opportunities to further strengthen outcomes for Impact Workers, and strengthen the business case for Impact Workers.</i></p> <p><i>Raw and analyzed data should be treated confidentially and the privacy of Impact Workers and all workers should be protected at all times.</i></p> <p><i>Metrics may include: indicators on Impact Worker integration and performance compared to the company's entire workforce. Indicators of integration may include average tenure and turnover rates. Performance indicators may include records of promotions and firings as well as other KPIs of job performance tracked by role.</i></p> <p><i>The Impact Sourcing Social Impact Measurement Framework provides companies with a standardized and logical guide defining the intended outcomes and connected impacts of Impact Sourcing for Impact Workers, their households, and communities. This framework can be used to identify and track core indicators or process and performance, and eventually extended indicators of outcomes and impact.</i></p>
<p>5.2</p>	<p>The organization shall maintain appropriate documented information to demonstrate conformity to and implementation of this Impact Sourcing Standard, and to provide evidence of such records upon request.</p>	<p><i>*This clause has been adapted from Social Accountability International, SA8000.</i></p>
<p>5.3</p>	<p>The organization shall regularly conduct a management review of its policy statements, policies, procedures, and management systems for implementing this Standard, together with performance results, in order to continually improve.</p>	<p><i>*This clause has been adapted from Social Accountability International, SA8000.</i></p>

ANNEX A

Organizations that align with the Impact Sourcing Standard shall also respect the principles of the following international instruments:

- ILO Convention 1 (Hours of Work – Industry) and Recommendation 116 (Reduction of Hours of Work)
- ILO Conventions 29 (Forced Labour) and 105 (Abolition of Forced Labour)
- ILO Convention 87 (Freedom of Association)
- ILO Convention 98 (Right to Organise and Collective Bargaining)
- ILO Conventions 100 (Equal Remuneration) and 111 (Discrimination – Employment and Occupation)
- ILO Convention 102 (Social Security – Minimum Standards)
- ILO Convention 131 (Minimum Wage Fixing)
- ILO Convention 135 (Workers’ Representatives)
- ILO Convention 138 and Recommendation 146 (Minimum Age)
- ILO Convention 155 and Recommendation 164 (Occupational Safety and Health)
- ILO Convention 159 (Vocational Rehabilitation and Employment – Disabled Persons)
- ILO Convention 169 (Indigenous and Tribal Peoples)
- ILO Convention 177 (Home Work)
- ILO Convention 181 (Private Employment Agencies)
- ILO Convention 182 (Worst Forms of Child Labour)
- ILO Convention 183 (Maternity Protection)
- ILO Code of Practice on HIV/AIDS and the World of Work
- Universal Declaration of Human Rights
- The International Covenant on Economic, Social and Cultural Rights
- The International Covenant on Civil and Political Rights
- The United Nations Convention on the Rights of the Child
- The United Nations Convention on the Elimination of All Forms of Discrimination Against Women
- The United Nations Convention on the Elimination of All Forms of Racial Discrimination
- UN Guiding Principles on Business and Human Rights

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